

DASCB-17-010316

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ARMY SPORT CONTROL BOARD DIRECTIVE 'PROFESSIONALISING THE DELIVERY OF SPORT IN THE ARMY'

REFRESHED AND RE-ISSUED – SEPTEMBER 2021

SITUATION

1. Our Army is busy and committed, at the same time 'transforming', changing its shape as it implements a 'whole force'¹ construct and continues delivery of the A2020 structures within the SDSR 2015 outcome², the Army Command Review and investment in the Army's core purposes³, the adjustments necessary to implement the Integrated Review⁴ and the enabling activity, including the implementation of the basing plan for the UK and the Army People Plan – Future Soldier. We are also emerging from the pandemic, with a suspension of activity during lockdowns but now with Army sports proceeding, with caution, but nonetheless with a very clear appetite and desire amongst our people for their sport to resume.

2. Throughout all of this the Army's strategic edge has and will remain the calibre and commitment of its people: they lie at the heart of the Army and successful transformation and a return to 'the new normal' will only be achieved through their recruitment, retention, education, training and motivation. Over the next decade, the Army will modernise and transform to become more agile, integrated and expeditionary – a world class force ready for the next challenge. Our key role will be to support the Army's retention and recruiting efforts by offering sporting opportunity both as respite against busy programmes and operations but also to assist in honing the competitive edge of our people, so important in a volunteer organisation and one that is, instinctively, competitive in all that it does.

3. The importance of sport is recognised at the highest level in the Army:

*'I place a huge premium on sport in the Army. My starting point is that it helps our Army win in battle. It plays a vital role in welfare, morale, operational effectiveness and recovery. Sport produces soldiers who build and lead teams by habit and reflex. It generates and maintains cohesion. It nurtures pride - and that essential corollary - humility. It encourages leaders to think clearly and confidently when under pressure, and to innovate. And most importantly it fuels a desire to win.'*⁵

MISSION

4. The ASCB's Mission is:

¹ 'The Whole Force, of military regulars and reserves, civil servants and partners across industry and academia' – SDSR Fact Sheet 2 – Joint Force 2025.

² 'SDSR 2015 Defence Fact Sheets' dated Nov 2015.

³ An Army structured to deliver Engaged, Committed, Responsive and Adaptable forces.

⁴ Within the Integrated Review, the Army transformation 'Future Soldier' to become 'a more modern Army that is more agile, more integrated and more expeditionary – ready for the next challenge, not the last' - CGS 22 Mar 21.

⁵ CGS, 2017 Army Sports Awards.

‘To promote and deliver sport within the Army ensuring that participation in sport remains a significant element of the Army offer for both recruiting and retention and that sport is promoted to link with society in order to enhance the Army’s national reputation.’

This subtle change in wording from the previous mission was introduced in April 2016 in order to move the ASCB from an organisation that focused effort on the delivery of Army-level sporting events to one that focusses on the delivery of sport in the Army.

EXECUTION

GENERAL OUTLINE

5. **Intent.** The purpose of the Army Sport Control Board (ASCB) is to encourage and support participation in sport in the Army and improve standards throughout. Our recent efforts have been to improve and professionalise the delivery of sport in the Army. And, as I have said before, I believe that this is a *seminal moment for sport within the Army*: we have a growing number of elite sportsmen and women; investment in our sportsmen and women and in the necessary infrastructure to develop them is also growing; assurance demands are increasing; and we have two new factors to consider – how we define and enable sport in an integrated Army which is now predominantly based in the UK. Add to this the fact that the Army we support is busy and changing shape and you can see why it was necessary to ‘raise our game’ in terms of sporting delivery. You have heard me say:

‘Sustaining success in sport is down to 60% organisation and 40% talent.’

So, we have focused effort on improving process and procedures in HQ ASCB, have implemented a new structure to provide greater assurance and governance of sport and to provide advice to sport deliverers in our many Associations and Unions and have revised and simplified policy. We have also: streamlined procedures for allocating grants to individuals and associations and unions; continued to manage the Charity well; and the Army Sports Lottery is going from strength to strength and remains, importantly, our most significant and precious source of income. As CGS has noted⁶:

‘It’s a great story. Not strictly mine to tell but I do know that this doesn’t come about by luck or simply hard work. This comes about by getting 3 things right:

- We’ve got more money coming into Army sport than ever before;*
- We’re smarter in our organisation;*
- And more professional in our ambition, outlook and partnership with those essential national sporting institutions that support us.*

‘It’s about getting the Army back into sport – reminding ourselves why we love it, why we do it and why it is important. It got squeezed by Afghanistan and Iraq before that – perhaps understandably’.

With your help we have raised our game. But we should not be complacent and the worry as we emerge from the suspension of much of our sport due to the pandemic remains: are we encouraging participation in sport; is the chain of command seeing sport as a significant enough priority to afford time to participate? Providing opportunities and releasing our people to play and organise sport, are both key elements of our unique offer and lived experience – we should all be ensuring we deliver on both. Our policy⁷ is clear on what units should be providing:

⁶ CGS Address at Army Sports Awards 2019.

⁷ AGAI Volume 1, Chapter 5 – Sport, Section 4 ‘Participation’.

5.069. The conduct of Sport in the Army. *In principle, all Regular Army units, less those in training units, are to include a minimum of two hours of sport per week in their unit programmes; for unit teams and individuals this should, routinely, be programmed on a Wednesday afternoon. Training units are to encourage sporting participation, but it should not be at the detriment of primary training activities. Army Reserve units are to actively encourage sporting participation.*

HQ ASCB and all Army sports associations and unions have a role to play here in supporting the chain of command in enabling sport to be played. Sports themselves are there to provide advice on the conduct of their sport with guidance and rules coming directly from the relevant NGB. HQ ASCB will improve our provision of advice to the chain of command on how to get more equipment and how to manage and sustain their sports facilities, providing the chain of command with sufficient coaches and officials to run unit sport and through the coordination and management of the activities of our associations and unions who govern and deliver their individual sports.

6. **Scheme of Manoeuvre.** The DASCB Review in 2015 identified a number of themes that continue to be the focus of our efforts. In essence, the intention behind the themes is to increase participation in sport at unit level, for all sport, for both the regular and reserve elements within an integrated force and better publicising the ASCB's function, role and outputs. As we increase participation we should identify, nurture and develop talent so that Army sportsmen and women are able to compete at the highest levels, achieving their aspirations and enhancing the reputation and standing of Army sport on the national and international stage. Through the Army Elite Sport Programme (AESP) we will develop and manage our elite sportsmen and women to build upon success at national level, whether that is Olympic, Commonwealth or simply enhancing participation in national-level leagues and competitions (the RFU Premiership being an example). We should encourage those more 'senior' athletes to move into the coaching space to encourage and nurture the Army's younger and promising athletes. We should use sport as a means of engaging with society, and as a vehicle for Defence Engagement. We need to better understand the required assurance mechanism that we need to implement to protect our people and our reputation; part of this is understanding and applying the 'duty of care' responsibilities placed upon our sports' architecture. In doing so, review our own governance, review how we are delivering sport, ensure we are managing the appropriate sports with permanent secretaries and have put in place the committee structures required to do so and our linkages below and up and out (to the United Kingdom Armed Forces Sport Board (UKAF SB) and each sport's national governing body and organisations). The priority remains a focus on the 'enabling' activities to deliver this and as set out below. And throughout I wish to continue to improve our support from HQ ASCB, fundamental to which is the team within the Army Sports Control Board and amongst those managing sport in the Army that shares this vision and has the same passion to deliver it.

7. **Main Effort.** The ASCB's main effort is to focus on the 'enabling' activities to increase participation in sport at unit level:

- Improve and increase access to world-class facilities;
- Invest appropriately in our coaches and match officials (referees, umpires);
- Develop and improve our infrastructure (with partners such as Aspire and other facilities managers);
- Forging stronger relationships to our national sports associations and bodies;
- Cementing stronger relationships with our partners in sport, supporters and key sponsors to ensure access to world-class programmes and guaranteed and enduring non-public funding.

8. **How We Deliver - Governance.** International and National Governing Bodies (NGBs) and their rules, laws or regulations are the authority for the playing and governance of sport in the United Kingdom and thus apply equally to Service sport. The UK Sports Council (UK Sport) is the lead body for elite-level sport in the UK,

it is accountable to the Department for Culture, Media and Sport. The role of developing and promoting sport nationally from the grass roots level is vested in the Sports Councils of each Home Country. A National Governing Body (NGB) for sport must be registered with one of the Sports Councils. NGBs are responsible for publishing comprehensive rules and regulations for the conduct of their respective sporting activities. Chief of Defence People (CDP) at MOD is responsible for setting the Armed Forces' Physical Development policy and is accountable to the Defence Board through Vice Chief of the Defence Staff (VCDS). The hierarchical committee structure for the governance and assurance of sport in the UK Armed Forces is represented as follows:

3* Defence People & Training Board (DPTB)

Chaired by CDP

2* Training Policy Group (TPG) or 2* Service People Policy Group (SPPG)

Chaired by Assistant Chief of Defence Staff (Personnel Capability)

1* Training, Education, Skills, Recruiting & Resettlement Policy & Assurance Group (TESRR PAG)

Chaired by Hd TESRR

UK Armed Forces Sports Board (UK AFSB)

Rotational Chairmanship (RN, Army, RAF)

Within Defence, Chief of Defence Personnel (CDP) is responsible for Armed Forces Physical Development Policy and is accountable to the Defence Board. The Assistant Chief of the Defence Staff (Personnel Capability) (ACDS (Pers Cap)) is accountable for Defence Policy for Sport and ensuring the continued recognition of the provision of Sport as a condition of Service. The UK AFSB is the regulatory body for Service Sport and is accountable to ACDS (Pers Cap)) for promoting, developing and providing policy direction on the conduct of representative sport. Importantly the UK AFSB is responsible for standardising where appropriate, sports policy across the Services. Commander Home Command (Comd HC) has responsibility for Army Sport on behalf of the Army Board. He ensures that the development of Army Sport policy takes place within the wider context of the Moral Component of Operational Capability and, as he and the Deputy Chief of the General Staff (DCGS) as the Army Member of the Service Personnel Board, ensure that it is synchronised with Defence Sport policy through the work of Directorate of Personnel Policy (Pers Pol), the ASCB and the CoC.

9. **The ASCB.** The ASCB is formed by a Board of military members (set out within our Charter at Annex A – 'Constitution' at paragraph 4) supported by a civilian executive Secretariat (DASCB and his Staff) which is partly funded by a MoD Grant in Aid (GiA) and a non-public grant from the Army Central Fund (ACF). The ASCB has three chains of command/reporting each providing direction or 'orders': first to the Chief of the General Staff and Army Board via Commander Home Command; second to the Secretary of State via the Armed Forces Sport Board; and third to the Cabinet Office via the Charities Commission reflecting the ASCB's function as a registered charity.

a. **The Charity.** The ASCB Charitable Fund (ASCB CF) is an independent Charity (No 1123854) which is responsible for the custody of ASCB non-public assets and the generation of non-public income for the wellbeing and development of sport in the Army. Non-public income is from two sources: generated internally from the Army Sports Lottery (ASL); or from sponsorship. The ASCB CF Trustees report to the Charity Commission. Our 'duties' as they are described with regard to the charity are set out within our Charter, as are ASCB CF objects; a copy of the Charter is at Annex A.

b. **The United Kingdom Armed Forces Sport Board (UKAF SB).** The UKAF SB is constituted within Joint Services Publication 660 (JSP 660) – Sport in the UK Armed Forces, Part 1: Directive. The UKAF SB is:

- (1) The regulatory body for Service Sport.
- (2) Accountable to ACDS (Pers Cap) via TESRR for promoting, developing and providing policy direction on the conduct of representative sport within and between the single Services and at UK Armed Forces representative level.
- (3) Responsible for standardising where appropriate sports' policy across the Services.
- (4) Maintaining a liaison with national sports' bodies.

The Royal Navy, Army and Royal Air Force have each established structures within their Services responsible for the policy, governance, development and delivery of sport. Each has constituted Sports Boards chaired at 2 star level. The single Service Directors of Sport (Captain Personal, Family, Community Support & Physical Development, Director Army Sport Control Board and Director RAF Sport respectively) are responsible within their Services for delivery of representational sport. For the three Services, the delivery of unit sport is supported by the Sports Boards, the chain of command and Physical Training/Education staff. Each Director represents their Service on the UK AFSB as Board members. The principles underlying sport policy are to:

- (1) Create an environment which encourages Service personnel, both regular and reserve, and our Civil Service colleagues employed in the Army TLB to participate in a full range of sporting activity;
- (2) Provide all Service personnel with time for sport and access to a clearly defined standard of sports facilities and equipment, in order to achieve and maintain fitness, health and well-being;
- (3) Encourage sporting success at individual, unit and representational level and provide a framework for Service, Inter Service and Armed Forces sports competitions and representational sporting opportunities.

c. **Recognised Sports.** The UK AFSB defines the 'categories' of sport in the Services, defining their status, participation and funding. Sports are categorised by their eligibility for public funding, and to qualify for such funding a sport must:

- (1) Be affiliated to a National Governing Body (NGB) as approved by the Sports Council. The Service Sport Association concerned must have a constitution approved by the relevant Sport Board and acceptable accounting procedures and committee structure.
- (2) Have known and established grass roots support. It is to be open (and, if it can be determined, with popular appeal) to all ranks.
- (3) Have guaranteed financial support from non-public funds.
- (4) If a new sport, have low projected per-capita costs.
- (5) If a new sport, be subject to a trial/monitoring/review period of 3 years before it can be considered for full recognition. At the end of this period, it is to be assessed by the UK AFSB against the MOD's capacity both to fund and support it. Automatic 'recognition' after 3 years should not be assumed.

- (6) Encourage or develop the following:
- Good health, personal fitness and physical development.
 - Beneficial physical activity, especially for personnel in 'sedentary occupations'.
 - Physical fitness for performing operational tasks under stress.
 - Self-discipline.
 - High morale and Esprit de Corps.
 - Co-ordination, determination, confidence and motivation.
 - Courage and character building.
 - Leadership qualities.
 - Competitiveness (i.e. the sport should not be primarily a social or recreational activity).
 - Recruiting and retention.

d. **The 'Secretariat'.** The ASCB is a 'virtual' organisation. Its members are both Board Members and Trustees of the Charity; the Board meets formally three times a year. DASCB manages a small 'secretariat' that works to the Board; I call this 'HQ ASCB'. The HQ is composed entirely of crown servants on contract⁸.

e. **Who Does What.** The division of responsibilities for the governance of sport in the Army are set out in Annex E to AGAI Volume 1, Chapter 5, the key elements being:

(1) **Directorate of Personnel Policy (Pers Pol).** Pers Pol is responsible for Army Individual Training policy which includes Sport. The Director is the Army Competent Adviser and Inspector (ACA&I) for Sport and is the proponent for Sport in the Army. As such, the Director is an ASCB Member and a Trustee.

(2) **ASCB.** The ASCB is formed by a Board of senior military members supported by a civilian executive Secretariat⁹. HQ ASCB is the governing body and authority for sport in the Army. It governs and directs the delivery of sport in the Army by the Associations and Unions, helps fund Army sport through the allocation of grants, supports the chain of command through the provision of advice on sport infrastructure requirements (delivery and maintenance) and supports the delivery of sport policy either through the UK AFSB or, for Army sport, through Pers Pol as the proponent for Sport in the Army.

(3) **Army Sport Associations and Unions.** Army Sport Associations and Unions are a constituent part of the ASCB and are responsible to Director ASCB for the administration and organisation of their sport. Their responsibilities are required to be defined (in either a Management Plan or Terms of Reference for their Committee) and include:

- overseeing the technical conduct, which includes compliance with the Army's approach to risk to life activities¹⁰, assurance mechanisms and policies;
- ensuring there is a close link and in most cases an affiliation to their sport's respective National Governing Body(s) (NGB);

⁸ DASCB is on a private contract to Chairman ASCB; all other members of the ASCB are on contract to DASCB. The FA funds 3 posts who work for the Football Sec, the ARU has hired both an assistant secretary and a fund manager, Winter Sports has an additional part-time assistant secretary funded by UKWSA and a treasurer funded by AWSA and UKWSA.

⁹ Answerable to the Army Board.

¹⁰ ACSO 1200 - – The Army's Safety and Environmental Management System.

- the selection of representative Army individuals and teams for competition against the other Services (and others) and the selection of individuals for the elite programme;
- providing a central focus for the advancement of their sport to Formation Sport Boards;
- the organisation of Inter-Corps and Major/Minor unit/individual competitions as appropriate;
- maintenance of coaches & officials database;
- and providing guidance, advice and encouragement in promoting the participation in their sport at all levels in the Army.

(4) **Chain of Command.** The Chain of Command has clear responsibilities as set out in AGAI Volume 1, Chapter 5 – Sport, specifically within the assurance mechanism and participation sections. The chain of command is ultimately responsible for the duty of care to their subordinates as defined within the Army’s approach to risk to life activities¹¹ and therefore is to liaise with the Subject Matter Experts (SMEs) of the ASCB Associations and Unions for regulation and appropriate advice. This should include advice on the standard and condition of sporting infrastructure which should be reported through the Regional Sports Secretaries (SO3 PD for each region) and Garrison Commanders into HQ ASCB. Commanding Officers/Heads of Training Environments will be held to account for ensuring that:

- People under their command who are engaged in training delivery (which includes sport) are appropriately trained and qualified in accordance with JSP 822, Pt 1, Chap 4, Para 12, issued Dec 15 and any additional competences identified.
- Appropriately qualified staff monitor the competence of their training delivery staff and that an individual record of monitoring is maintained.
- Newly qualified Defence Trainers are supported and mentored in the workplace.
- People under their command who are engaged in training delivery duties are afforded the opportunity to complete the necessary CPD required to develop both their professional knowledge and training delivery techniques (for sport delivery this includes the completion of the online Sport Delivery Course¹²).

10. **Structure.** The 2015 Review resulted from the original Mission Analysis completed and briefed to the Chairman and President of the ASCB in July 2015. The conclusion was a revised mission statement and a series of themes which were the lines of operation to ‘professionalise the delivery of sport’ and thus achieve the aim of improving organisation and process. The roles and responsibilities are now better defined, made clearer and, reinforce the fact that the ASCB is tasked with *governing* Army sport and Army Sport Associations and Unions actually *deliver* Army sport. The review was in two phases: phase 1 focussed on the structure of HQ ASCB and phase 2 focussed on the structure of sports associations and unions:

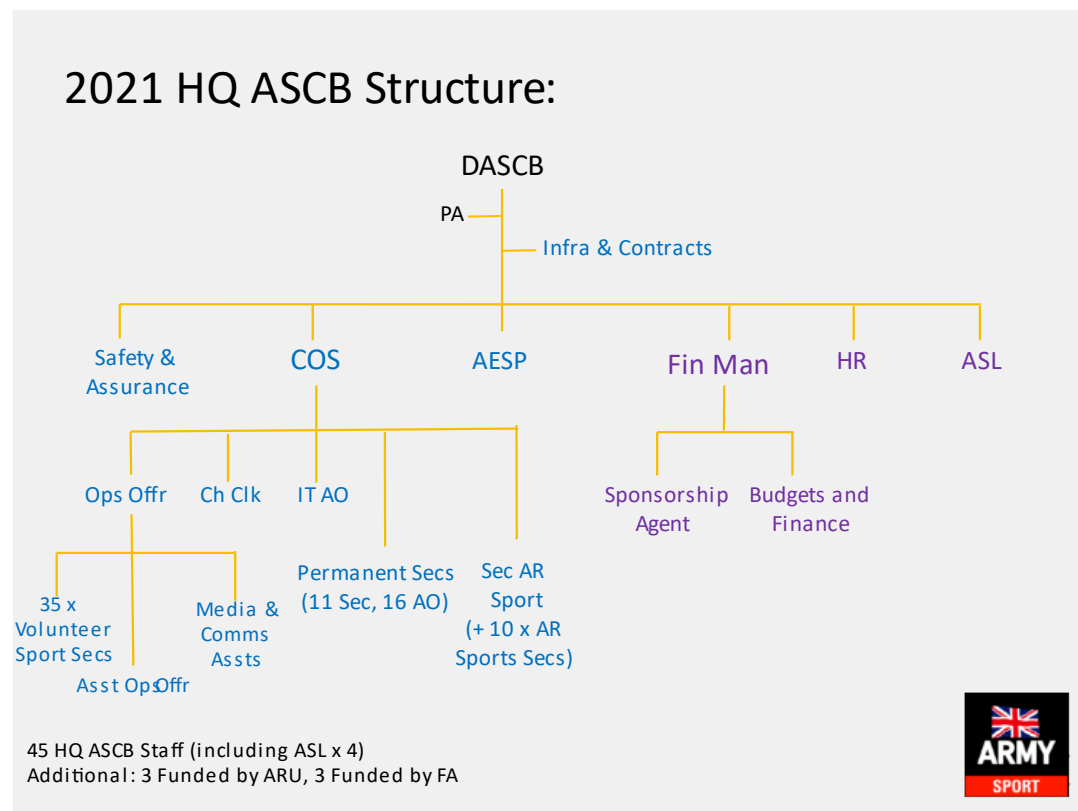
- a. **HQ ASCB.** DASCb’s HQ ASCB review was to take account of the revised assurance requirements placed upon the ASCB and Associations and Unions, to attend to the need for compliance and regulation¹³, ensure the ASCB is developing sport within an integrated Army¹⁴, to enable the

¹¹ ACSO 1200 - – The Army’s Safety and Environmental Management System.

¹² As defined within 2015DIN07-072-Amended - dated Apr 15.

¹³ In particular the provisions of the ASCB’s two external regulators – the Charity Commission and the Gambling Commission.

continued delivery of synopsis (now 'Category 1') sports but also to provide staff effort to the other recognised and approved (now 'Categories 2 – 4') sports (45 in total), offer capacity to properly engage with sporting infrastructure requirements and the increasing role of civilian sponsorship within sport, and to continue to manage public funds appropriately, meeting the compliance requirements of the Charities Commission in terms of non-public funding and the Gambling Commission in terms of the ASL. The ASCB's mission was amended and the HQ ASCB structure reviewed in July 2015, endorsed and the uplift funded by AHQ and the ACF (noting that safety and assurance outputs and new sports secretaries and staff were funded by AHQ alone) – the new structure was put in place from Apr 16 and had been adjusted since; the current structure is:



b. **The Associations and Unions.** DASCB's Sports Review¹⁵ was initiated to answer two specific questions: which sports required a permanent presence/secretary in HQ ASCB and what is the optimum and minimum committee structures needed by every sport to deliver on the revised requirements set out in this Directive. The Review Team's conclusions were then briefed to a Military Judgement Panel who subsequently made recommendations to the ASCB at their meeting in May 18; the ASCB endorsed the following was **implemented by Army Sports Associations and Unions from 1 Apr 19:**

- (1) **Review of Army Sport Committee Structures.** The Review Team and MJP reviewed all Army Sport Association and Union committee structures in order to define the minimum and optimum structures required to deliver on the requirements of the DASCB Directive and to provide the necessary assurance and compliance. They concluded that these structures should be:

¹⁴ The current AR Secretary is employed on a 50 MTD per year contract only meaning that much of the staff effort needed to ensure increased participation in an integrated force is managed by the ASCB.

¹⁵ Terms of Reference – DASCB/02/250816 dated 25 Aug 16 (Enclosure 1).

| | Optimum = Best Practice | Required Minimum | | | | | Remarks |
|----------------------|-------------------------|------------------|-------|-------|-------|--|--|
| | | Cat 1 | Cat 2 | Cat 3 | Cat 4 | | |
| President | ✓ | ✓ | ✓ | ✓ | ✓ | | |
| Chairman/woman | ✓ | ✓ | ✓ | ✓ | ✓ | | |
| Secretary | ✓ | ✓ | ✓ | ✓ | ✓ | | |
| Treasurer | ✓ | ✓ | ✓ | | | | |
| Bookkeeper | ✓ | | | | | | Better use of HQ ASCB Central Bank and Asst Accountant by Cat 2, 3 and 4 |
| Assurance/Safety Rep | ✓ | ✓ | ✓ | ✓ | ✓ | | For Cat 3 & 4 could also cover Eqpt Manager |
| Media Officer | ✓ | | | | | | |
| Eqpt Manager | ✓ | ✓ | ✓ | | | | |
| NED/Trustee | ✓ | | | | | | Must have if a Charity |
| Team Manager/s | ✓ | ✓ | ✓ | ✓ | ✓ | | Highly Desirable for Cat 3 & 4 |
| Team Coach/s | ✓ | ✓ | ✓ | | | | Highly Desirable for Cat 2 |
| Team Capt | ✓ | ✓ | ✓ | | | | Highly Desirable for Cat 2 |
| Female Rep | ✓ | ✓ | ✓ | | | | Highly Desirable for Cat 2 |
| Reserve Rep | ✓ | | | | | | |
| Membership Rep | ✓ | | | | | | |
| Officials Sec | ✓ | ✓ | | | | | |
| Discipline/s Sec | ✓ | | | | | | |
| Physio/Doc | ✓ | ✓ | | | | | |

The ASCB directed that the 'Required Minimum' was to be in place with effect from 1 Apr 2019. The focus should be on the 'function and role' of the post and thus some could be double-hatted (to be approved by ASCB if below required minimum). Sports are required to ensure their committees are robust and effective; the sustainment of each sport is in no small part down to succession planning, a key function of each committee. If a sport is unable to meet the 'minimum required' committee structure then ASCB is to consider closing down the sport.

(2) **Ranks for Presidents and Chairs of Army Sports Associations and Unions.** The ASCB have recommended the following as minimum ranks for Army sports association and union Presidents and Chairs:

(a) **Recommended Rank for the President of an Army Sport for each Category of Sport:**

- Category 1 – minimum 1*

- Category 2 – minimum Col
- Category 3 - minimum Lt Col
- Category 4 – minimum Maj (exceptionally below with authority of ASCB)

(b) **Recommended Rank for the Chair of an Army Sport for each Category of Sport:**

- Category 1 – minimum Col
- Category 2 – minimum Lt Col
- Category 3 - minimum Maj
- Category 4 – minimum Maj (exceptionally below with authority of ASCB)

(3) **Term of Service for Presidents and Chairs of Army Sports Associations and Unions.**

The ASCB have directed that Presidents and Chairs should serve a maximum of 3 years (then may opt for re-election by their Board but should be in a competition for selection). All appointments are to be agreed in advance with DASCBS so as to ensure visibility of and approval to nominations from CGS.

11. **Subordinate Tasks.**

a. **HQ ASCB.** HQ ASCB tasks are defined against the delivery of my key Themes for professionalising sport and the ASCB's Standing Objectives set out at Annex B. In addition, the last two years has seen a significant change programme managed from HQ ASCB to improve and professionalise the delivery of sport in the Army. Measures have included:

(1) **Re-writing policy to ensure responsibilities are clear.** As mentioned earlier, JSP 660 – Sport in the UK Armed Forces was written and issued in 2015, AGAI Volume 1, Chapter 5 – Sport was significantly re-written and re-issued in 2016. DASCBS issued his Directive in 2016 and this was updated in 2018. All Army Sport DINs have been updated over the last 3 years. The roles and responsibilities are now better defined, made clearer and, reinforce the fact that the ASCB is tasked with *governing* Army sport and Army Sport Associations and Unions actually *deliver* Army sport.

(2) **Simplifying and improving process and procedures in HQ ASCB and implementation of a battle rhythm to manage business and delivery.** Captured in DASCBS's Directive, Army sport now has a formal battle rhythm and staffing process.

(3) **Implementing a new structure in HQ ASCB to provide greater assurance and governance of sport.** DASCBS presented a case in 2015 to change the structure of HQ ASCB to create 'delivery' and 'enabling' functions and increase the HQ staff by 4. DASCBS bids for funding each year in order to provide funds for HQ ASCB's operating costs. Staff costs for HQ ASCB, and a number of permanent secretaries and their support staff, are funded by grants from Grant in Aid (public funds) and Army Central Fund (non-public funds) as a 50%:50% split, noting that the ACF does not contribute to operating costs or T&S and these are captured in totality from GiA.

- (4) **Delivery of an Elite Athlete Sports Programme with national partners (both the English Institute of Sport and Talented Athlete Scholarship Scheme).** The Elite programme selects and develops our best athletes (12 on the Resilience Margin, 48 on the Talented Athlete Scholarship Scheme and 56 Sports Scholarships) with national partners and NGBs. These individuals ensure Army sportsmen and women are kept in the public eye and act as role models and recruiters for wider talent in the UK.
- (5) **Implementation of a Communications Strategy.** This has included the development of an ASCB website and the employment of a Social Media Administrator to ensure better communications within the Army and to NGBs, UK Sport and our national delivery partners.
- (6) **Streamlining procedures for allocating grants to individuals and Associations and Unions.** Annual grants to Sports Associations and Unions total some £1.3m with funds generated from the ASL.
- (7) **Delivering a marketing strategy to increase income from the ASL.** As mentioned previously, the ASL is the major source of non-public income and the implementation of a revised marketing strategy has increased income from ticket sales from £2.8m in 2015 to £6m from 2019.
- (8) **Implementing new arrangements for the delivery of sport sponsorship.** Sponsorship generates a total of approximately £0.9m per annum for all sport in the Army. DASCBC has implemented the recommendations from the Review of Army sports sponsorship directed by ECAB in 2017 taking sponsorship 'in house' to ensure assurance and appropriate management with professional advice from Mongoose Sport and Leisure who won the contract to assist in sponsorship management and delivery.
- (9) **Implementing an assurance and safety mechanism for sport in the Army.** We have introduced a safety culture amongst all sports ensuring safe delivery and including the recruitment of a Sport Safety and Assurance Officer.
- (10) **The creation of a Statement of Trained Requirement for sport officials and coaches.** There was no defined requirement for officials and coaches for any sports and so this was a necessary project to ensure the safe delivery and assurance of sport at all levels in the Army. Associations and Unions and the chain of command are now able to define their coaching and officials requirement and book suitable courses, normally through the appropriate NGB, to meet it. Pers Pol have secured £800k of public funding over the next 4 financial years to meet the requirement.
- (11) **Delivery of the recommendations from a Sports Review of all Category 1 and 2 Sports and Associations and Unions.** DASCBC's Sports Review was initiated in 2017 to answer two specific questions: which sports required a permanent presence/secretary in HQ ASCB and what is the optimum and minimum committee structures needed by every sport to deliver on the revised requirements set out in this Directive. Thirteen of the 46 sports we recognise now have permanent staff, a secretary and supporting administrator, on contract to DASCBC and collocated with HQ ASCB. Most Army sport continues to be delivered by volunteers and, as part of this review, the ASCB felt it important to recognise the significant volunteer commitment to the delivery of Army Sport by agreeing with MS to introduce a personal objective on their OJAR or SJAR to enable their performance to be reported by the relevant Committee Chair.

(12) **Implementing a mechanism to capture the necessary data to demonstrate achievements against our outputs.** The aim here is to be able to demonstrate levels of participation within and across all levels of sport in the Army.

(13) **Delivery of the Army Sports Awards.** As an annual event, hosted by CGS and the ASCB, to recognise sporting performance, celebrate success and to present awards to our best performing individuals and teams.

Revised processes and procedures to professionalise the delivery of sport in the Army are now in place.

b. **Army Sports Associations and Unions.** It is the Army's Sports Associations and Unions who are responsible to the ASCB for the delivery and sustainment of their sport in the Army within the rules and policy of their NGB; the ASCB provides governance, direction and some funding. The detailed responsibilities and tasks of Associations and Unions are set out within AGAI Volume 1, Chapter 5. At Enclosure 1 to Annex B are some suggested, generic, Terms of Reference (TOR) for sport Chairs and Secretaries. These are to act as a guide.

c. **Recognising Volunteer Commitment to the Delivery of Army Sport.** Army sport relies heavily on volunteers for its delivery and sustainment. Policy for its delivery now demands Army Sport Associations and Unions become more professional and deal with increasing demands of both assurance and compliance. The ASCB felt strongly that the volunteers tackling the work to ensure sport can continue to be played safely and with appropriate assurance should have their efforts appropriately and formally recognized. The ASCB were unanimous in agreeing that it was timely to remind the CoC of the valuable commitment of volunteers in enabling sport to be played and discussed how a committee member could include a personal objective on their OJAR or SJAR to enable their performance to be reported by the relevant Committee Chair. MS has recommended¹⁶ that:

(1) The existing AR mechanism is able to recognise the work and commitment of volunteers on Army Sports Associations and Union committees.

(2) Through the MS Newsletter and APC unit visits, ROs will be reminded to highlight extra-curricular achievements in ARs, where appropriate. This is best done when based on agreed personal objectives.

(3) Concurrently, subjects will be reminded to engage with their ROs to ensure there is mutual understanding of any extra-curricular commitments.

In addition, and as a small way of showing gratitude for personal commitment, DASCBC receives nominations from Sports Associations and Unions for the award of the DASCBC Coin. This is not to be confused with the nomination of individuals for state awards, purely for their efforts in Army sport, that DASCBC screens for Comd HC's H&A Board.

12. **The Assurance Mechanism.** In accordance with ACSO 9001¹⁷, assurance is defined as:

An evaluated opinion, based on evidence gained from review, on an organisation's governance, risk management and internal control framework.

¹⁶ APC/MS/MA/106(AR) 25 Jun 18.

¹⁷ ACSO 9001 – The Army Policy for Audit and Inspection.

An effective assurance mechanism allows the Army to demonstrate that it is *‘doing the right things and doing them properly’*. The Army has adopted a Defence-wide approach to assurance which describes 1st – 3rd Lines of Defence Assurance, allowing a spectrum of internal assurance activity between unit and 4* HQ; and beyond to external inspection teams. The Lines of Defence Assurance are defined as follows:

a. **1st Line of Defence.** Assurance provided (internally) by those delivering the output. This consists of self-assurance activity by the organisation (Unit, Corps or Army level team/association) to measure their own levels of conformity with NGB rules/regulations and Army policy for participation in their respective sport. 1st Line of Defence activities should be part of an organisation’s Business as Usual (BaU) procedures. Self-assurance is to be conducted and recorded at least annually and retained by the respective Secretary. Annex D to AGAI Volume 1, Chapter 5 – Sport, provides further detail on Level 1 assurance.

b. **2nd Line of Defence.** This would consist of assurance activity conducted by an organisation’s CoC to ensure that they are complying with the Army’s policy for sport. 2nd Line of Defence would be initiated at the following levels:

(1) **Unit-Level Sport.** Within resources, random assurance checks of sports activities are to be conducted regionally by the Regional Point of Command (RPOC) HQs (supervised by HQ Regional Command); HQ LONDIST and HQ BFC are also required to provide oversight of Army sport at unit level within their respective AORs. Each sport, conducted regionally at unit level, is to be assured at least once in a 3-year cycle. Records of assurance activity are to be retained by the Secretary of the Formation Sport Board and used to inform the Formation Sports Report. If required, SME advice can be obtained from the Army Sport Associations and Unions, contact details can be found on the ASCB Website.

(2) **Representative Sport.** Within resources, random checks are to be conducted by HQ ASCB. Sports conducted at Representative level are to be assured at least once in a 3-year cycle. Records of assurance are to be retained by the Safety and Assurance Officer, HQ ASCB.

c. **3rd Line of Defence.** Independent (to the CoC) assessment, achieved through internal and external audit and regulators, of the effectiveness of control, risk and performance frameworks. This could be delivered by an external 3rd party, such as the appropriate NGB, or the Army Insp or DSA.

13. **Assurance Responsibilities.** Direction and guidance on the assurance responsibilities required for the conduct of Representative sport in the Army were re-issued by HQ ASCB in March 2020¹⁸.

14. **The Statement of Trained Requirement for Sports Officials and Coaches.** The safe delivery and assurance of Army Sport requires SQEP¹⁹. Determining the numbers required, to what standard, at what levels and with what qualifications, is the subject of work to define the Statement of Trained Requirement (SOTR). Once established, the SOTR will need to be analysed to confirm affordability (and risk) and delivery both in terms of the management of course delivery but also the tracking of SQEP. Using preliminary data collected in 2016, Army Training Branch, supported by HQ ASCB (Safety and Assurance Officer) and each Army Sports Association and Union has completed a phased project as follows:

¹⁸ ASCB/SAO/Pol/23/04 dated 28 Mar 20 – due to be revised Sep 21.

¹⁹ Suitably Qualified and Experienced Persons.

- a. **Phase 1.** Establish the Army's SOTR for coaches and officials to supervise Category 1 and 2 Sports incorporating an approximate estimate of costs; was presented and endorsed by the ASCB in May 19. Funding to meet the delta between the requirement and our actual 'holdings' (just over £800k) has been approved from Army HQ who will fund £200k of public funding for 4 years from 2020/21; ASCB have agreed to allocate £200k per annum from 2021 to ensure the maintenance and sustainment of the requirement over time.
- b. **Phase 2.** Confirm the organisations responsible for the roles of Training Requirements Authority (TRA), Training Delivery Authority (TDA) and Training Provider (TP) for Category 1 and 2 Sport coaching and officiating courses. These are agreed as TRA Pers Pol and TDA as HQ ASCB (with Associations and Unions).
- c. **Phase 3.** Propose a common process for the coordination of course scheduling, loading, attendance, and qualification recording across each eligible sport for implementation this year.

All to assist with the safe conduct of sporting activity at Unit and Representative²⁰ levels in the Army.

The SOTR will enable the Army to better understand and meet its assurance requirement and, once complete, the data base will be managed in HQ ASCB so as to ensure suitable SQEP are maintained.

COORDINATING INSTRUCTIONS

15. **Battle Rhythm.** The purpose of the HQ ASCB Battle Rhythm is to ensure that the direction from the Board and Trustees is actioned. The coordination and synchronisation of work and effort of all elements involved in the delivery of sport in the Army is key to success. I see this as a key role for HQ ASCB. In order to do so, the Battle Rhythm outlining all conferences and meetings, their purpose and required attendance, is set out at Annex C. Coordination of HQ ASCB's business is achieved through:

- a. DASCB's monthly meetings with Sports Secretaries representing the major Sports Associations and Unions in the Army.
- b. The DASCB monthly Grants Committee.
- c. DASCB's quarterly Sports Steering Committee.
- d. The Army Grants Planning Forum quarterly meetings.
- e. The ASCB's annual meeting with Corps Regimental Col/Secs.
- f. DASCB's Annual Conference for all Sports Chairman/Secretaries.

16. **Risk Management.** DASCB maintains a Risk Register that is monitored routinely by the Steering Committee and reviewed at ASCB Board and Trustee Meetings.

17. **Audit.** The ASCB Charitable Fund (which includes the HQ ASCB Operating Budget, the Army Sports Lottery and Central Bank) are subject to external audit. All Sports Association and Unions are in receipt of non-public funding from the ASCB and are charities (most being excepted charities) and thus their accounts are monitored by the ASCB (as part of the annual operating grant application process) and are to be audited

²⁰ Corps, Service and Armed Forces.

annually. The ASCB's HQ Operating Budget and any other public funding operates under Army HQ Financial Framework²¹ document to the ASCB.

18. **Compliance.** The Charity Commission regulates the activities of the ASCB Charitable Fund (Charity No: 1123854). An annual report and accounts is submitted to the Charity Commission (through our auditors) in accordance with their regulations and the Statements of Recommended Practices (SORP) 2015. This report and the accounts are to be submitted by Dec annually. The ASL is regulated by the Gambling Commission who conduct an annual 'compliance assessment' the purpose of which is to establish whether the licensed activities that apply to our operating licence are being carried out in accordance with the Gambling Act 2005 (the Act) and specifically the licence conditions and codes of practice which apply to our licences. The ASL is registered as Licence Number: 004763-N-306200-006, Non remote/004763-N-306200-006, Ancillary Remote Gambling Commission Reference: AR 1-88273981.

19. **Measuring Effect.** Data capture is critical to enable us to demonstrate achievements against our outputs. The HQ ASCB Ops Team capture the following data as at 1 Apr and 1 Oct each year:

- The number of annual sports fixtures
- The number of participants (unit, formation, Corps/Arm, Army level)
- Details of sport injuries
- The number of female participants
- The number of AR participants
- The numbers of elite sportsmen and women
- National level Army athletes
- Allocations/Grants (VfM) and Sponsorship
- Sport Infrastructure Improvements (volume and quality)
- Maintaining a Learning Account from external Assurance Reports (including PDI).

The Asst Ops Offr, HQ ASCB is the lead for data capture and has the following specified tasks:

- Capture and control data management within HQ ASCB.
- Maintain data to demonstrate ASCB's measures of effectiveness for sport growth, diversity, excellence and volume.
- Exploit data as directed by DASCB.

Asst Ops Offr will also manage the data from unit and formation PDI Returns (collated by PD Branch HQ RC). The relevant PDI sports questions are:

| | SPORT |
|----|--|
| 1. | <i>Is there a Sport Directive and has it been approved by the Unit Commander?</i> |
| 2. | <i>Are there bi-annual sports boards meeting and is each unit sport represented by a Sports Officer? Are minutes / RODs produced?</i> |
| 3. | <i>Does the unit have the appropriate number of qualified sports coaches and officials to deliver the unit selected sports programme?</i> |
| 4. | <i>Is there a plan in place to ensure an appropriate number of coaches and officials are maintained?</i> |
| 5. | <i>During the previous Training Year (TY) did your unit comply with policy and state what levels of sport your unit entered? Annotate, in the comments box, from the following list: Army/Corps/Division/Formation/Bde/Inter-unit.</i> |

²¹ Army HQ Financial Framework MOD GiA to ASCB dated Sep 12 - (revised in 2015).

| | |
|----|---|
| 6. | <i>Has your unit entered a Garrison/District/Bde Festival of Sport in the previous TY?</i> |
| 7. | <i>Is there a minimum of 2 hrs 'in-barracks' sport organised weekly for all personnel? ARTD Units to detail how they achieve this intent for the Permanent Staff.</i> |
| 8. | <i>Did your unit take part in any sports tours in the previous TY?</i> |
| 9. | <i>Is the most made of the official amalgamations for sport to maximise participation within the unit/station for both male and female participants.</i> |

SERVICE SUPPORT

20. **Finance.** All Sports Associations and Unions are required to comply with the ASCB's Financial Directive²² and all submit an annual bid for a non-public grant from the ASCB CF.

21. **HQ ASCB Budget Forecast.** The DASCB bids for funding each year in order to provide funds for HQ ASCB's operating costs. Staff costs for HQ ASCB are funded by grants from GiA and ACF as a 50%:50% split, noting that the ACF does not contribute to operating costs or T&S and these are captured in totality from GiA. The ASCB also receives an annual grant of Sports Equipment Public Funding (SEPF) from HQ RC. Furthermore, it is hoped that additional public funding will be provided to bring Synopsis Scaled Sports facilities within Garrisons up to the standards required by NGB's. Fin Man HQ ASCB provides a routine Forecast of Outturn at each Board Meeting and to DASCB on a monthly basis.

22. **ASCB Income.** The ASCB has three primary sources of income: the Army Sports Lottery (ASL), investment income and sponsorship.

a. **The ASL.** The most significant source of income to the ASCB is through the ASL. The aim of ASL is to provide:

- (1) The opportunity for participants to win a lottery prize²³.
- (2) Membership of the ASL²⁴ entitles the individual member to apply for grants to assist in funding:
 - Authorised Overseas Sports Visits and Training Camps.
 - Olympic, Paralympic, Commonwealth Games and other International Competitors.
 - AWSA Authorised Winter (Sports) Activity (WSA).
 - Some Level 3 AT.
 - Some ACSO 3235 approved activities.
 - Other sporting activities/requirements.

b. **Interest on Investments.** The ASCB has investments valued at just over £12m invested within the Armed Forces Common Investment Fund (AFCIF) and managed by BlackRock. This includes a designated reserve to cover two risks: the Trustees' share of any pension liability for civilian staff and to ensure operating costs for the delivery of representative sport for 2 years should our own income (ASL) be lost. The current investment policy is to receive income as accumulation shares and both the investment and reserves [policy are reviewed by the Trustees on an annual basis.

²² ASCB Financial Instruction DASCB/07/1101 dated 12 Jan 12.

²³ Tickets cost £1 each. The weekly prize fund is £30k: 1st prize is £10k; 2nd is £5k; 3rd is £4k; 4th is £3k; 5th is £2k, 6th is £1k, there are then consolation prizes or 2at £500, 15 at £200 and 10 at £100. Membership is open to the Army Reserve and veterans.

²⁴ Full details of the ASL are contained within 2017DIN-10-008.

c. **Sponsorship.** Sponsorship²⁵ for Army sport is a recognised and regulated activity. Despite sport in the Services being determined a core activity²⁶, some public funding for sport is available but it is limited both in cash terms and in terms of the sports to which it can be applied. Sponsorship enables the wide range of sporting opportunities undertaken by the Army to flourish. Whilst there is non-public funding available through Army charities, sponsorship is an increasingly important source of revenue.

(1) **The Process.** As directed by ECAB in 2017²⁷, the ASCB is now required to govern and assure all Army sport sponsorship arrangements. Policy in this area is complicated. The ASCB CF have therefore appointed Mongoose Sport & Entertainment Ltd as their agent to simplify this process and in order to provide the appropriate commercial and policy advice to those who wish to benefit from a sponsorship arrangement. All Army level sports Associations and Unions are encouraged to utilise the expertise and experience of the ASCB CF agent ensuring policy compliance, transparency and affording protection against any accusations of inappropriate behaviour. Within this ASCB CF sponsorship scheme, all contracts will be between the ASCB Trading Company and CF and sponsors, enabled by their agent, Mongoose Sport & Entertainment Ltd. As with previous sponsorship agreements, by adopting the ASCB scheme certain rights to act on their behalf are ceded by the sport to the ASCB CF. These rights will be included in a licence agreement that forms a contract between the sport and the ASCB CF. The benefits in adopting the ASCB CF scheme include:

- No cost advice, support and delivery
- Sponsor companies financial and reputational checks
- Anti-Bribery & corruption awareness and understanding
- Advice on scope and limitations of sponsorship
- Advice on risks and opportunities of sponsorship

(2) **Responsibilities.** Responsibilities for complying with JSP 462 on Civilian Sponsorship lies with the following:

- **The ASCB.** The ASCB CF is responsible for the governance and control of all Army sport sponsorship arrangements. The HQ ASCB is to hold a directory on sponsorship agreements in order to ensure that agreements are assured, coordinated and compliant and that overlaps are eradicated. The ASCB Secretariat (Fin Man HQ ASCB) is the Point of Contact (POC) for advice on Sports Sponsorship.
- **Corps, Formation & Unit Sports Boards.** Sports Boards at all levels are to ensure that their dependencies comply with this Directive and all Service regulations and policy on civilian sponsorship and that all agreements, including any direct sponsorship arrangements, are registered with the HQ ASCB.
- **Army Sports Associations and Unions.** Chairs and Secretaries of Sports Associations and Unions are to comply with the regulations pertaining to Civilian Sports Sponsorship. They have delegated authority from the ASCB to make their own choice on which sponsorship route (using the ASCB CF's model or direct sponsorship) suits their requirements and then put in place the appropriate arrangements. However, the

²⁵ Defined in JSP 462 Ch 7 as 'the payment of a sum of money, or the giving of a 'benefit in kind', by an organisation in return for the rights to be associated with an activity, event, team or item.'

²⁶ JSP 660, Sport in the Armed Forces and AGAI Vol 1 Chapter 5 – Sport.

²⁷ DASCBA/ASCB 250 dated 4 Oct 17 – Meeting the Requirement for Sponsorship of Army Sport.

preferred route is through the ASCB CF agent. All contracts and agreements are to be registered with and copied to the HQ ASCB for endorsement before signature and committal. Any areas of concern should be referred to HQ ASCB (Fin Man) in the first instance.

(3) **Direction and Guidance.** Further guidance is available in the ASCB Sport Sponsorship Directive²⁸.

23. **ASCB Expenditure.**

a. **Public Funds.** Expenditure of public funding covers the HQ ASCB running costs and our allocation of SEPF. Expenditure of non-public funds is expected to increase.

b. **Non-Public Funds.** The major expenditure for the ASCB is Association and Union grants to meet their annual operating costs. As a comparator with previous annual grants:

| Year | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|--------|-------|-------|-------|-------|-------|--------|--------|--------|
| Grants | £648K | £722K | £785K | £900K | £944K | £1296k | £1386k | £1496k |

The Board will approve allocations to Associations and Unions at their December meeting in order to ensure grants arrive with Associations and Unions at the start of the financial year. ASL grants are likely to increase and it is anticipated that the high level of overseas sports tours will return post the pandemic. These two expenditure streams will absorb the majority of the ASL's net income.

COMMAND AND SIGNAL

24. **Management Boards.** The ASCB Secretariat reports to the ASCB Management Board whose members are at Annex A. The Board meets three times per year (typically in May, Jul and Dec) to review ASCB policy, grants and ASCB's objectives. The Trustees of the ASCB CF meet separately at the same time to review the Fund and to make grants. The 'main effort' for each Board is as follows:

- a. Spring Board - policy issues.
- b. Summer Board - approve audited accounts.
- c. Winter Board - consider annual grants to Sports Associations and Unions.

The Chair keeps ECAB informed of the ASCB business through the President, Comd HC.

25. **Reporting.**

a. **Monthly Reports.** Fin Man is to provide DASCBC with a monthly Financial Statement of Accounts and Forecast of Outturn for the ASCB CF.

b. **DASCBC Informal Update.** DASCBC provides an 'Informal Update' to the ASCB members, Sports Association and Unions and RHQs in between Board Meetings.

c. **Quarterly Reports:**

²⁸ Army Sport Control Board Sport Sponsorship Directive ASCB/250 Version 4 dated 1 Sep 19.

(1) DASCB provides the UKAF SB with quarterly reports at the UKAF SB meetings, which in turn keeps ACDS (Pers Cap), MOD informed.

(2) The Steering Committee receives quarterly Sports Reports from HQ RC, BF Cyprus, HQ LONDIST and a summary of PDI comments from Pers Pol.

d. **Annual Reports.** DASCB will produce an annual report and statement of accounts to the Charity Commission by December of each year.

26. **Communication.** All of us involved in the delivery of sport in the Army have a great story to tell – but we need to improve our communication both internally and externally. HQ ASCB has completed a Review of Media and Communications, resulting in better processes to manage communications and clarity over who we wish to communicate with, analysis of the messages we wish to deliver and clarity over the means we will use. Two improvements are:

a. **Athlete Communications and Engagement Messages.** HQ ASCB has produced and issued its 'Athlete Communications and Messages Booklet' to offer some guidance to our athletes (primarily those in the public eye within the Elite Programme) on some of the basic 'do's and don'ts' in communication as a handrail and to promote Recruiting and Retention in the Army. The booklet contains useful 'lines to take' on: the Army as a career; opportunities for sport in the Army; that people are at the heart of all that we do; and that there is no better place than the Army to play and be paid for playing your sport. A recent initiative was to provide professional media training to the Army's higher profile athletes, funded by the ASCB CF.

b. **HQ ASCB Communications, GRID and Plan.** HQ ASCB has completed a review of its internal and external communications resulting in: a revamped website; rebranding of the ASCB and ASL; enhanced social media presence; and the development of a communications GRID and Plan. All of this has been to improve communications and to be more efficient and effective. The GRID lists our key events, fixtures and battle rhythm to ensure messages to publicise each are properly constructed, targeted and measured so as to ensure coordination and synchronisation within HQ and Army sports. The basis of messaging is 'what we are doing, how we are doing, what is going on, how can you get involved'. The Plan flows from the GRID and will be on the ASCB Website.

c. **Community Engagement.** COS ASCB is the link between HQ RC Engagement Branch and our sports and athletes. COS attends the HC Civil Engagement Board in order to coordinate activity. Any CE task that arrives with a sport should, in the first instance, be checked with COS ASCB in order to confirm that it has been approved and recorded.

Original signed

S A BURLEY
Major General (Retired)
DASCB

1st September 2021

Annexes:

- A. ASCB Charter (Revised 2014).
- B. ASCB Themes, Tasks and Standing Objectives.

- C. ASCB Battle Rhythm.
- D. ASCB Risk Management.

Distribution:

Action:

All Sport Association and Union Chairs and Secretaries
HQ ASCB Staff

Information:

MA/DCGS
MA/CFA
MA/Comd HC
GOC 1 Div
GOC 3 Div
GOC 6 Div
GOC RC
GOC ARITC
Comdt RMAS
D Pers
ASCB Members and Trustees
RHQs – for Corps/Regt Sec
SMAA HQ RAPTC
HQ RC Infra
HQ RC PD Branch
Garrison Commanders:
 Aldershot Gar
 Catterick Gar
 Colchester Gar
 Tidworth/Bulford Gar
UKAF SB Sec
D Res
Sec ACF

ARMY SPORT CONTROL BOARD CHARTER

GENERAL

1. The Army Sport Control Board (ASCB) was formed on 18 November 1918 by order of the Army Council (ACI 1299). The Territorial Army Sport Board (TASB) was formed in February 1948 and was affiliated to the ASCB. On 1 April 2011, the Territorial Army was renamed the Army Reserve (AR) and the ASCB and TASB merged to form one integrated Sports Board known as the ASCB. This Charter supersedes all previous Charters. The policy for Sport in the Army is the responsibility of Army Training Branch, which is contained in AGAI Volume 1 Chapter 5 'Sport'.

MISSION

2. *To promote and deliver sport within the Army ensuring that participation in sport returns to being a significant element of the Army offer for both recruiting and retention and that sport is promoted to link with society in order to enhance the Army's national reputation.*

STATUS

3. The ASCB has 2 separate legal identities:
- a. **ASCB.** The ASCB is formed by a Board of military members (see Constitution at paragraph 4) supported by a civilian executive Secretariat which is partly funded by a MoD Grant in Aid. The Board is responsible for the conduct and governance of sport in the Army, including the AR. The ASCB reports to the Executive Committee of the Army Board (ECAB) through the Commander Home Command who is President of the ASCB. The ASCB's policy sponsor branch is Individual Development Branch in Army HQ.
 - b. **ASCB Charitable Fund.** The ASCB Charitable Fund (ASCB CF) is an independent Charity (No 1123854) which is responsible for the custody of ASCB non-public assets and the generation of non-public income for the wellbeing and development of sport in the Army. The ASCB CF Trustees report to the Charity Commission. The objects of the ASCB CF are set out below.

CONSTITUTION

4. The ASCB is formed by:

| | |
|-------------|---|
| President - | Commander Home Command |
| Chairman - | General Officer Commanding Regional Command |
| Members - | Assistant Commander, Headquarters Home Command |
| | Head Personnel Policy Branch, Army HQ (Policy Lead) |
| | Head Engagement & Communications (Army) |

Head Army Infrastructure
Deputy Assistant Head Personnel, Field Army
Female Focus
Command Sergeant Major Home Command

By invitation: Brig Allison, Brig Clouston

Secretariat - Director ASCB (DASCB)
COS ASCB
Fin Man ASCB

5. The Trustees of the ASCB CF are formed by the representatives at paragraph 4 and are advised by independent civilian Financial Advisor, Mr David Rowe. The Board and the Trustees meet three times per year, normally in May, July and December.

6. The ASCB is assisted by the ASCB Steering Committee which meets quarterly and is formed by:

Chairman - DASCB
Members - COS and Fin Man ASCB
Ops Offr ASCB
Safety and Assurance Officer ASCB
Senior Master at Arms Royal Army Physical Training Corps (RAPTC)
SO1/SO2 Personnel Policy Army
SO1 Engagement Sport, Headquarters Regional Command
Infrastructure and Contracts Officer ASCB
SO2 Plans Director Infrastructure Army/RC Infra

DUTIES

7. The Board carries out the following duties subject to the overriding control of ECAB:

- **Support** the development of sport and sports facilities in the Army in order to contribute to operational capability.
- **Govern** the ASCB's Sports Associations and Unions, providing them with funding to administer their respective sports in accordance with National Governing Body (NGB) rules and regulations.
- **Authorise and coordinate** sports competitions and events, in particular the authorisation of public funding for entitled representational sports travel.
- **Generate** non-public funds through the ASCB's Army Sports Lottery (ASL), civilian sponsorship and the allocation of grants for sports activity and sports facilities.
- **Publish** instructions and pamphlets that will assist in the efficient organisation and administration of sports in the Army.

- **Advise** on the funding, provision and maintenance of sports equipment and facilities in cooperation with other Army and Service grant making bodies.
- **Maintain** close links with: the RN and RAF Sports Boards, the United Kingdom Armed Forces Sports Board, UK Sport, and the Sport and Recreation Alliance. Liaise when necessary with the British Olympic and Paralympic Associations and sports representatives of Allied, Commonwealth and Foreign Armies.
- **Promote** Army sport through the Services internal media organisations.
- **Support** Army Training staff on the development of sport policy and instructions.
- **Administer and account for** public and non-public funds under its control which are for the benefit of sport in the Army.
- **Advise and supervise** on the provision and control of civilian sponsorship including the monitoring of the contract for provision of professional advice from Mongoose Sport & Entertainment.

THE OBJECTS OF THE ASCB CHARITABLE FUND

The ASCB administers a separate Charitable Fund (Charity No: 1123854) which is governed by an independent Board of Trustees. The Charitable Fund holds its own assets (investments and some land) and generates an income. The Charitable Fund allocates grants in support of sport in the Army with the following objects:

- a. The promotion of the efficiency of the armed forces of the Crown, and in particular the British Army (including its auxiliary and reserve forces), by such charitable means as the trustees shall think fit including but not limited to raising physical fitness, fostering esprit de corps and enhancing morale through participation in sports and adventure training.
- b. The advancement of any charitable purpose benefiting serving and former serving personnel of the British Army (including its auxiliary and reserve forces), and the dependants of such persons.
- c. The support and encouragement of the Army Cadet Force and Army contingents of the Combined Cadet Force by such charitable means as the trustees think fit, including but not limited to the promotion of the physical fitness, development and training of its members.

ASCB DETAILED THEMES, STANDING OBJECTIVES AND TASKS

THE ASCB'S MISSION IS:

'To promote and deliver sport within the Army ensuring that participation in sport returns to being a significant element of the Army offer for both recruiting and retention and that sport is promoted to link with society in order to enhance the Army's national reputation.'

KEY THEMES FOR 2021-22

| SERIAL (a) | THEME (b) | HOW DELIVERED (c) | LEAD (d) |
|---------------|--|--|---|
| 1 | Increase participation at unit level, for all sport, for both the regular and reserve elements within an integrated force. | <ul style="list-style-type: none"> Assist and monitor Associations and Unions in development of delivery: <ul style="list-style-type: none"> Organisation and structure – development of their committee structures, TORs, succession planning Ensure Associations and Unions plan and resource more sporting events/fixtures (Confirmed as part of their bids for funding/grants within 5 Year Plans) Ensure and then assure a safe and secure sporting environment (iaw FragO 'Risk to Life Sports and Adventure Training') Develop forecasting and 'future plans' to sustain their sports Continue with briefing to CoC and use of CFA's Directive (Sport Annex) to improve awareness of the role and activities of the ASCB Continue to implement recommendations from the Review of Reserve Sport to meet the requirements of Army 2020 and RF2020 Focus resource on enabling activities | <p>COS</p> <p>COS to develop a 'Targeting Matrix' for engagement (link to SO2) - DASCBS briefing to CODC, Bde Comd's Programme, COS to identify other opportunity targets (courses) and develop a programme of unit visits (COS through Ops Offr as the Media, Comms and Engagement Officer)</p> <p>COS</p> <p>DASCBS & Fin Man</p> |
| 2 | In so doing, identify, nurture and develop talent so that Army sports men and women are able to compete at the highest levels, achieving their aspirations and enhancing the reputation and standing of Army sport on the national and international stage. | <ul style="list-style-type: none"> Talent identification from Associations and Unions to COS (Ops Offr) Talent Management by AESP Manager. Required better definition of AESP – Tier 1,2 and 3 sportsmen and women identified Promotion and Reputation through Media and Comms (internal and external) | <p>COS</p> <p>AESP Manager</p> <p>COS/Ops Offr</p> |
| 3 | Development and management of our elite sports men and women to build upon success at national level, whether that be Olympic, commonwealth or simply enhancing participation in national-level leagues and competitions (the RFU Premiership being an example). | <ul style="list-style-type: none"> AESP properly governed and connected AESP resource plan over time (beyond current 5 year horizon) AESP links to NGB and TASS | <p>AESP Manager</p> <p>AESP Manager</p> <p>AESP PB</p> |
| 4 | Promote Army sport as a means of engaging with UK society, and as a vehicle for Defence Engagement. | <ul style="list-style-type: none"> Promotion and Reputation through Media and Comms (internal and external) Appropriate engagement with RC through Steering Committee (SO1 Engagement) Defence Engagement activity coordinated through UK AFSB and into MoD | <p>COS, supported by Ops Offr</p> |
| 5 | Better understand the required assurance mechanism that we need to implement to protect our people and our reputation; part of this is a better appreciation of the 'duty holder' responsibilities placed upon our sports architecture. | <ul style="list-style-type: none"> Ensure Associations and Unions understand their responsibilities as defined in FragO on 'Risk to Life' Sports Assurance mechanism to provide reassurance – how reported? | <p>DASCBS & COS</p> <p>COS with Safety and Assurance Officer, Pers Pol, CESO(A) and Army Inspector</p> |
| 6 | In doing so, reviewing our own governance, the committee structures and our linkages below and up and out (to the UK Armed Forces Sports Board and national organisations). | <ul style="list-style-type: none"> Linking AGAI to recently issued JSP Review and re-write ASCBS roles, responsibilities, tasks and reporting Review Association and Union Committee structures and TOR to ensure strong linkages with/to NGBs | <p>COS</p> |
| 7 | Focussing on the 'enabling' activities to deliver this: | | |

| SERIAL (a) | THEME (b) | HOW DELIVERED (c) | LEAD (d) |
|---------------|--|---|--|
| | <ul style="list-style-type: none"> Improve and increase access to world-class facilities Invest appropriately in our coaches and match officials (referees, umpires) Develop and improve our infrastructure (with partners such as Aspire and other facilities managers) Forging stronger relationships to our national sports associations and bodies Cementing stronger relationships with our agent and key sponsors to ensure access to guaranteed and enduring non-public funding. | <ul style="list-style-type: none"> Protect and develop the ASL Capture data on existing sporting infrastructure – what, where and in what state Capture our existing officials and coaches data Compare against SOTR for officials and coaches Confirm links to NGBs and develop/enhance as required Understand sponsorship requirement, regulation, governance and compliance Continue to increase the provision of sponsorship and to ensure that Sports Associations comply with JSP 462 (Chapter 9) and the ASCB Sport Sponsorship Directive (dated Sep 19). | DASCB and ASL Manager Infra & Contracts Offr COS COS COS DASCB & Fin Man DASCB & Fin Man |
| 8 | Build and sustain a team within the Army Sports Control Board and amongst those managing sport in the Army that shares this vision and has the same passion to deliver it. | <ul style="list-style-type: none"> All to understand roles – review TOR All to understand direction of travel – briefing and comms | DASCB & COS |

ASCB STANDING OBJECTIVES (SO) AND TASKS

| Objective (b) | Staff Lead (c) | Other Budget Areas Involved (d) | Detailed Tasks (e) |
|---|---|---------------------------------------|--|
| SO 1 - To run the ASCB as <i>efficiently</i> and <i>cost effectively</i> as possible in accordance with the ASCB's Financial Framework. | DASCB supported by both COS and Fin Man | Army HQ | Coordination and synchronisation with Army HQ (including Comd HC and GOC RC), Board Members and Trustees and the chain of command Compliance with regulations through effective governance Compliance with Charity Commission and Gambling Commission (ASL) Sharing of best practice through regular engagement with Secretaries (and Chairmen) of sports plus SO2 PDs within the Chain of Command using the 'Sport Management Meeting' chaired by COS |
| SO 2 - Promotion of Sport in support of the Army's moral component of fighting power and to generate a positive Army image. | COS supported by Ops Offr & Fin Man | Army HQ AMC DPS | Ops Offr is the ASCB Engagement and Media and Comms POC and will support COS through the management of the HQ ASCB Comms GRID and Plan Publicise a coordinated Forecast of Sporting Events and Fixtures; better publicise the role and activities of the ASCB Ensure promotion of sporting successes through Soldier Magazine, via BFBS Radio, Forces TV and social media (in support of ASL) Lead on the delivery of: <ul style="list-style-type: none"> Army Sports Awards (directed by DASCB) ASCB Annual Conference Board and Trustees Meetings ASCB Steering Committee Meetings. |
| SO3 – Support the Development of Sport Policy: | DASCB supported | TESRR | COS is staff lead for all support to UKAF SB (DASCB a Member of the Board). |

| Objective (b) | Staff Lead (c) | Other Budget Areas Involved (d) | Detailed Tasks (e) |
|--|--|--|--|
| <ul style="list-style-type: none"> Develop UK Armed Forces Sport and support the UK AFSB. Together with Army HQ and UK AFSB be prepared to advise TESRR on MOD Sports' Policy issues. Maintain up to date publications (i.e. AGAIs, DINs and ABNs) on the control and management of sport. | by COS | Army HQ DNPTS DSB(RAF) | <p>COS as link between Army policy (Pers Pol) and UK AFSB.</p> <p>Lead on the development of sport policy in support of Pers Pol.</p> <p>Assist MOD in their Defence Diplomacy goals by undertaking overseas sports visits (and reciprocal visits) to selected countries.</p> <p>To act as moderator for all sport DINs submitted.</p> <p>To review, amend and re-issue as necessary ASCB sponsored DINs (ASCB CF, ASL DINs).</p> <p>In conjunction with Pers Pol monitor the ASCB's Sports Safety Management Directive and adjust where necessary.</p> |
| <p>SO4 – Develop the Army Elite Sport Programme:</p> <ul style="list-style-type: none"> Support and encourage our elite sportsmen and women at Olympic and National level. Provide the link with the Sports Council, the Sports & Recreational Alliance (SRA), and UK Sport. | DASCB supported by Army Elite Sport Programme (AESP) Manager | Army HQ AM&C Elite Sports Development NGBs, Sport England | <p>AESP properly governed and connected</p> <p>AESP resource plan</p> <p>AESP links to NGB and TASS</p> <p>Better define AESP – Tier 1,2 and 3 sportsmen and women identified</p> |
| <p>SO5 - Encourage and support all recognised and approved Associations and Unions and Reserve sport in the development of their Sports:</p> <ul style="list-style-type: none"> Advise on 1st Party assurance mechanism Advise on Committee Structures and TORs, forecasting and forward planning Support succession planning Ensure sufficient officials and coaches to deliver and sustain Army sport Ensure compliance with financial regulations and policy Monitor and enhance their financial well-being Monitor all Associations and Unions Accounts and Annual Audit Capture and control data management within HQ ASCB Exploit data as directed by DASCB Contribute to Defence Accident investigation Branch (Land) reports on sporting accidents when required. | COS supported by SAO & Ops Team | Army HQ HQ ASPT Associations and Unions NGBs | <p>Link to Key Themes 1 & 6</p> <p>COS Lead on the delivery and development of sport in the Army:</p> <ul style="list-style-type: none"> Manage Army sport assurance mechanism in accordance with Army Assurance mechanism and guidance from Safety and Assurance Officer Lead on 'assurance' of sport delivery with Associations and Unions and chain of command in accordance with FragO on Risk to Life. Maintain a data base of officials and coaches to meet the Army need and support work to develop the SOTR Coordinate the efforts of ASCB Secretaries including Sec Army Reserve Monitor non-ASCB based Secretaries (coordinated by Ops Offr) Deliver a coordinated Army and Corps sport fixture list and FoE Authorise Winter Sports Activities Coordinate the delivery of Army level sport events Authorise travel at public expense, overseas travel and overseas visits Data capture and management (IM/Office Manager is the staff lead) to demonstrate ASCB's measures of effectiveness for sport growth, diversity, excellence and volume Continue to implement recommendations from the Review of Reserve Sport to meet the requirements of Army 2020 and RF2025 <p>Finance and Budgets – Fin Man lead:</p> <ul style="list-style-type: none"> Supervise the management of the Central Bank (public) and all non-public funds Supervise the allocation of grants for individuals and sports teams (ASL grants are the ASL Manager's lead) |

| Objective (b) | Staff Lead (c) | Other Budget Areas Involved (d) | Detailed Tasks (e) |
|---|---|--|--|
| | | | <ul style="list-style-type: none"> Advise Associations and Unions on regulation and policy (including SORP 15) All accounts to be run on SFA procedures in accordance with the ASCB's Financial Instruction 2012. |
| SO 6 - Promote and Publicise the Army Sports Lottery to generate non Public funds for sport. | DASCB and ASL Manager | Army HQ RN & RAF Lotteries Gambling Commission | <p>ASL - As promoter ASL, in conjunction with Lottery Manager, continue development and raising the profile of ASL.</p> <p>To implement a Marketing Plan with the aim of increasing membership of regular and reservist soldiers – target of 130,000 ticket sales by end of 2021.</p> <p>Increase sales to AR and veterans.</p> <p>Ensure and protect our license to operate through compliance with Gambling Commission as regulator for the Lottery – ASL Manager.</p> |
| <p>SO 7 – Funding:</p> <ul style="list-style-type: none"> Assist Associations and Unions in gaining and sustaining Sponsorship. Promote wider understanding of ASCB and Sport sources of funding within the Army, both public and non-public. Provide the Secretariat to the ASCB Board and Trustees and manage the ASCB Charitable Fund, providing Public and non-Public grants through the ASCB Grants Committee. Encourage all affiliated Associations and Unions to write an annual Man P, together with a 5-year forecast of extraordinary expenditure – essentially equipment and tour plans. | Fin Man | <p>MOD Sp Pol UKAF SB Army HQ Reg & Prop Mongoose Sport & Entertainment</p> <p>Sec ACF Sec AWGC Sec NT</p> | <p>Fin Man Lead on the development and staffing of sports funding requirements with Associations and Unions:</p> <ul style="list-style-type: none"> Annual Grants Sports Equipment Public Funding Charitable Fund <p>Fin Man lead on the delivery of:</p> <ul style="list-style-type: none"> Grant allocations to Associations and Unions Advice to Associations and Unions on funding for capital projects (with Infra Offr) Implement 'ASCB Sport Sponsorship Directive' and provide oversight and assurance of all sport sponsorship arrangements Advise, assure and manage Association and Unions on the necessary compliance and regulation of sponsorship arrangements Compliance – ensure statutory compliance, including with regulatory bodies (specifically the Charities Commission) for HQ ASCB and advice to Associations and Unions on their responsibilities (accounts, audit and Charity Commission regulation as necessary) <p>DASCB a member of the ACFPG, AWGC, ACF</p> |
| <p>SO 8 – Sports Infrastructure:</p> <ul style="list-style-type: none"> On behalf of Army HQ, monitor the repair, maintenance and presentation of Army and Garrison Sporting facilities and advise on their development. Advise the Chain of Command on Facility Management Contracts, which involve the management, marketing and maintenance of Sporting facilities. | DASCB supported by Infra & Contracts Offr | <p>D Infra ACOS Infra HQ RC DIO</p> <p>ASPIRE and other facilities providers Gar HQs</p> | <p>Infra: supervise:</p> <ul style="list-style-type: none"> Develop and manage a Sports Infrastructure database so as to enable the ASCB's engagement with sport infrastructure management, development and maintenance Lead on all staff effort with DIO, Hd Infra, contractors Lead staff effort in support of the chain of command on infrastructure requirements and development Continue to provide advice to the Chain of Command for the provision of Synopsis Scales Sports in accordance with JSP 315 Scale 48 to meet the Army 2020R Basing Plans. Advise on use of non-public funds where and when appropriate. In conjunction with Infra and DIO continue to incorporate Sports Associations & Unions' encroachments under DIO leasing/licensing arrangements where appropriate. |

| Objective (b) | Staff Lead (c) | Other Budget Areas Involved (d) | Detailed Tasks (e) |
|--|--|---------------------------------------|---|
| SO 9 – HQ Staff – sustain a motivated, effective and positive HQ staff | DASCB, supported by both COS and Fin Man (as Line Managers) HR – JS and SQEP | Army HQ | In support of Line Manager responsibilities, HR is to ensure HQ ASCB staff properly trained for their roles, the management of all internal ASCB HR matters including personnel management and development, internal HR policy, training requirements, contracts, recruitment, leave and annual reports |

SUGGESTED GENERIC TOR FOR SPORT CHAIRS AND SECRETARIES

Army Sport Associations and Unions. Army Sport Associations and Unions are a constituent part of the ASCB and are responsible to Director ASCB for the administration and organization of their sport. Their responsibilities are required to be defined (in either a Management Plan or Terms of Reference for their Committee) and include:

- overseeing the technical conduct, which includes compliance with the Army's approach to risk to life activities¹, assurance mechanisms and policies;
- ensuring there is a close link and in most cases an affiliation to their sport's respective National Governing Body(s) (NGB);
- the selection of representative Army individuals and teams for competition against the other Services (and others) and the selection of individuals for the elite programme;
- providing a central focus for the advancement of their sport to Formation Sport Boards;
- the organization of Inter-Corps and Major/Minor unit/individual competitions as appropriate;
- maintenance of coaches & officials database;
- and providing guidance, advice and encouragement in promoting the participation in their sport at all levels in the Army.

SUGGESTED CHAIR TOR

1. The Chair is responsible for the leadership of the Sport Association or Union. The Chair's primary responsibility is to provide vision and direction to the Management Board (and the Trustees if applicable), ensuring their effectiveness, and overseeing the delivery of the Sport's business, including the production and ownership of a Charter² and Management Plan³ and ensuring their delivery by Chairing of all necessary meetings.
2. The role of the Chair includes:
 - Promote the Sport within the Army ensuring its efficient administration, organisation and safe delivery within the direction and guidance set out within this document, JSP 660 and AGAI Volume 1, Chapter 5 - Sport.
 - Set the Sport's strategy and deliver it through the Management Board.
 - Ensure all fixtures, training camps and overseas visits are authorised by the ASCB and organised iaw published directives.
 - Succession Planning - select and appoint the Management Board to manage the business of the sport, issuing Terms of Reference for Board members and the appropriate contact list to HQ ASCB.
 - Ensure the Management Board receive accurate, timely and clear information to enable them to take sound decisions, ensuring that sufficient time is allowed for complex or contentious issues, and encouraging active engagement by all members of the Management Board.
 - Lead in identifying new management and in addressing the development needs of individual Board Members to ensure that they have the skills and knowledge to fulfil their role on the Management Board.
 - Evaluate annually the performance of the Management Board and its Committees; this should include holding meetings with the Non-executive Directors, without the executives being present.
 - Hold and chair an AGM no earlier than 3 months or later than 6 months after the end of the non-public financial year and convene and chair Management Boards within the allowance specified within JSP 752 Chapter 4, Section 2.
 - Plan sufficiently ahead to inform the ASCB bidding process for the allocation of non-public funds.
 - Progress potential sponsorship opportunities iaw the guidance set out in ASCB Sport Sponsorship Directive⁴.

¹ACSO 1200 – The Army's Safety and Environmental Management System.

² A Charter should contain: aims, charitable articles, risks, resource priorities and allocations.

³ A Management Plan should contain: a plan for the sustainment and development of the sport that should include a vision statement, mission, TORs/tasks, resourcing of the plan.

⁴ ASCB Sport Sponsorship Directive – ASCB/250 dated Nov 15.

- Ensure the accounts are presented and approved at the AGM.
- Ensure the minutes/record of all Management Boards and AGM are published and copied to ASCB.
- Ensure effective communication with stakeholders and in particular that the Board (and Trustees if applicable) maintains contact with the National Governing Body (NGB) on wider matters relating to policy, strategy and governance.
- Initiate change and plan succession in Board appointments (other than in relation to the appointment of a successor as Chairman) in association with DASCB and in accordance with procedures agreed from time to time by the Board.
- Ensure the delivery of the Sport, through the Secretary, is in accordance with NGB policy and Army safety policy⁵.
- Ensure the Sport has in place an effective assurance mechanism to provide a safe environment.
- Be available to the Secretary to advise on matters relating to strategy and operations.
- Act as Reporting Officer for the Permanent Secretary (if applicable). (Chair with Permanent Secretaries, ie those who form part of HQ ASCB, are the Reporting Officer for their Secretary and DASCB is the Countersigning Officer iaw *ASCB Staff Handbook 2018*).
- Act as the principal point of contact with the President of the Sport and DASCB.

SUGGESTED TOR FOR ALL ARMY ASSOCIATION AND UNION SPORT SECRETARIES

1. The Secretary is to act as the Chief Operating Officer (COO) of the Sport and is to ensure that the 'day to day' running of all (commercial and non-commercial) activities are carried out in an effective, efficient and timely manner. The Secretary will report directly to the Chairman and is responsible to the Chairman and Management Board for the delivery of the Charter and Management Plan.
2. *For HQ ASCB Secretaries - The Secretary is employed by the Army Sports Control Board (ASCB) who will be responsible for his work-life administration and remuneration. COS ASCB is line manager and DASCB is the counter-signing officer on annual PAR.*
3. The responsibilities of the Secretary are as follows:
 - To oversee and coordinate the daily management and governance of the Sport in accordance with the direction and vision of the Chair and the Management Board and iaw guidance, policy and direction from the NGB and the ASCB.
 - To ensure the Management Board (and Trustees) are properly briefed and prepared for each meeting and any out of committee decision through the provision of meeting agenda, minutes, decision briefs and relevant papers.
 - To maintain, develop and produce the Management Plan, these Terms of Reference (TOR) and guidance for dissemination to Management Board members, member clubs, NGB, ASCB and the wider Army chain of command as necessary.
 - To provide a link between the Sport and the NGB for administrative purposes and to disseminate policy, assurance and other information to the Management Board, Trustees, and member clubs.
 - To deliver the Sport in accordance with NGB policy and guidelines and in accordance with Army Policy on Risk to Life Sport and Adventure Training.

⁵ ACSO 1200 – The Army's Safety and Environmental Management System.

- To manage an assurance mechanism that provides a safe environment.
- To establish and maintain an 'learning ethos' in the sport with regard to accidents and incident through the provision of learning accounts and strong communications.
- To provide a link between the Sport, the ASCB and the wider Army Chain of Command, and to disseminate information and policy as above.
- To liaise with other external agencies such as local contractors and sub-contractors employed by the Ministry of Defence (MOD).
- When required, assist in the running of Sports competitions and events including the annual inter-Service competitions.
- To ensure that financial propriety (including shop stock and equipment as appropriate) is being observed within the rules and regulations provided by the various authorities⁶ and to provide support to the Finance Officer (if applicable).
- To manage the Staff of the Sport's Secretariat and provide support and leadership in their areas of responsibility.
- To assist with the promotion of the Sport through press releases and the provision of promotional material to internal (MOD) and external agencies and publications.

⁶ The Charity Commission SORP, HMRC, Service Funds Regulations (where applicable), Materiel Regulations for the Army and ASCB Policy.

ASCB BATTLE RHYTHM

| Ser (a) | Board/Meeting (b) | Purpose (c) | Frequency (d) | Composition (e) | Remarks (f) |
|------------|--|---|------------------|--|--|
| 1 | ASCB Board and Trustees Meeting | <ul style="list-style-type: none"> Primary Activity: <ul style="list-style-type: none"> Spring Board: Policy matters Summer Board: Trustees approve annual TAR and accounts Winter Board: Trustees approve annual grants Enables Trustees and Boards Members to endorse current and future plans and provide direction to Secretariat on the delivery of sport In particular, Boards will review investments, capital projects, endorse risk register and agree reports to Charity Commission, Companies House and Gambling Commission | Bi-Annual | President - Comd HC Chairman - GOC RC Members/Trustees: <ul style="list-style-type: none"> Asst Comd HQ HC Hd Pers Pol Hd Engagement & Comms (A) Hd Infra AD Pers, Fd Army Female Focus Brig Allison (invited Member) Brig Walton-Knight (invited Member) Comd CM HC NED Secretariat: <ul style="list-style-type: none"> DASCB COS & Fin Man HQ ASCB | Secretariat supported by (as required): Safety and Assurance Officer (SAO) ASCB, ASL Manager, SO2 AR Sport, SO2 AT/Sport Pers Pol, SO2 PD HQ RC |
| 2 | ASCB Steering Committee Meeting | Primary Activity: Direction from DASCB on staffing Board and Trustee direction and other policy issues: <ul style="list-style-type: none"> Review ASCB Risk Register Review PID and reports iot review Sport Assurance Mechanism and Compliance, sport infrastructure requirements and current maintenance to synopsis scales (informed by D Infra) Conducts financial forecasting, major capital projects and grant requirements (internal and external to ACF, AWGC, Nuffield Trust and ABF) and trends Targeting Matrix for Media/Comms and Engagement Plans | Quarterly | Chairman – DASCB Secretary – Ops Offr ASCB Members: <ul style="list-style-type: none"> COS ASCB Fin Man ASCB SAO ASCB Infra & Contracts Offr, HQ ASCB AD Infra, HQ RC SMAA RAPTC SO1/SO2 PD Policy, Pers Pol SO1 Comms/Engagement HQ RC SO1/SO2 Plans D Infra | AGAI Ch 1, Vol 5 states: <i>‘The ASCB Steering Committee provides: functional advice to the CoC and coordinates the provision of SME advice for individual sports when required, with staffed solutions and recommendations for action on the various training issues raised.’</i> |
| 3 | ASCB Prayers | Primary Activity: Direction from DASCB on issues and items from the ASCB Issue Tracker. Specifically/additionally: External briefing from MSE covering: <ul style="list-style-type: none"> Sponsorship developments/changes External Update from PD Branch HQ RC Internal: <ul style="list-style-type: none"> Update from COS, Fin Man and Ops Offr ASCB, ASCB Sports Secs (including Sec AR) on assurance, compliance, FoE, succession planning, structure and governance matters Internal: <ul style="list-style-type: none"> Updates from ASL, Fin Man and HR on key issues | Monthly | Chairman – DASCB Secretary – Ch Clk Members: <ul style="list-style-type: none"> COS ASCB Fin Man ASCB ACOS/Ops Offr ASCB SAO ASCB Asst Ops Offr ASCB Infra & Contracts Offr, HQ ASCB HR Manager ASL ASCB Permanent Sports Secretaries Sec AR Sport Sponsorship Agent PD Branch, HQ RC | Delivered in two phases: <ul style="list-style-type: none"> Phase 1 – external focus Phase 2 – internal focus using ASCB Issue Tracker as main agenda |

| Ser (a) | Board/Meeting (b) | Purpose (c) | Frequency (d) | Composition (e) | Remarks (f) |
|------------|-----------------------------------|---|--|---|--|
| | | | | | |
| 4 | Weekly HQ ASCB Meeting | For Key HQ staff and DASCB to review Key Issues and upcoming events in order to prioritise staff effort and coordinate HQ ASCB staff work. | Weekly – typically at 1030 hrs on a Monday morning | Chair - DASCB COS Fin Man HR SAO ASL Manager Secretary - PA DASCB | Uses the DASCB Key Issues Tracker as the agenda – owned by PA DASCB. |
| 5 | ASCB Grants Meeting | Primary Activity: <ul style="list-style-type: none"> Allocation of grants to sports, tours and individuals from both ACF and ASL Endorse current and future funding position and identify future projects | Monthly and Sequenced: ACF and ASL | Chairman – DASCB Secretary – ASL Manager Members: <ul style="list-style-type: none"> COS Fin Man, HQ ASCB | |
| 6 | ASCB and Sponsorship Agent | To ensure MSE meeting contract and to discuss and agree future sponsorship plans/strategy, targets and risks. | Quarterly | Chairman – DASCB Secretary – PA DASCB Members: <ul style="list-style-type: none"> CEO & Business Dev Manager MSE MSE Account Manager Fin Man HQ ASCB | |
| 7 | Sport Management Meeting | To coordinate and synchronise the efforts of internal ASCB and external staffs to ensure delivery of sport. To include passage of information and exploitation of information through Media/Comms and Engagement. Management of Sport fixtures and FoE. Sequenced to follow the ASCB Steering Committee Meeting. | Quarterly | Chairman – COS ASCB Secretary – Ops Offr ASCB (Media/Comms and Engagement) Members: <ul style="list-style-type: none"> Fin Man HQ ASCB Infra & Contracts Offr HQ ASCB Safety and Assurance Offr ASCB Permanent Sports Secretaries Sec AR Sport PD Branch, HQ RC Aldershot Gar Rep ASPIRE rep | |

| Ser (a) | Board/Meeting (b) | Purpose (c) | Frequency (d) | Composition (e) | Remarks (f) |
|------------|--|---|----------------------|--|---|
| 8 | Army Elite Sport Programme (AESP) Project Board | <p>To oversee the Army Elite Sport Programme and ensure the money (from the G4S donation to the Army) is spent to:</p> <ul style="list-style-type: none"> Establish strong and coherent alignment between Army Sport, UK Sport (UKS), the English Institute of Sport (EIS), Home Country (HC) Sport Boards and sporting National Governing Bodies (NGBs) Create opportunities for Army athletes to be released from duties to achieve representation on GB World Class Programmes (WCP) Develop a sustainable system for Talent Identification (TID), Talent Transfer (TT) and Talent Confirmation (TC) within Army Elite Sport Create opportunities for Army coaches in targeted sports to be released from duties to deliver Talent Development (TD) programmes aligned to NGB Pathways | Biannual | <p>Chairman - DASCB Secretary – AESPM Members:</p> <ul style="list-style-type: none"> Brig Allison COS ASCB SMAA RAPTC SO1 M & C, AMC UK Sport – Hd of Performance Pathway Science ASCB HR (Budget Manager) | <p>Sub-Committees & Boards:</p> <p>REM Board; Biannual (Mar & Oct) – Tier 1 of AESP – To review and select REM athletes. DASCB - Chair, AESPM – Secretary, Members: Rep UK Sport, SO1 Army Pers Pol, SO2 AT/Sport Pers Pol, SO1 CM Ops APC, SO2 Army Pers Pol Empl.</p> <p>TASS Selection Board – Annual – Tier 2 of the AESP – To select Army athletes for TASS. DASCB – Chair, AESPM – Secretary, Members: COS ASCB, SO1 Man Plans DM(A), SO2 P&P HQ RAPTC, CRSM RAPTC, TASS HQ Rep.</p> <p>ASCB & BAe Scholarship Board - Annual - Tier 3 of the AESP - Identify and approve allocation of £60k from ASCB CF and £30k from BAe to individual worthy sportsmen and women, both athletes and officials. Chairman – DASCB; Secretary – PA DASCB; Members: AESPM, COS as required.</p> |
| 9 | Army Sports Awards (ASA) Planning Meeting | To ensure the necessary coordination, synchronisation and planning for and delivery of the annual ASA ‘event’. | Jun, Jul, Sep | <p>Chairman – DASCB Secretary – PA DASCB</p> <p>Members:</p> <ul style="list-style-type: none"> COS ASCB Fin Man HQ ASCB Ops Offr ASCB SSVC BFBS M&C(A) SAO Asst Ops Offr HR | |
| 10 | ASCB Annual Conference | DOWNREP and ‘Orders’ from DASCB to Sports Chairmen plus UPREP from Chairmen to DASCB. | Annual (end of year) | <p>Chairman – DASCB Secretary – COS ASCB Members:</p> <ul style="list-style-type: none"> Fin Man HQ ASCB Ops Offr ASCB SAO ASCB Infra & Contracts Offr HQ ASCB HR / Accountant Manager ASL Permanent Sports Secretaries Sec AR Sport Sponsorship Agent PD Branch, HQ RC <p>External:</p> <ul style="list-style-type: none"> Chairs & Secretaries of Army Sports (Regular and Reserve) | |

| Ser (a) | Board/Meeting (b) | Purpose (c) | Frequency (d) | Composition (e) | Remarks (f) |
|------------|---|--|----------------------|---|----------------|
| 11 | Corps Secretaries Briefing – <i>if not attending Annual Conference</i> | DOWNREP and ‘Orders’ from DASCB to Corps Reps and RHQs plus UPREP from Corps Reps and RHQs to DASCB. | Annual (end of year) | Chairman – DASCB Secretary – COS ASCB Members: <ul style="list-style-type: none"> • Fin Man HQ ASCB • Ops Offr ASCB • SAO ASCB • Infra & Contracts Offr, HQ ASCB • HR / Accountant • Manager ASL • Permanent Sports Secretaries • Sec AR Sport • Sponsorship Agent • PD Branch, HQ RC External: <ul style="list-style-type: none"> • Corps Sports Reps • RHQ Reps | |

Other Meetings that DASCB attends:

- | | | |
|----------------------------|-------------|--|
| • UKAF Sports Board | - Quarterly | - Chairman – Rotates between Single Service Sport Board Director, Sec UK AFSB, Single Service Sport Board Directors (DASCB assumed Chair from May 2020). |
| • AGPF ‘ALLIGATORS’ | - Quarterly | - Sec ACF, SO2 Welfare Funds, DASCB, DGW ABF and Gen Sec Nuffield Trust |
| • AWGC | - Quarterly | - DASCB, DPS(A), AD Coll Trg, AD PS4, AD Log Sp, Dep Hd Footprint Strategy, Comd ATG(A) and SO2 Welfare Funds |

ARMY SPORT CONTROL BOARD RISK REGISTER

(REVIEWED AT 21 JULY 21 BOARD AND TRUSTEES' MEETING)

| ROLE OF ASCB (against which risk is to be assessed) |
|---|
| <i>'To promote sport in the Army and deliver Army level sport ensuring that participation in sport remains a significant element of the Army offer for both recruiting and retention and that sport is promoted to link with society in order to enhance the Army's national reputation.'</i> |
| This Risk Register is to be reviewed: <ul style="list-style-type: none"> At each Trustee and Board Meeting (twice a year) By the Steering Committee (quarterly) |

| Impact: | Likelihood: | Trend: |
|---------------------|-----------------------|-------------|
| High Severe | High 75%-100% | ↑ Worse |
| Medium Major | Medium 25%-75% | ⇒ No change |
| Low Minor | Low 0-25% | ↓ Better |

| Control Method | Explanation ¹ |
|------------------|---|
| TOLERATE | Accept the Risk |
| TREAT | Take cost effective actions to reduce the risk |
| TRANSFER | Let someone else take the risk (eg, by insurance or passing the responsibility for the risk up or out) |
| TERMINATE | Agree that the risk is too high and do not proceed with the project or activity |

| Ser | Risk | Owner(s) | Consequence | Impact | L'hood/ Trend | Control Method | Mitigation/Preventative Action | Post Mitigation L'hood | Responsible |
|--------------------|--|----------|---|-------------|------------------|-------------------|---|---------------------------|-------------|
| BOARD RISKS | | | | | | | | | |
| 1 | Specific Policy Changes Affecting funding of Sport: | | | | | | | | |
| 1.1 | Withdrawal of or cut to Representational Sport Travel Budget (RSTB). | D Pers | Severe impact on IS, Army, Corps, Formation and Inter Unit sporting activity levels and morale. | High | Low ↓ | TRANSFER | In conjunction with APC Glasgow, monitor any change of policy which affects RSTB. | Low → | Trustees |
| 1.2 | | Pers Pol | | | | | ASCB to monitor MoD SEPF allocation to Army HQ and defend requirement when appropriate. | | DASCB |

¹ Glasgow Caledonian University Risk Management Strategy Paper.

| Ser | Risk | Owner(s) | Consequence | Impact | L'hood/ Trend | Control Method | Mitigation/Preventative Action | Post Mitigation L'hood | Responsible |
|-----|---|---------------------------------|--|--------|------------------|---|---|--|---|
| 1.3 | Withdrawal or cut to Sports Equipment Public Funding (SEPF). | Chmn | Reduced Allocation to Land Forces. Greater use of non-public funds to backfill SEPF. | | | | <i>DASCB discussions with both D Res and D Pers (GiA and ACF) to seek 3 year rolling forecast iot provide greater financial certainty – now agreed by ACF and awaiting decision/confirmation from GiA.</i> ASCB to liaise closely with DRes Army HQ & Fd Army Assurance Team and HQ RC. | | |
| 1.4 | Reduction and/or adjustments to Grant in Aid funding. | Chmn | GiA 50% ASCB running costs. Salaries, pensions, support costs would require alternative public funding. | | | | ASCB to maintain close relationship with Sec ACF and submit well justified bid for grant. | | |
| 1.5 | Withdrawal or cut in Army Central Fund (ACF) grant. | Chmn | Major adverse effect upon loss of funding of ASCB annual running costs including salaries, pensions etc. | | | | ASCB to maintain close link with Secs NT, ACF, AWGC & BIBMTF, through Army Grants Planning Forum. | | |
| | Reductions to or withdrawal of Army/ Defence Charitable grants. | Chmn | Major adverse effect upon non-public funding of Army sports equipment and facilities. Significant reduction in grants to Sports Associations/Unions; reduced overseas tour grants, and grants for equipment, facilities and individual sportsmen/women. | | | | | | |
| 2 | Assurance: Failure to deliver a safe and secure sporting environment | Pers Pol and DASCB | Loss of reputation Sanction by NGB Potential sanction by courts Potential risk to sponsor confidence and funding | High | Medium ⇒ | TRANSFER TREAT | Assurance through DASCB Reviews of sports – 2018 Major Review; 2020 Mini Review; 2023 next Major Review. Policy: <ul style="list-style-type: none"> • Ensure an assurance policy exists, is understood and being applied • Assure delivery in concert with CESO(A) and Army Inspector • Implement a Learning culture and LI process Delivery: <ul style="list-style-type: none"> • Guidance issued from HQ ASCB to all Chairs/Secretaries iot to provide clear direction on how to implement Army and ASCB Assurance policy. • ASCB Safety & Assurance Offr in post since Nov 17 and conducting 2PA safety and assurance visits and reporting mechanism in place. • Developing and including Safeguarding Guidance for sports associations and unions based upon specific NGB direction. | Low ⇒ Low ⇒ | Pers Pol DASCB ASCB Safety & Assurance Offr |
| 3 | Changes in National Governing Bodies (NGB) rules and regulations | DASCB (Sport Assocs and Unions) | <ul style="list-style-type: none"> • More demanding qualifications for coaches & officials higher standards of H&S and equipment. • Potential sanction and/or withdrawal of NGB support for sport delivery. | High | Low ⇒ | TREAT | <ul style="list-style-type: none"> • DASCB Reviews of sports – 2018 Major Review; 2020 Mini Review; 2023 next Major Review. • Maintain close links to all NGB's. • Ensure SOTR for coaches and officials reflects NGB requirement and is being met. • Promulgate new regs and resources as required. | Low ⇒ | COS |

| Ser | Risk | Owner(s) | Consequence | Impact | L'hood/ Trend | Control Method | Mitigation/Preventative Action | Post Mitigation L'hood | Responsible |
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| | | | <ul style="list-style-type: none"> Potential sanction by courts. | | | | <ul style="list-style-type: none"> Elite athletes to be aware of Army policy on use of stimulants, enhancing drugs and elicit substances (including supplements). AESPM to ensure appropriate relationship and connectivity into WADA and UK equivalent. | | |
| 3a | Failure to Properly Assure the Resumption of Sport during the COVID Pandemic: <ul style="list-style-type: none"> The national lockdown from end of March 2020 led to a suspension of representative sport and OSVs; From Jun/Jul some NGBs were given approval from DMCS to resume – second lockdown initiated in Summer and third lockdown (ongoing) imposed after Christmas 2020; PM Announced his Roadmap for easing measures with 4 Step approach – risk that some Army sports adopt NGB roadmaps and do not appreciate the Army owns the decision to resume representative sport; Representative Army Sport to resume in compliance with national, regional, NGB and Army imposed rules and regulations | DASCB | <ul style="list-style-type: none"> Risk to health of our soldiers if correct measures not applied COVID outbreak amongst sports participants due to poor or no assurance Impact on ability for Army to support national vaccination programme Army reputation damaged | HIGH | HIGH | TREAT | <ul style="list-style-type: none"> Army HQ authorised a process, managed by DASCB on behalf of GOC RC, to enable the scrutiny and assurance of representative Army sport Two levels of scrutiny implemented: <ul style="list-style-type: none"> Sports required to apply for approval to resume training or fixtures. ASCB require sight of: NGB return to play road map, approval for it from DMCS, NGB measures to minimise risk during training or fixture; risk assessment; confirmation of recognition and planning to incorporate national, regional and Army imposed measures Sports apply for authority for each fixture/event – ASCB require sight of: admin instruction for each incorporating COVID-19 measures; list of participants; risk assessment for event and location; assurance of numbers attending, incorporation of rules regarding travel and accommodation and safety management plan incorporating COVID measures Frequent comms with sports on resumption planning to ensure confidence in HQ ASCB and process Process stream-lined by DASCB in letter to Chairs on 23 June – Cat A to be assured by Chair, Cat B to continue to be assured by ASCB (DASCB 2* sign off), Cat C - those still at RED. Step 4 Announcement by PM – no 2* sign off required for each fixture; measures to be relaxed by Army HQ; sports to continue to follow NGB guidance; sports in Cat C (still at RED) require 2* approval to change category (authorised by DASCB and published by AHQ). | MEDIUM | DASCB/ COS ASCB/ ASCB SAO |
| 4 | Case of substance misuse amongst Army sportsmen and women | Pers Pol, DASCB (Sport Assocs and Unions) | <ul style="list-style-type: none"> Loss of Reputation Loss of support from Army hierarchy Loss of support from sponsors Sanction by NGB Potential sanction by courts | High | Medium ⇒ | TRANSFER | <ul style="list-style-type: none"> Ensure a 'substance misuse' policy exists, is understood and being applied Ensure transparency of Army level athletes by access to CDT | Low ⇒ | COS |


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| 5 | Insufficient provision of sports facilities OR Reduce maintenance of Category 1 sports facilities Or Imposition of charging regime for sports facilities OR Increase in MOD/DIO fees for leases and licenses | D Infra | <ul style="list-style-type: none"> Reduced sports activity levels. Reduced availability of sports pitches/facilities. Greater use of non-public funds to back fill public funding. Non Synopsis Sports annual sports grants from Trust Fund to increase. | Medium | Medium ⇒ | TOLERATE | <ul style="list-style-type: none"> Improve understanding of requirement and condition of Army sport infrastructure. Maintain awareness of sport as core activity through HQ RC, UKAF SB and MoD TESSR. Maintain up to date Scale 48 to JSP 315. As above, and monitor and advise Hd Infra and contractors of maintenance failures/corrective actions. Maintain close liaison with DIO. (Awaiting outcome of Hd Infra/DIO review and recommendation on leases/licenses). | Low ⇒ | DASCB COS & Fin Man |
| TRUSTEE RISKS | | | | | | | | | |
| GOVERNANCE | | | | | | | | | |
| 6 | Failure to provide appropriate overarching governance of the ASCB | Board and Trustees | <ul style="list-style-type: none"> Responsibility, accountability and authority undermined. Inability to deliver charitable objects and other mandated outputs (links with Ser 6 below). Loss of confidence in the Board. Loss of reputation. | High | Low ⇒ | TREAT | <ul style="list-style-type: none"> Governance captured in Directive. Reviewed annually. Trustees Aware of their Responsibilities. Frequent engagement by Chairman and Trustees. Frequent Trustee Meetings. Trustee 'In-Brief' from DASCB. ASCB Staff understand and deliver their specified tasks (set out in Job Spec/TORs). | Low ⇒ | Chairman, Trustees, DASCB |
| 6.1 | Trustees and ASCB Staff lack skills to discharge their duties (Failure to meet the charitable objects) | Trustees and DASCB | <ul style="list-style-type: none"> Responsibility, accountability and authority undermined. Inability to deliver ASCB objects and other mandated outputs. Loss of confidence in the ASCB hierarchy. Loss of reputation. Reduced donations. Charity Commission sanctions. | Medium | Low ⇒ | TREAT | <ul style="list-style-type: none"> The charity must always come first. Regular reviews of governance and direction. Regular review of the composition of the Board. Abide by Trust Deeds. Trustees to attend formal training within 6 months of appointment. Annual review by DASCB – maintain register of training. Annual external audit. ASCB Staff given clear TOR and monitored by DASCB. | Low ⇒ | DASCB, (PA to DASCB maintains training register) |
| 6.2 | Failure to comply with current legislation and legal obligations (including SORP 15) | DASCB | <ul style="list-style-type: none"> Litigation / prosecution (Fines/Penalties OR censure by regulatory Bodies). Loss of, or damage to, reputation. Loss of charitable status. Loss of income. | Medium | Low ⇒ | TREAT | <ul style="list-style-type: none"> Regular updates on changes in any relevant Charity Commission / Companies House legislation Regular monitoring of requirements (through Charity Commission News etc). Professional advice when required (ASCB solicitors and insurer's legal services). Attendance at appropriate training, workshops, and legal updates. | Low ⇒ | Fin Man |

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| | | | <ul style="list-style-type: none"> Loss of 'Excepted Charity' status of Association and Unions. Sports Association and Unions with Incorporated status fail to comply with CC regulations. | | | | <ul style="list-style-type: none"> Production / promulgation of policy documents as required. Ensure SORP 2015 is fully adopted in all ASCB audits. | | |
| 6.3 | Malpractice including fraud, misappropriation of funds or assets Includes both ASCB Funds & also those of Associations and Unions | DASCB | <ul style="list-style-type: none"> Litigation / prosecution Loss of reputation Assets seized Loss of professional standing | Medium | Low ➡ | TREAT | <ul style="list-style-type: none"> Awareness and adherence to policy (charity guidelines / ASCB Governance policy / Companies House policy / Anti-bribery / Whistleblowing etc). Annual external audit by professional auditors. Clear delegated authorities within HQ ASCB (defined within the DAM). Two signatories for e-banking and cheques. Segregation of duties. Adequate insurance (link to Ser 9 below). Monitor AFCIF/BlackRock performance (link to Ser 7 below). Monitor Associations Unions through the Op Grants process and routine checks throughout the FY | Low ➡ | DASCB Fin Man |
| 6.4 | Failure to declare Conflicts of Interest | Trustees | <ul style="list-style-type: none"> Adverse observation raised in annual audit report. Loss of, or damage to, reputation. Possible Litigation. | Low | Low ➡ | TREAT | <ul style="list-style-type: none"> Standing agenda item for all committees. Action taken to handle declared conflicts recorded in minutes. Conflicts recorded in ASCB Conflicts of Interest Register. | Low ➡ | PA to DASCB |
| INCOME/FINANCIAL RISK | | | | | | | | | |
| 7 | Failure to generate sufficient income to cover planned / known expenditure | Board and Trustees | <ul style="list-style-type: none"> Failure to deliver outputs. Failure to meet charitable objects. Failure to sustainably finance our people. Members withdrawing from ASL. Loss of credibility and reputation. Degradation of existing capital / investments. | High | Low ⇒ | TREAT/ TRANSFER | <ul style="list-style-type: none"> Robust financial reserves policy and prudent investment. Instigate long-term financial forecasting, especially for capital projects. Monitor ticket sales in ASL with options to change process and procedures as required. Produce monthly FOOs to better manage in-year budget. Link budgets to business planning and Charitable Objects. Robust and effective relationship with Team Army and Direct Sponsors. Options to improve sponsorship – maintain contacts with potential Sponsors. | Low ➡ | DASCB Fin Man ASL Manager |

| Ser | Risk | Owner(s) | Consequence | Impact | L'hood/ Trend | Control Method | Mitigation/Preventative Action | Post Mitigation L'hood | Responsible |
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| 8 | Lack of financial control and forward planning. | DASCB | <ul style="list-style-type: none"> Inability to sustain delivery. Loss of Reputation. Loss of support from Army hierarchy. Loss of support from sponsors. Reduced outputs. | Medium | Low ⇒ | TREAT | <ul style="list-style-type: none"> Regular review of investments (including AFCIF/BlackRock performance) with advice from Finance NED (see Ser 12 below). Regular review of ASCB liabilities – particularly pension requirement. Assessment of Reserve Policy. Assessment of grant commitment to capital projects over £10K. Accurate forecasting and budget control by ASCB and Associations/Unions. Independent, external, annual professional audit. Expenditure correctly authorised. Monthly bank statement audit. Implement Delegated Authorities Matrix | Low ⇒ | DASCB Fin Man & Advice from Auditors |
| 9a | Reduction in Income: Sponsorship. Particular risk identified during transition from Team Army model to new service provider. | Board | <ul style="list-style-type: none"> Potential increase in grant demand from Associations and Unions to make-up shortfalls. Reduced cash flow to pay grants and or ASCB running costs. Reduced non-public funding of Army level and Inter Service and Corps level championships. | Medium | Medium ⇒ | TREAT | <ul style="list-style-type: none"> Improve management of Sponsors and Team Army Model: <ul style="list-style-type: none"> Provide direction to Sports Associations and Unions on Sponsorship (Sport Sponsorship Directive – amended and re-issued Oct 18). All sports briefed at central briefing on 11 Oct 18, at AGM in Dec 18 and again on 5 Sep 19. Maintain and coordinate Associations and Unions civilian sponsorship register. Manage transition from Team Army model to new model with new service provider. Ensure new model meets requirement set by CGS and Board. Compensate reduction in funding by other funds: <ul style="list-style-type: none"> Maintain Options to increase ASL funding. Hold financial risk on balance sheet. Consider public funding options (increase SEPF or funding towards capital projects). | Medium ⇒ | Trustees DASCB/ DCOS |
| | Reduction in Income: Army Sports Lottery (ASL) income caused by fewer new members or increase in members leaving | Board | <ul style="list-style-type: none"> Reduction in ASCB's grants as above. Reduced cash flow to pay grants and or ASCB running costs. Reduced non-public funding of Army level and Inter Service and Corps level championships | High | Low ⇒ | TREAT | <ul style="list-style-type: none"> Monthly review of ASL ticket sales and income. Develop proactive communications, advertising and marketing. Widen eligibility for ASL, including improved and simpler access for Reservist members from 1 Apr 2020. Review ASL Development Plan. Comply with Gambling Commission (GC) rules and regulations. | Low ⇒ | DASCB |
| 10 | Excessive Increase in Income: <i>the continued success of the ASL</i> | Board | <ul style="list-style-type: none"> Reputational Damage to ASCB: | HIGH | MEDIUM | TREAT | <ul style="list-style-type: none"> Maintain constant review of funds in investments and bank | LOW | DASCB and Fin Man |

| Ser | Risk | Owner(s) | Consequence | Impact | L'hood/ Trend | Control Method | Mitigation/Preventative Action | Post Mitigation L'hood | Responsible |
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| | <i>and a reduction in opportunity to spend it (due to short term reduction in activity due to COVID or longer term due to inability to commit funds quickly to support sport infrastructure development) results in significant funds sat in investments and/or bank accounts</i> | | <ul style="list-style-type: none"> Board and Trustees need to be seen to be spending funds on their Charitable Articles Charity Commission interest in amount of funds held Interest raised by ACF and Army HQ over the need for their annual operating grants | | | | <ul style="list-style-type: none"> Review investment and reserves policy on annual basis (at mid-year Meeting when reviewing accounts and audit) Consider increase funding opportunities: <ul style="list-style-type: none"> Consider increase to weekly Lottery Draw prizes Review assumptions on OSV funding (and regional funding caps) Review assumptions on funding in association and union annual Op Grants Review funds provided to Corps/RHQ level Consider increasing funding to Regional level Review funding for Army Reserve Sport with possible 'reinvigoration funding' Review funding to ACF Consider funding to veteran activity? Maintain close liaison with Infra Staffs to ensure opportunities for sports infra funding are identified and staffed to Trustees Review assumptions on funding of AT and ACSO 3235 activity with a view to increasing activities to be considered Review Income Streams: <ul style="list-style-type: none"> ASL Ticket Price and requirement for numbers of tickets Army Reserve membership Review sponsorship arrangements of sports (with a view to reducing annual sponsorship instead supporting through the CF) | | |
| 11 | Failure to insure or meet insurance requirements | DASCB | <ul style="list-style-type: none"> Rejection of insurance claims leading to loss of funds Litigation / prosecution Loss of assets | Medium ⇒ | Low ➡ | TREAT | <ul style="list-style-type: none"> Annual review of insurance policies. Ensure adequate and appropriate Trustee insurance in place. | Low ➡ | DASCB Fin Man |
| 12 | Fluctuating / underperforming investments | DASCB | <ul style="list-style-type: none"> Loss of revenue from dividends Reduced reserves | Medium ⇒ | Low ➡ | TOLERATE | <ul style="list-style-type: none"> Membership of AFCAC / AFCIF managed by Blackrock and held to account by Advisory Board (quarterly meetings attended by DASCB). Regular review of performance against benchmark and other investment houses. | Low ➡ | DASCB Fin Man |
| COMPLIANCE | | | | | | | | | |
| 13 | Compliance: Failure to demonstrate compliance with existing policy on sponsorship and | DASCB | <ul style="list-style-type: none"> Loss of Reputation | High | High ⇒ | TREAT | <ul style="list-style-type: none"> Ensure Associations and Unions and Chain of Command are aware of and comply with existing policy (via the Sport Sponsorship Directive²). | Medium ⇒ | DASCB and COS Fin Man |

² ASCB Sport Sponsorship Directive 'Professionalising the Delivery of Sport in the Army' – 17 Sep 18.

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| | commercial funding and/or acceptance of hospitality (JSP 462, JSP 752, ACSO 6101 and others) | | <ul style="list-style-type: none"> Loss of support from MoD/Army hierarchy for Team Army/Sponsorship schemes Significant reduction in grants to Sports Associations/Unions; reduced overseas tour grants, and grants for equipment, facilities and individual sportsmen/women. | | | | <ul style="list-style-type: none"> Army HQ to frequently publicise current regulations (Re-write and reissue LFSO 6101- now complete as AFSSO 6101). <i>Policy to be reviewed so as to be applicable. (ECAB Paper on greater control of sponsorship exercised by DASCBS on circulation).</i> Sponsors (and MSE) to understand application. Transparency – recording of hospitality (personally and MSE to ECAB for due diligence). | | |
| 14 | Compliance: Failure to demonstrate compliance with emerging policy on data management (given the implementation of the General Data Management Regulations from May 2018). Failure could come from a data breach (Cyber-attack, loss or compromise). | DASCBS | <ul style="list-style-type: none"> Loss of reputation Potential financial sanction by regulating body. | High | MEDIUM | TREAT | <ul style="list-style-type: none"> Close consultation with Army HQ over policy requirements and to better understand responsibilities of HQ ASCBS, DASCBS, Sports Associations and Unions Three members of HQ ASCBS attended early briefings on the implications of GDPR (Sec AAA (DPO for HQ ASCBS), HR and ASL Manager). All HQ ASCBS Staff and all volunteer secretaries have been trained through the on-line eLearning package on GDPR and Phishing awareness. HQ ASCBS IT Review – DASCBS directed review of IT infrastructure (hardware and storage), software, applications & working practices. External consultants employed to review ASCBS data management practices and policies and to produce gap analysis (done and report with DASCBS). Data inventory to be actioned. Cyber threat awareness for all staff. Reviewing existing policies on data protection and implementing gap analysis to ensure HQ ASCBS and external Sports Associations and Unions have some policy to apply. Refreshed Data Protection, Data Management and GDPR Compliance HQ ASCBS policies issued as part of new ASCBS Staff Handbook. Assurance review completed by Brig Walton-Knight. Contract placed for external staff training and assessment package. Staff training continues – test exercises to be initiated. External Penetration Testing conducted annually on IP addresses and websites that collect payments. All websites that collect payments are required to demonstrate PCI DSS compliance annually. | <div>Low</div>  | DASCBS |

Notes:

1. Must be an individual, not a committee or other organisation.