

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 2018-19

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) - DASCB briefing to CODC, Bde Comd's Programme, COS to identify other opportunity targets (courses) and develop a programme of unit visits (COS through ACOS as the Media, Comms and Engagement Officer)</p> <p>COS</p> <p>DCOS</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 (ACOS) 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/ACOS</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 ACOS</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>COS</p> <p>COS with Safety and Assurance Officer, IDev, 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 Combined Services and national organisations).	<ul style="list-style-type: none"> Linking AGAI to recently issued JSP Review and re-write ASCB roles, responsibilities, tasks and reporting Review Association and Union Committee structures and TOR to ensure strong linkages with/to NGBs 	<p>COS</p>

SERIAL (a)	THEME (b)	HOW DELIVERED (c)	LEAD (d)
7	<p>Focussing on the 'enabling' activities to deliver this:</p> <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"> Capture data on existing sporting infrastructure – what, where and in what state Track the drawdown of facilities in BA(G) iot prepare for reinvestment in UK 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 (Chp 9) and LFSO 6101 	<p>DCOS DCOS COS COS COS DCOS DCOS</p>
8	<p>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.</p>	<ul style="list-style-type: none"> All to understand roles – review TOR All to understand direction of travel – briefing and comms 	<p>COS/DCOS DASCB</p>

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 DCOS	Army HQ	<p>Coordination and synchronisation with Army HQ (including Comd HC and GOC RC), Board Members and Trustees and the chain of command</p> <p>Compliance with regulations through effective governance</p> <p>Compliance with Charity Commission and Gambling Commission (ASL)</p> <p>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</p>
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 DCOS	Army HQ AM&C DPS	<p>ACOS is the ASCB Engagement and Media and Comms POC and will support COS through the management of the HQ ASCB Comms GRID and Plan</p> <p>Publicise a coordinated Forecast of Sporting Events and Fixtures; better publicise the role and activities of the ASCB</p> <p>Ensure promotion of sporting successes through Soldier Magazine, via BFBS Radio, Forces TV and social media (in support of ASL)</p> <p>Lead on the delivery of:</p> <ul style="list-style-type: none"> Army Sports Awards (by DCOS) ASCB Annual Conference Bi-annual Board and Trustees Meetings ASCB Steering Committee Meetings

Objective (b)	Staff Lead (c)	Other Budget Areas Involved (d)	Detailed Tasks (e)
<p>SO3 – Support the Development of Sport Policy:</p> <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 MOD Sp Pol on MOD Sports’ Policy issues. Maintain up to date publications (i.e. AGAIs, DINs and ABNs) on the control and management of sport. 	<p>DASCBC supported by COS</p>	<p>MoD Sp Pol Army HQ DNPTS DSB(RAF)</p>	<p>COS is staff lead for all support to UKAF SB (DASCBC a Member of the Board)</p> <p>COS as link between Army policy (I Dev) and UK AFSB</p> <p>Lead on the development of sport policy in support of ATrg</p> <p>Assist MOD in their Defence Diplomacy goals by undertaking overseas sports tours (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 ASCBC sponsored DINs (ASCBC CF, ASL and OSV DINs).</p> <p>In conjunction with I Dev monitor the ASCBC’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. 	<p>COS, supported by Army Elite Sport Programme (AESP) Manager</p>	<p>Army HQ AM&C Elite Sports Development NGBs, Sport England</p>	<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 ASCBC Exploit data as directed by DASCBC Contribute to Land Accident Investigation Team reports on sporting accidents when required. 	<p>COS and DCOS</p>	<p>Army HQ HQ ASPT Associations and Unions NGBs</p>	<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 ASCBC Secretaries including Sec BA(G) SB and Sec Army Reserve Monitor non-ASCBC based Secretaries (coordinated by ACOS) 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 tours Data capture and management (IM/Office Manager is the staff lead) to demonstrate ASCBC’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:</p> <ul style="list-style-type: none"> Supervise the management of the Central Bank (public) and all non-public funds

Objective (b)	Staff Lead (c)	Other Budget Areas Involved (d)	Detailed Tasks (e)
			<ul style="list-style-type: none"> Supervise the allocation of grants for individuals and sports teams 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.	DCOS	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 to increase ticket price from 75p to £1 from 1 Apr 19.</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 2019.</p> <p>Increase sales to AR and veterans.</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. 	DCOS	<p>MOD Sp Pol UKAF SB Army HQ Reg & Prop Team Army</p> <p>Sec ACF Sec AWGC Sec NT</p>	<p>DCOS 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>DCOS lead on the delivery of:</p> <ul style="list-style-type: none"> Grant allocations to Associations and Unions Army Sports Lottery Business Case development for capital projects 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 and the Gambling 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. 	DCOS	<p>D Infra DIO</p> <p>Sec BA(G) 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.

Objective (b)	Staff Lead (c)	Other Budget Areas Involved (d)	Detailed Tasks (e)
			<ul style="list-style-type: none"> • Continue to advise on the drawdown of BF(G) Sports facilities to meet the Army 2020R withdrawal and rebasing plans. Advise on handover of non-publicly owned equipment, and the reallocation of non-public funds. Assist in restructuring of BFG sports competitions • In conjunction with Infra and DIO continue to incorporate Sports Associations & Unions' encroachments under DIO leasing/licensing arrangements where appropriate
SO 9 – HQ Staff – sustain a motivated, effective and positive HQ staff	DASCB, supported by both COS and DCOS 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 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 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 and organisation within the direction and guidance set out within this document, JSP 660 and AGAI Chapter 1, Part 5 - Sport.
 - Set the Sport's strategy and deliver it through the Management Board.
 - Ensure all fixtures 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.

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

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 guidelines and the Army's FragO on Risk to Life Sport and Adventure Training⁵.
- 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 Army/COS/19/9/1 dated 3 Sep 14.

- 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.