

DASCB-17-010316

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## **ARMY SPORT CONTROL BOARD DIRECTIVE**

# **‘PROFESSIONALISING THE DELIVERY OF SPORT IN THE ARMY’**

### **SITUATION**

1. Our Army is busy and committed, at the same time ‘transforming’, changing its shape as it implements a ‘whole force’<sup>1</sup> construct and continues delivery of the A2020 structures within the SDSR 2015 outcome<sup>2</sup>, the Army Command Review and investment in the Army’s core purposes<sup>3</sup>, the shift from downsizing and redundancy to stabilisation of manpower and retention, and the enabling activity, including some early unit moves, to set the conditions for our rebasing in the UK (which should be complete by the end of 2019).
2. Throughout all of this the Army’s strategic edge will remain the calibre and commitment of its people: they lie at the heart of the Army and successful transformation will only be achieved through their recruitment, retention, education, training and motivation. 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. CGS recognises the important role that sport plays 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.’<sup>4</sup>*

### **MISSION**

4. The ASCB’s Mission is:

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<sup>1</sup> ‘The Whole Force, of military regulars and reserves, civil servants and partners across industry and academia’ – SDSR Fact Sheet 2 – Joint Force 2025.

<sup>2</sup> ‘SDSR 2015 Defence Fact Sheets’ dated Nov 2015.

<sup>3</sup> An Army structured to deliver Engaged, Committed, Responsive and Adaptable forces.

<sup>4</sup> 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. The difference will not be lost on any of you. And this change required a complete review of our outputs and the structure required to deliver them; this Directive explains how this will be achieved.

## 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; to take CGS' words copied above and give them substance. The aim has 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; 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 and the fact that we will shortly be predominantly based in the UK. Add to this the fact that the Army we support is busy and changing shape and you can see that we have a challenge if we are 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; continues 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. Most pleasing is a 14% increase in sporting fixtures reported by Regional Command<sup>5</sup> and reflecting more sport being played at grass roots level. In his Directive<sup>6</sup>, CFA highlights the importance of sport in terms of developing our people and his direction is clear:

*'Commanders are to make time, facilities, equipment, clothing, coaches and officials available for Army personnel and teams to participate (in sport) within a safe environment. Regular Army in-barracks*

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<sup>5</sup> The increase is over the period 2016-2017 and highlighted by CGS at the 2017 Sports Awards.

<sup>6</sup> Field Army Plan 2017/18.

*programmes are to include 2 hours of sport per week for all personnel, with Wednesday afternoons continuing to be the normal time for centrally organised competitions.'*

HQ ASCB and all Army sports associations and unions have a role to play here in supporting the chain of command in enabling more sport to be played. We 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.** As part of my review when I was appointed in 2015 I 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 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 holder' 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 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)**

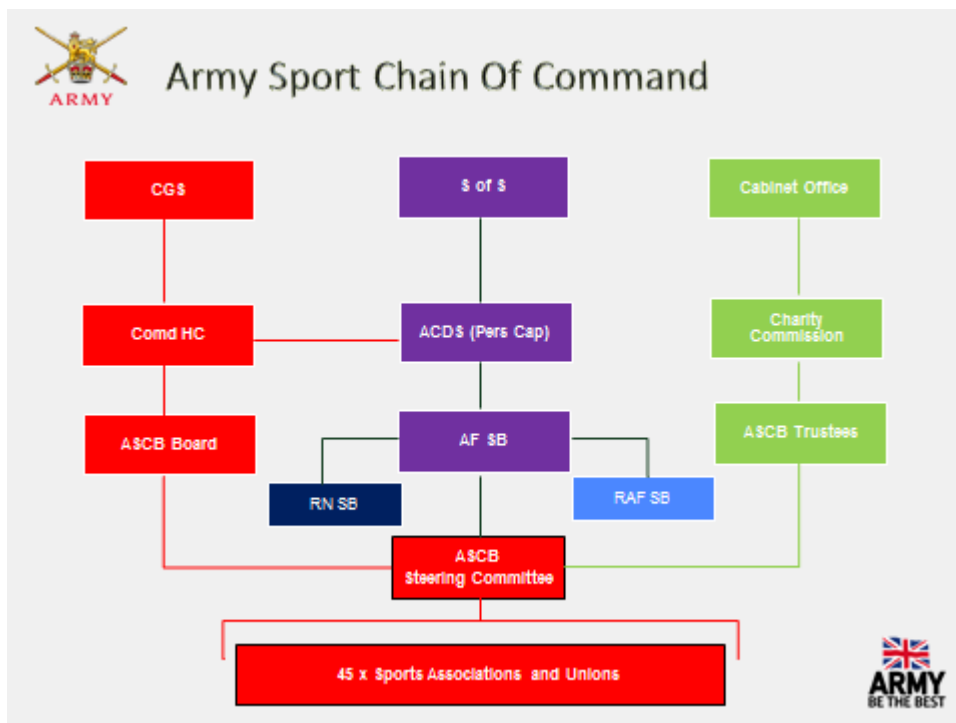
Chaired by Hd TESRR

**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 Individual Development (IDev), 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.** The UK AFSB is constituted within Joint Services Publication 660 (JSP 660) – Sport in the UK Armed Forces, Part 1: Directive. The UK AFSB is:

- (1) The regulatory body for Service Sport.
- (2) Accountable to ACDS (Pers Cap) 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, 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 contract<sup>7</sup>.

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 Individual Development (IDev).** IDev 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 Secretariat<sup>8</sup>. HQ ASCB coordinates the delivery of sport in the Army by the Associations and Unions, helps fund 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 IDev 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 activities<sup>9</sup>, assurance mechanisms and polices;
- 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 organisation of Inter-Corps and Major/Minor unit/individual competitions as appropriate;

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<sup>7</sup> 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 CSWSA, Army Elite Sport Programme C2 funded separately through the G4S donation, ASL assistant post funded by ASL, staff support to Sec BA(G) – 3 posts - funded by BA(G).

<sup>8</sup> Answerable to the Army Board.

<sup>9</sup> Army/COS/14/9/1 – FragO 01 to OpO 14/002 – The Army’s Approach to Risk to Life Sport and Adventure Training.

- 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 is ultimately responsible for the duty of care to their subordinates as defined within the Army's approach to risk to life activities<sup>10</sup> 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.
- Ensure that 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 Course<sup>11</sup>).

10. **Structure.** DASCB's review in 2015 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 as a result of policy<sup>12</sup>, to attend to the

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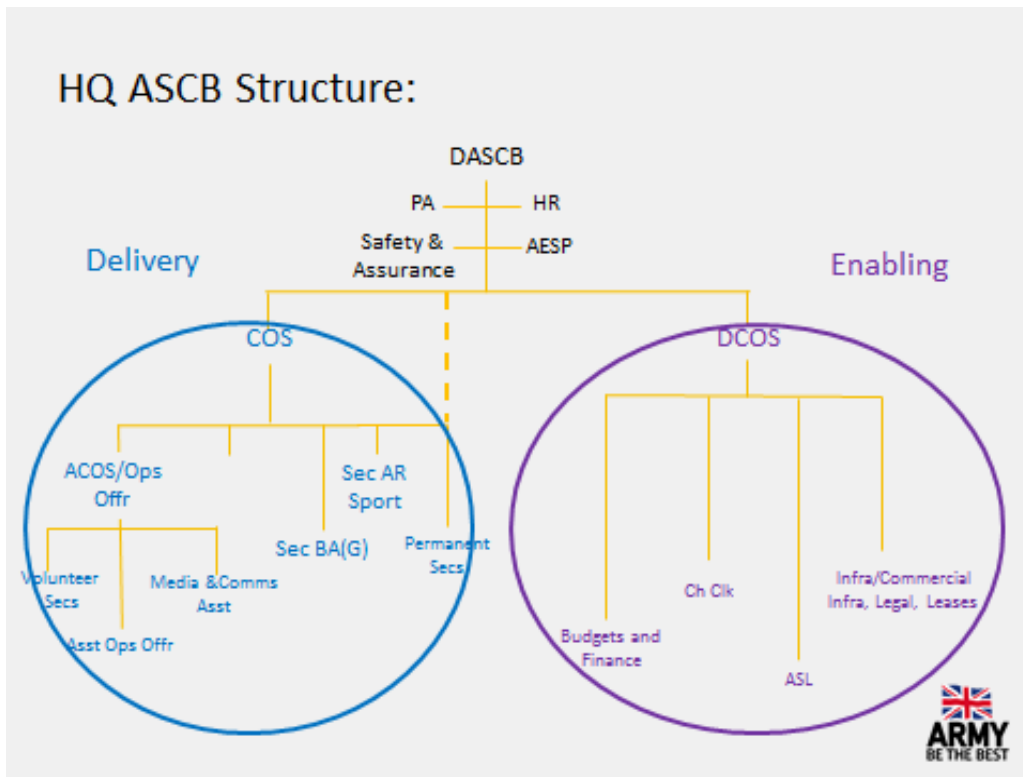
<sup>10</sup> Army/COS/14/9/1 – FragO 01 to OpO 14/002 – The Army's Approach to Risk to Life Sport and Adventure Training.

<sup>11</sup> As defined within 2015DIN07-072-Amended. Dated Apr 15.

<sup>12</sup> Army/COS/14/2/10 - OpO 14/002 'The Army's Approach to Risk to Life' - dated 28 Feb 14, Army/COS/14/9/1 FragO 01 to OpO 14/002 – 'The Army's Approach to Risk to Life Sport and AT' – dated 3 Sep 14, 'Safety in Sport' – draft policy from CSSB in which DASCB and the 'Association and Union Secretaries' have defined roles in the delivery of both 1<sup>st</sup> and 2<sup>nd</sup> Party Assurance of sport safety.



need for compliance and regulation<sup>13</sup>, ensure the ASCB is developing sport within an integrated Army<sup>14</sup>, to enable the 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 – the new structure was put in place from 4 Apr 16 and had been adjusted since; the current structure is:



The key to the structure is the separation of ‘delivery’ from ‘enablement’ and the creation of a COS and DCOS. The COS will focus on the delivery and assurance of sport with our associations and unions, and the DCOS will focus on all of the enabling activities of funding, sponsorship, regulation and compliance and the provision of sports infrastructure.

b. **The Associations and Unions.** DASCB’s Sports Review<sup>15</sup> 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

<sup>13</sup> In particular the provisions of the ASCB’s two external regulators - Charity Commission and Gambling Commission.

<sup>14</sup> 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 SASC.

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

who subsequently made recommendations to the ASCB at their meeting in May 18; the ASCB endorsed the following **to be implemented by Army sports associations and unions by 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:

	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 have directed that the ‘Required Minimum’ is 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.** The HQ ASCB's task specifying the split of responsibilities between COS and DCOS are at Annex B. These tasks are defined against the delivery of my key Themes for professionalising sport and the ASCB's Standing Objectives.

b. **Associations and Unions.** 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 Chairmen and Secretaries. These are to act as a guide.

c. **Recognizing 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 this 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 recommended<sup>16</sup> 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.

12. **The Assurance Mechanism.** In accordance with ACSO 9001<sup>17</sup>, assurance is defined as:

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

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 - 4th 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.

b. **2nd Line of Defence.** Oversight (of first line) provided from within the CoC in order to ensure policy compliance. 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

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<sup>16</sup> APC/MS/MA/106(AR) 25 Jun 18.

<sup>17</sup> ACSO 9001 – The Army Policy for Audit and Inspection.

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.** An assessment, achieved through internal audit, of the effectiveness of control, risk and performance frameworks. This layer of assurance is measured more centrally within the Army. Organisations such as the Army Inspectorate or ATB might conduct 3rd Line of Defence.

d. **4th Line of Defence.** Assurance conducted by external auditors and regulators. This would consist of assurance activity conducted by an organisation external to the MOD. An example might be a NGB conducting an audit or assessment of an Army Sport Association's/Union's practices or procedures.

13. **Assurance Responsibilities.** Direction and guidance on the assurance responsibilities required for the conduct of representative sport in the Army were issued by HQ ASCB in June 2018<sup>18</sup>.

14. **The Statement of Trained Requirement for Sports Officials and Coaches.** The safe delivery and assurance of Army Sport requires SQEP<sup>19</sup>. 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 is completing a phased project as follows:

a. **Phase 1.** Establish the Army's Statement of Trained Requirement (SOTR) for coaches and officials to supervise Category 1 and 2 Sports incorporating an approximate estimate of costs; to be presented to the ASCB Board and Trustees in Dec 18.

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 by 30 Jun 19.

c. **Phase 3.** Propose a common process for the coordination of course scheduling, loading, attendance, and qualification recording across each eligible sport by 31 Jul 19.

not assist with the safe conduct of sporting activity at Unit and Representative<sup>20</sup> levels in the Army.

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<sup>18</sup> ASCB/ACOS/Pol/23/04 dated 21 Jun 18.

<sup>19</sup> Suitably Qualified and Experienced Persons.

<sup>20</sup> Corps, Service and Armed Forces.

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 ASCB 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. An extract of those risks exposed at Board level is at Annex D.

17. **Audit.** All Sports Association and Unions are charities (most being excepted charities) and thus their accounts are monitored by the ASCB's Accountant and are to be audited annually. The ASCB's public funding operates under Army HQ Financial Framework<sup>21</sup> document to the ASCB. These public funds are audited by an external firm of accountants as are the ASCB's non-public funds, the ASCB CF.

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.

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<sup>21</sup> Army HQ Financial Framework MOD GiA to ASCB dated Sep 12. (To be revised in 2015).

19. **Measuring Effect.** Data capture is critical to enable us to demonstrate achievements against our outputs. 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*
- *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:

	<b>SPORT</b>
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>
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 Directive<sup>22</sup>.

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 which is typically around £135k. 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. DCOS HQ ASCB provides a routing 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) 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 prize<sup>23</sup>.

(2) Membership of the ASL<sup>24</sup> entitles the individual member to apply for grants to assist in funding:

- Authorised Overseas Sports Visits.
- Olympic, Paralympic, Commonwealth Games and other International Competitors.
- AWSA Authorised Winter (Sports) Activity (WSA).
- Other sporting activities/requirements.

b. **Interest on Investments.** The ASCB has investments valued at just over £7m invested within the Armed Forces Common Investment Fund (AFCIF) and managed by BlackRock. The current investment policy is to receive income as accumulation shares.

c. **Sponsorship.** Sponsorship<sup>25</sup> for Army sport is a recognised and regulated activity. Despite sport in the Services being determined a core activity<sup>26</sup>, some public funding for sport is available but it

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

<sup>23</sup> Tickets cost 75p each; this will rise to £1 on 1 Apr 19. The weekly prize fund is £35k: 1<sup>st</sup> prize is £10k; 2<sup>nd</sup> is £5k; 3<sup>rd</sup> is £4k; 4<sup>th</sup> is £3k; 5<sup>th</sup> is £2k, 6<sup>th</sup> is £1k, there are then consolation prizes of 15 at £200 and 10 at £100. Membership is open to the Army Reserve but their payment arrangements require an annual subscription.

<sup>24</sup> Full details of the ASL are contained within 2017DIN-10-008.

<sup>25</sup> 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.'

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



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 2017<sup>27</sup>, 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 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 (DCOS 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

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<sup>27</sup> DASC/ASCB 250 dated 4 Oct 17 – Meeting the Requirement for Sponsorship of Army Sport.

requirements and then put in place the appropriate arrangements. However, the 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 (DCOS) in the first instance.

(3) **Direction and Guidance.** Further guidance is available in the ASCB Sport Sponsorship Directive<sup>28</sup>.

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. It is anticipated that the allocation of annual grants to our Sports Associations and Unions will exceed £900k for 2019/20. 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 continue. These two expenditure streams will absorb the majority of the ASL's net income. The level of non-public grants for sports infrastructure projects is expected to rise to around £650k annually.

## 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. May Board - policy issues.
- b. Jul Board - approve audited accounts.
- c. Dec Board - consider annual grants to sports associations and unions.

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

25. **Reporting.**

a. **Monthly Reports.** DCOS is to provide DASCBS with a monthly Financial Statement of accounts and Forecast of Outturn the ASCB CF.

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<sup>28</sup> Army Sport Control Board Sport Sponsorship Directive ASCB/250 dated Sep 18.

- b. **DASCB Informal Update.** DASCB provides an 'Informal Update' to the ASCB members, sports association and unions and RHQs in between Board Meeting.
  
- c. **Quarterly Reports:**
  - (1) DASCB provides the UK AFSB with quarterly reports at the UK AFSB meetings, which in turn keeps Sp Pol MOD informed.
  
  - (2) The Steering Committee receives quarterly Sports Reports from HQ RC, BF(G), BF Cyprus, HQ LONDIST and a summary of PDI comments from IDev.
  
- 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.
  
- 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.

*Original signed*  
S A BURLEY  
Major General (Retired)  
DASCB

17 September 2018

Annexes: (update as at 22 Oct 18 – please request copies of Annexes B-D if required via PA/DASCB)

- A. ASCB Charter (Revised 2014). (attached)
- 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/Comd HC  
MA/CFA  
GOC 1 Div  
GOC 3 Div  
GOC FTC  
GOC RC  
GOC ARITC/ Comdt RMAS  
D Pers  
ASCB Members and Trustees  
RHQs – for Corps/Regtl Sec  
SMAA HQ RAPTC  
HQ RC Infra  
HQ RC PD Branch  
Garrison Commanders:  
    Aldershot Gar  
    Catterick Gar  
    Colchester Gar  
    Tidworth/Bulford Gar  
UK AFSB 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 Chief of Staff Support, Field Army Assistant Commander, Headquarters Home Command Head Individual Development Branch

Head Engagement & Communications (Army)  
Head Army Infrastructure  
Head Personal Services Army  
Female Focus  
Command Sergeant Major Home Command

Secretariat - Director ASCB (DASCB)  
COS ASCB  
DCOS ASCB

5. The Trustees of the ASCB CF are formed by the representatives at paragraph 4 and are advised by independent civilian Financial Advisor. 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 DCOS ASCB  
ACOS/Ops Offr ASCB  
Safety and Assurance Officer ASCB  
Senior Master at Arms Royal Army Physical Training Corps (RAPTC)  
Secretary British Army (Germany) Sport Board  
SO1/SO2 Individual Development Policy Army  
SO1 Communications & Engagement Headquarters Regional Command  
Infrastructure and Commercial 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 Team Army sponsorship through an MoU.

#### **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.