

ARMY SPORT CONTROL BOARD RISK REGISTER As at SEP 18

<p>ROLE OF ASCB (against which risk is to be assessed)</p> <p><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></p> <p style="text-align: center;">This Risk Register is to be reviewed:</p> <ul style="list-style-type: none"> • At each Trustee and Board Meeting (three meetings per year) • By the Steering Committee (quarterly)
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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 Impact	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 →	Low →	Trustees DASCB
1.2	Withdrawal or cut to Sports Equipment Public Funding (SEPF).	I Dev	Reduced Allocation to Land Forces. Greater use of non-public funds to backfill SEPF.				ASCB to monitor MoD SEPF allocation to Army HQ and defend requirement when appropriate. <i>DASCB discussions with both D Res and D Pers (GiA</i>			

¹ Glasgow Caledonian University Risk Management Strategy Paper.

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1.3	Reduction and/or adjustments to Grant in Aid funding.	Chmn	GiA 50% ASCB running costs. Salaries, pensions, support costs would require alternative public funding.				and ACF) to seek 3 year rolling forecast iot provide greater financial certainty – now agreed by ACF and awaiting decision/confirmation from GiA. ASCB to liaise closely with DRes Army HQ & LF Assurance Team and HQ Sp Comd.			
1.4	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 relationship with Sec ACF and submit well justified bid for grant.			
1.5	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.				ASCB to maintain close link with Secs NT, ACF, AWGC & BIBMTF, through Army Grants Planning Forum.			
2	Assurance: Failure to deliver a safe and secure sporting environment	I Dev and DASCB	Loss of reputation Sanction by NGB Potential sanction by courts	High	Low ⇒	TRANSFER TREAT	Policy: <ul style="list-style-type: none"> Ensure an assurance policy exists, is understood and being applied Assure delivery by SO1 Assurance I Dev at Army HQ 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 Chairmen/Secretaries iot to provide clear direction on how to implement AGAI Assurance policy. Now to implement internal assurance visits to ensure compliance. ACOS Assurance in post since Nov 17 and conducting safety and assurance visits and reporting mechanism in place. 	Medium ⇒	Low ⇒	I Dev DASCB 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. Potential sanction by courts. 	High	Low ⇒	TREAT	<ul style="list-style-type: none"> Maintain close links to all NGB's. Promulgate new regs and resources as required. 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. 	Low ⇒	Low ⇒	COS
4	Case of substance misuse amongst Army sportsmen and women	Pers Cap, DASCB (Sport)	<ul style="list-style-type: none"> Loss of Reputation Loss of support from Army hierarchy 	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 	Medium ⇒	Low ⇒	COS

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		Assocs and Unions)	<ul style="list-style-type: none"> Loss of support from sponsors Sanction by NGB Potential sanction by courts 				access to CDT			
5	<p>Insufficient provision of sports facilities OR Reduce maintenance of Category 1 sports facilities</p> <p>Or</p> <p>Imposition of charging regime for sports facilities OR Increase in MOD/DIO fees for leases and licenses</p>	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 Sp Comd, 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). 	Medium ⇒	Low ⇒	DCOS
6	<p>Risk of failure of our newly appointed fund raising and sponsorship management agent.</p> <p>Could materialise due to:</p> <ul style="list-style-type: none"> Inability to agree contract terms Consequence of spoiling attack mounted by Team Army Sponsors not convinced and not transferring 	Board DASCB	<ul style="list-style-type: none"> Reputational damage amongst sponsor cohort, sports and RHQs (all involved to some degree in the new model) Loss of income 	Medium	Medium	TREAT TOLERATE	<ul style="list-style-type: none"> Ensure correct support and access provided to Mongoose to better understand landscape as they operationalise their plan, better understand the landscape and start to interact with sports and sponsors Ensure appropriate and timely briefing on new model to sports and sponsors (Communications Plan owned and delivered by DASCB) Working with Team Army throughout the process Loss of income manageable (not reliant upon sponsorship funding) 	Medium ⇒ Low ⇒	Medium ⇒ Low ⇒	DASCB
TRUSTEE RISKS										
GOVERNANCE										
7	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 ⇒	Low ⇒	Chairman, Trustees, DASCB
7.1	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. 	Medium	Low ⇒	TREAT	<ul style="list-style-type: none"> The charity must always come first. Regular reviews of governance and direction. 	Low ⇒	Low ⇒	DASCB, (PA to DASCB maintains

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			<ul style="list-style-type: none"> Inability to deliver ASCB objects and other mandated outputs. Loss of confidence in the ASCB hierarchy. Loss of reputation. Reduced donations. Charity Commission sanctions. 				<ul style="list-style-type: none"> 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 DASCBS – maintain register of training. Annual external audit. ASCB Staff given clear TOR and monitored by DASCBS. 			training register)
7.2	Failure to comply with current legislation and legal obligations (including SORP 15)	DASCBS	<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. Loss of 'Excepted Charity' status of Association and Unions. Sports Association and Unions with Incorporated status fail to comply with CC regulations. 	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. Production / promulgation of policy documents as required. Ensure SORP 2015 is fully adopted in all ASCB audits. 	Low ➡	Low ➡	DCOS
7.3	Malpractice including fraud, misappropriation of funds or assets	DASCBS	<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). 	Low ➡	Low ➡	DASCBS DCOS
7.4	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 ➡	Low ➡	PA to DASCBS

INCOME/FINANCIAL RISK

Ser	Risk	Owner(s)	Consequence	Impact	L'hood/ Trend	Control Method	Mitigation/Preventative Action	Post Mitigation Impact	Post Mitigation L'hood	Responsible
8	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 ➡	Low ➡	DASCB DCOS Asst Acct
9	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. 	Low ➡	Low ➡	DASCB DCOS, Asst Acct

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10	Reduction in 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 – issued Dec 15). 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). 	Low ⇒	Medium ⇒	Trustees DASCB
11	Reduction in Army Sports Lottery (ASL) income.	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 advertising and marketing. Widen eligibility for ASL. Review ASL Development Plan. Comply with Gambling Commission (GC) rules and regulations. 	Medium ⇒	Low ⇒	DASCB
12	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 ⇒	Low ⇒	DASCB DCOS
13	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. 	Medium ⇒	Low ⇒	DASCB DCOS

COMPLIANCE

Ser	Risk	Owner(s)	Consequence	Impact	L'hood/ Trend	Control Method	Mitigation/Preventative Action	Post Mitigation Impact	Post Mitigation L'hood	Responsible
14	Compliance: Failure to demonstrate compliance with existing policy on sponsorship and commercial funding and/or acceptance of hospitality (JSP 462, JSP 752, LFSO 6101 and others)	DASCB	<ul style="list-style-type: none"> Loss of Reputation 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. 	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). Army HQ to frequently publicise current regulations (Re-write and reissue LFSO 6101- now complete as AFSO 6101). <i>Policy to be reviewed so as to be applicable. (ECAB Paper on greater control of sponsorship exercised by DASCB on circulation).</i> Sponsors (and Team Army) to understand application. Transparency – recording of hospitality (personally and Team Army to ECAB for due diligence). 	Medium ⇒	Medium ⇒	DASCB and COS DCOS
15	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).	DASCB	<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 ASCB, DASCB, Sports Associations and Unions Two members of HQ ASCB attended early briefings on the implications of GDMR (HR and ASL Manager). ASL trained as the HQ ASCB IO. All HQ ASCB Staff and all volunteer secretaries have been trained through the on-line eLearning package on GDPR and Phishing awareness. External consultants employed to review ASCB data management practices and policies and to produce gap analysis (done and report with DASCB). Data inventory to be actioned. Cyber threat awareness for all staff. Reviewing existing policies on data protection and implementing gap analysis to ensure HQ ASCB and external Sports Associations and Unions have some policy to apply. Refreshed Data Protection, Data Management and GDPR Compliance HQ ASCB policies issued as part of new ASCB Staff Handbook. Assurance review completed by Brig Walton-Knight. Need for continuation training for HQ ASCB staff and Volunteer Secretaries. Need to initiate test exercises to prove policies and staff reaction to them. 	Medium ⇒	Medium ⇒	DASCB

Notes:

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

² ASCB Sport Sponsorship Directive 2015/16 dated Nov 15.