



ARMY SPORT SPONSORSHIP DIRECTIVE

FOX LINES

ALDERSHOT

Version 3

Dated 31 October 2018

BACKGROUND

1. Sponsorship¹ for Army sport is a recognised and regulated activity. Only authorised sports² are defined as core activity and as such, will have the ability to apply for public funding but, limitations will apply in cash terms and in terms of the sport to which can be funded. Sponsorship enables the wide range of sporting opportunities undertaken by the Army to flourish. Whilst there is non-public funding available through Army charities (see below), sponsorship is an increasingly important source of revenue.

NON-PUBLIC FUNDING STREAMS

2. Army Sports Associations and Unions can receive non-public grants from a variety of military Welfare Funds such as the Army Central Fund (ACF), the Nuffield Trust (NT) and the Army Welfare Grants Committee (AWGC). The procedures for applying for Welfare Funds are contained in ACSO 3206³. The Army Sport Control Board Charitable Fund (ASCB CF)⁴, and the Berlin Infantry Brigade Memorial Trust Fund (BIBMTF)⁵ also give grants. None of these sources are categorised as sponsorship and are not considered further.

AIM

3. The aim of this Directive is to provide direction and guidance to ASCB Sports Officials on the regulations and management of sports sponsorship in the Army in order to ensure compliance with the law and all military regulations.

SPONSORSHIP

4. Sponsorship is a contract between a business organisation and the relevant sport (or sports) wherein there is mutual benefit to all parties involved; it is a value-exchange process. Policy⁶ states that *'the MOD must at all times deal with external organisations in a fair, equitable, open and transparent way, allowing no opportunity for, or perception of, undue influence to be exerted by the external organisation in the decision-making process of the MOD'*. The benefits to sponsors can be summarised as:

- a. Raising profile and brand awareness.
- b. Demonstrating their links to, and partnership with, a trusted, respected and highly valued institution with a strong ethos and values.
- c. Their involvement being seen as support to the Army and thus delivery of an element of the military covenant.
- d. The fostering of relationships to support and enable the whole force concept (for those in defence industry who form the vast majority of current sponsors).

5. CGS and the 3* Cabal have agreed⁷ that: sponsorship of Army sport is a beneficial and recognised activity but that our future sponsorship model needs stronger governance and supervision; the current practice endorsed by ECAB in 2011⁸ needs to be more transparent, simplified and formalised in a contract. They agreed a number of criteria and conditions that need to be in place to meet the Army's requirement: guaranteed financial support; appropriate and effective management and control;

1. 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.

2. As defined in JSP 660 Sport in the Armed Forces, Chapter 2, Annex A.

3. 1st Revise dated Mar 2018.

4. 2017DIN10-050.

5. 2017DIN10-006.

6. JSP 462, Parts 1 and 2 Version 6.0 dated Apr 2018, 'Financial Management Policy Manual', Chapter 7 'Sponsorship' and Chapter 14 'Regularity and Propriety in Public Expenditure'.

7. 'Meeting the Requirement for Sponsorship of Army Sport' – DASC/ASCB/250 dated 4 Oct 17.

8. 'The Future Approach to Army Sport Sponsorship' - ECAB/P(11)19 dated 22 Jun 11.

and, a legally compliant model. These criteria and condition require a single focus for the management of sponsors and the allocation of funds; they have agreed that the ASCB has the lead and the Director is held accountable to the ASCB for the delivery of sponsorship and empowered to provide the appropriate governance and the necessary assurance.

6. To meet this requirement, the ASCB CF Trustees initiated a review into the delivery of Army sport sponsorship. They sought a new model for sponsorship management and delivery that would add clarity that the provider was acting only in the best interests of Army sports, and also provide a stronger mechanism to prevent reputational risk to the Army and to Army sports in the area of commercial sponsorship. **From 1 June 2019 the ASCB will be responsible for the governance and assurance of all Army sports sponsorship and will manage all indirect Army sport sponsorship ‘in-house’ through an appointed service provider, agent, on contract to the ASCB CF to provide fund raising and sponsorship management, and crucially, professional industry knowledge. Team Army will cease to be recognised as the provider by the Army from 1 June 2019.**

EXISTING POLICY

7. Under the ASCB Charter⁹ the Trustees are authorised to generate non-public funds through civilian sponsorship. In addition, the ASCB’s Financial Framework¹⁰ states that the ASCB is to “Ensure Commercial Sponsorship follows MOD policy in JSP 462 (Chapter 7)”. The ASCB takes its advice from Army Commercial Branch and Army Sponsorship Focal Point¹¹. Sports officials should note:

a. **The Bribery Act 2010** came into force on 1 July 2011. Sports Association officials should be aware that the Bribery Act 2010 underpins Service rules and regulations on behaviour relating to sponsorship. The new Act updated legislation on this subject. The Act is focused on bribery, which is not necessarily just a gift of money, it is an action where a person promises, or gives a financial or other advantage which is designed to induce any party to perform a function improperly. The Act applies to all businesses (including the ASCB and its Sports Associations & Unions), therefore any sponsorship dealings must be compliant with the Act. Improper use of sponsorship may contravene the Act for which Sports Officials could become liable.

b. **Hospitality at Sporting Events.** Business entertaining and hospitality between industry and MOD officials is permissible under the UK Bribery Act and regulated within MoD Policy on Sponsorship in JSP 462. Military personnel who have an official appointment associated with the delivery/management of the sport are allowed to accept offers of hospitality at sporting and charitable events providing they comply with a ‘code’ and rules. And in certain circumstances, the MOD authorises the use of public funds to allow senior officers to attend sporting events where sponsors are present¹². However, there remains a concern over the reputational risk that our current sport sponsorship method represents. Most recently the Army revised ACSO 6101 on ‘Responding to Offers of Gifts, Rewards and Hospitality and the Management of Hospitality Books¹³’ provided specific guidance on acceptance of invitations to and hospitality at Army sports events. It is reminded that no MOD business should be discussed at sporting events except where relating to the delivery of sports within the Army. In considering whether or not to accept such an invitation, personnel should:

(1) Be aware of the current policy for the acceptance of gifts or hospitality. The policy principles that apply¹⁴ are clear and an individual must always apply the test set out in the Civil Service Code:

(2) Must not accept gifts or hospitality or receive benefits from anyone which might reasonably be seen to compromise your personal judgement or integrity.

9. AGAI Vol 1 Chap 5 Annex E.

10. ASCB Financial Framework Ver 1 dated Sep 12.

11. Army TLB Finance Governance Team

12. The recently reissued policy on acceptance of hospitality provides some examples of what hospitality can be accepted. Army Command Standing Order 6101 – Responding to Offers of Gifts, Rewards and Hospitality and the Management of Hospitality Books – Issued January 2017.

13. ACSO 6101 dated Jan 2017.

14. MoD Standards of Conduct and Behaviour, Gifts, Rewards and Hospitality Policy – Policy Principles.

(3) Record acceptance in the recognised manner with an entry in their organisation's Hospitality Book/Register.

(4) Understand when they are being invited in their official appointment or as a private individual. In the latter case, their attendance is deemed off-duty and thus there is no entitlement to travel or subsistence at public expense. Further advice is available from the ASCB.

c. **Acceptance of Gifts.** Gifts to the MOD arising from sponsorship arrangements where the gift is not linked to the support of the sponsored activity are to be brought to the attention of the relevant TLB D Res, who will consider the propriety of accepting the gift and any financial consequences which could arise from accepting the gift.

d. **Access.** The key risk associated with sponsorship, as identified by the Army Inspector¹⁵ is that *'the Army is exposed to risk principally because senior officers could be perceived to be complicit in an arrangement that trades donations to Army sport in return for privileged access'*. Sponsors must not be, or appear to be given privileged access to Ministers or officials in return for cash or benefits in kind. Sponsors of an Army Sport can only be offered benefits relating to said Sport and not access to military events such as regimental events.

e. **Sponsorship Policy.** Sponsorship is a recognised activity and is well regulated. Currently MOD and Army rules and regulations on civilian sponsorship are contained in a range of Service documents. Sports Officials are to be aware of the following (or their replacements):

- JSP 462, Part 1 and 2 Version 6.0 dated Apr 2018, 'Financial Management Policy Manual', Chapter 7 'Sponsorship' and Chapter 14 'Regularity and Propriety in Public Expenditure'.
- JSP 752, Version 36 dated Oct 2018, 'Tri-Service Regulations for Expenses and Allowances', Chapter 4, Section 2, Sports Travel and Section 6, Motor Mileage Allowance.
- AGAI Vol 1, dated Jun 2017, Chap 5 – Sport.
- MOD Statement of Civilian and Service Personnel Policy: Gifts, Reward and Hospitality dated Sep 2015.
- MOD Statement of Civilian and Service Personnel Policy: Conflicts of Interest dated Sep 2015.
- MOD Statement of Civilian and Service Personnel Policy: Standards of Conduct and Behaviour dated Sep 2015.
- ABN 92-12 British Army Branding Identity Instructions.
- The Civil Service Code – Standards of Behaviour.
- Cabinet Office Publication – 'Planning and Delivering Effective Communications and Partnership Strategies'.
- ACSO 6101 – Acceptance of Offers of Gifts, Rewards and Hospitality and the Inspection of Hospitality Books – dated Jul 2017.
- 2017DIN05-009 Creation and Use of Names, Insignia and Logos
- 2017DIN05-015 Copyright
- 2016DIN03-029 Contact with the Media and Communicating in Public

This Directive draws on the above references and provides direction to sports officials who are engaged in Civilian Sports Sponsorship. This can be a complex area – if in doubt contact the ASCB for advice.

DEFINITIONS

8. Sports Officials need to be aware of the following definitions:

a. **Sponsorship.** Sponsorship is a contract between a business organisation and the relevant sport (or sports) wherein there is mutual benefit to all parties involved; it is a **value-exchange** process. The range of the benefits exchanged between all parties involved must be

¹⁵ ECAB(15)195 dated 2 Oct 15.

outlined in the sponsorship contract. In simple terms the sponsors provides a cash sum (or cash sum equivalent - see Para 8a) and the sport(s) provide a medium for advertising (by use of logos etc.), affiliation or accreditation and socialising with members of the sport and Army personnel who have an official appointment associated with the delivery/management of the sport. It is not an opportunity for free product endorsement by the Army, nor is it to gain unprecedented access to the military community in areas not relating to the sport. Army Sport has two sponsorship models: direct sponsorship between a sponsor and a sport and indirect sponsorship where a third party is involved in the negotiation.

(1) **Direct Sponsorship.** Each sport organisation, at any level, can elect to find a sponsor and set up a direct sponsorship agreement (within MOD rules) and maintain that direct link with their sponsor/s. Army sports associations and unions generate income from sponsorship acting within delegated powers to them by the ASCB and governed by the rules of sponsorship contained within JSP 462 Chapter 10 and reinforced in this Directive. The ASCB has the role of governance and assurance of sponsorship contracts (ensuring compliance). Sponsorship funding flows directly between sponsor and sport.

(2) **Indirect Sponsorship.** This is where a third party has the role to secure financial support from the sponsor and recommend grants to be paid to suitable Army sports associations and unions. Adopting this model offers sports associations and unions the advantage of removing much of the work and responsibility for sponsorship from their committees.

b. **Donations.** A donation is usually a one-off sum of money given voluntarily for the use of the organisation receiving it **without** any value-exchange process being agreed. The practise of accepting year on year donations from the same organisation is acceptable, however if there is any value-exchange attached to these donations then these funds need to be classed as sponsorship and managed accordingly.

c. **Benefit-in-kind.** Although organisations may provide a pure cash sum as the sponsorship agreement, some agreements may also offer a benefit-in-kind sponsorship for products or services. When accepting these benefits-in-kind arrangements consideration must be given to the Cash Sum Equivalent¹⁶ and the maintenance, possible replacement and associated costs of consumables in managing these benefits. Benefits-in-kind can include sponsored civilian vehicles, sports equipment and clothing. These benefits are part of the sponsorship agreement and must be included in the contract between the parties. It is also important to consider whether the acceptance of a Benefits-in-kind understanding would compromise any other agreements in place either for sport or for the wider MoD. Any conflict of interests must be avoided.

d. **Discounted Goods Sales.** The provision of discounts to the Forces community (serving and ex-serving) is already widely available through many schemes outside of sport. Any agreements for discount between organisations and Army Sports Associations and Unions that is open for individual use is not to be classed as sponsorship and is not dealt with any further.

ARMY SPORT SPONSORSHIP

9. **ECAB Direction.** As directed by ECAB, 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 (Mongoose) as their agent to simplify this process, and to provide the appropriate commercial expertise and policy advice to those who wish to benefit from a sponsorship arrangement (direct or indirect). All Army level sports Associations and Unions are encouraged to utilise the expertise and experience of Mongoose 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

16. Where a Product or Service is provided, the Cash Sum Equivalent is the amount the sport would have had to pay for that item, e.g. if equipment is given to the sport then the Cash Sum Equivalent is the net purchase cost of the equipment.

Mongoose as the ASCB CF's agent. The ASCB CF will therefore ensure the clarity, transparency and legitimacy of all 'benefits' involved, for the sponsoring organisation and the Army sport association. If the sponsoring organisation sponsors one or more Sports Association or Union, the benefits for both parties will be listed individually to ensure transparency. As with all sponsorship agreements, by adopting the ASCB CF 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 scheme include:

- No cost advice, support and delivery. This to include account management on behalf of the ASCB CF and professional advice to sports associations and unions on their engagement and negotiation with sponsors.
- The agent will conduct sponsor company financial and reputational checks.
- The agent already has and will apply Anti-Bribery & Corruption awareness and understanding.
- The agent will provide advice on value, scope and limitations of sponsorship.
- The agent will provide advice on risks and opportunities of sponsorship.

10. There is also an option for sports associations and unions to deal direct with sponsors, noting that all potential Direct Sponsorship deals, both new and renewals, are to be cleared through HQ ASCB (DCOS) both at the Due Diligence and Draft Contract Review stage - (Annex A – ASCB CF Sponsorship Models).

INDIRECT AND DIRECT SPONSORSHIP MODELS

11. The ASCB CF Sponsorship Model Flow Diagrams at Annex A details the activities for each stage of the Indirect and Direct sponsorship processes; both models are very similar with the key difference being that the Associations and Unions (A&Us) will be responsible for managing the majority of the stages under the Direct route. In contrast, under the Indirect approach, ASCB CF & Mongoose will lead on the activities with support from the relevant A&U. For both approaches, the POC within HQ ASCB is DCOS who is the ASCB's sponsorship lead. A&Us are encouraged to use Mongoose, the ASCB CF's appointed agent.

ENABLING AND APPROVING SPONSORSHIP

12. Guidance for the establishment and approval of sponsorship is based upon the following key points:

- a. Sponsorship must be received in a fair, equitable, open and transparent manner from businesses operating in the same business space;
- b. A sponsored activity must not use MOD resources without prior consultation with the TLB Sponsorship Focal Point to ensure that the wider interests of Defence are represented and must also ensure that all cost to public funds are reimbursed;
- c. Where MOD resources are used on repayment basis, when undertaking non-core sponsorship activity, Sponsorship Organisations must purchase insurance to cover all the risks which will be incurred, at their own cost. All liabilities attaching to a non-core activity must be covered by the non-public organisation responsible for the activity. It is important that the organiser of the sponsorship understands that their Sports Association/Union, and quite possibly themselves personally, will be legally liable for all commitments undertaken and the associated risk;
- d. Any Sponsorship Agreement will need to include a statement on the responsibilities and liabilities of each party arising as a consequence of the activity being sponsored. The non-public body (Sports Association/Union) which is legally and financially liable must be identified in all

communications and it must be made clear in all dealings that it is that body, and not the MOD or the Army, that is engaging in the activity;

e. The Sports Association/Union and Sponsor should only fulfil the obligations within the boundaries of the contract. Any proposals to do otherwise should be raised with the Sponsorship Organiser/Focal Point;

f. Sponsors must not use the MOD's activity as a direct sales channel for their products or services.

RESPONSIBILITIES

13. Responsibilities for complying with JSP 462 on Civilian Sponsorship lies with the following:

a. **ASCB.** The ASCB CF is responsible for the governance and control of all Army sport sponsorship arrangements. The HQ ASCB (DCOS) is to hold a directory on sponsorship agreements in order to ensure that agreements are assured, coordinated and compliant and that overlaps are eradicated and is the Point of Contact (POC) for advice on Sports Sponsorship. HQ ASCB (DCOS) will coordinate the annual collation of all Sponsorship arrangements. ASCB have to report all non-publicly funded sports related sponsored activities to Sponsorship Focal point, providing the relevant sport agreements, which will be subject to governance review to ensure that the sponsorship activity was compliant with MOD policy.

b. **Corps, Formation & Unit Sports Boards.** Sports Boards 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 (DCOS).

c. **Army Sports Associations and Unions.**

(1) Sports Associations and Unions are to comply with the regulations pertaining to Civilian Sports Sponsorship. They have delegated authority from the ASCB to make their own choice on which sponsorship route (using the ASCB CF's model or direct sponsorship) suits their requirements and then put in place the appropriate arrangements. However, the 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.

(2) ASCB CF, through Mongoose, will be responsible for drafting and signing all sponsorship contracts arranged under the ASCB CF model. The contract will be between the ASCB CF and the sponsor with the respective Sports Association(s) responsible for delivering the offer to sponsors. HQ ASCB, though DCOS, will implement a process to ensure that the Sports Associations are delivering the offer in line with the contract, and sponsors confirm that their contracted expectations are being met; it will be a two way assurance process.

(3) For Sponsorship of non-core Defence activities, when a serving member of the Armed Forces or Civil Servant acts on behalf of a non-public body (Sports Association/Union) the following protocols must be adhered to:

- All correspondence and contractual business must be conducted under the auspices of the non-public body of your Association or Union, you are not to use MOD letter headings, not to sign under your official MOD capacity or on behalf of the Secretary of State (SofS).
- You must also ensure that when signing on behalf of the organisation that you are representing e.g. Trustees, officials of an Association or Union etc, you do

so in the capacity you hold with the organization and not in your official MOD role e.g. Secretary of the association, rather than the Commanding Officer or Garrison Commander etc.

SPONSORSHIP PROCESSES

14. Sponsorship processes vary according to the sponsorship route selected either the Direct approach or through the ASCB CF Indirect route; process maps for each route are at Annex A. In all cases sports officials in conjunction with HQ ASCB (DCOS) will need to apply due diligence when selecting a sponsor and consider the following:

a. **The Purpose of Sponsorship.** Sports officials need to be clear on the requirement for sponsorship i.e. what will it achieve, what will be the benefits and to whom, what obligations will need to be undertaken and so on.

b. **Conflicts of Interest.** Clearly conflicts of interest must be avoided. Conversely, sponsors will want to pair with Sports Associations & Unions which provide a natural and comfortable match.

c. **Appropriateness.** Sponsorship must only be accepted from reputable organisations. In all instances, advice should be sought in the first instance from HQ ASCB (DCOS) who will consult with Commercial Branch to ensure there are no wider commercial or conflict of interest factors that should be considered. In general, providing the company is of a trustworthy nature and has a UK business footprint, a sponsorship agreement can be discussed. Where sponsorship is considered from organisations that are not of UK origin consideration must be given to the wider national interest before it can be accepted. Sponsorship is strictly not permitted from companies associated with:

- Tobacco and Alcohol Industry.
- Legalisation of illegal drugs.
- Poor financial record.
- Violent or unsocial behaviour.
- Known political connections.
- Payday Loan Companies

d. **Risk Assessments.** Sports officials will need to undertake a formal risk assessment of proposed sponsorship to ensure that all the possible risks have been covered including the risk to the Army's reputation.

e. **Sponsorship Agreement Reviews.** Unlike MOD sponsorship, Sports Sponsorship contracts are not limited in time and agreements can be set up for as long as the two parties deem relevant. However, all sponsorship agreements must be reviewed annually by those sports officials who have been involved in either the instigation of the agreement, or who are now involved in the management of that arrangement by virtue of their official capacity in the sport. When officials change over the details of any sponsorship agreement must be included in the handover process and contracts will need to be re-established, signed and agreed with the sports new official charged with this responsibility.

f. **Advice.** If further advice is considered necessary when assessing suitability of potential direct sponsors, sports officials can obtain advice from HQ ASCB (DCOS).

MANAGEMENT OF SPONSORSHIP AGREEMENTS

15. ASCB CF's Service Provider. The ASCB CF Trustees intend to appoint Mongoose as its service provider to:

a. Acting as the account manager, manage sponsorship and fundraising for sports sponsorship including defining Army sports' "offer" and commercialise (market) the "offer";

- b. Provide sports and associations with access to in-house sports sponsorship expertise and industry knowledge;
- c. Support sports and associations in defining their “offer” to current and potential sponsors;
- d. Assist sports and associations in negotiations with current and potential sponsors.

Mongoose will be contracted to the ASCB CF and will be managed by DASCB on behalf of the ASCB CF Trustees who will prioritise their activities and outputs.

16. The key to the successful management of sponsorship agreements is to nurture the relationship with the sponsor through regular and proactive communication in order to fulfil the obligations under the agreement. Thus, sports officials should:

- a. Have a designated POC who is responsible for keeping sponsors informed.
- b. Fertilise the sponsorship through regular updates on the sport, that sponsors are included in Forecast of Events and are hosted at major events including prize giving ceremonies etc. and that they are thanked.
- c. That sponsors have the opportunity to socialise with the personnel who have an official appointment associated with the delivery/management of the sport and are included in publicity events in relation to the sport. It is reiterated that sponsorship should not be a mechanism of creating opportunities to gain unprecedented access to the military community in areas not relating to the sport.
- d. That appropriate recognition is given to sponsors on magazines, clothing and/or equipment and in magazines, programmes and websites.

USE OF LOGOS

17. The use of authorized military logos such as the Army Crown and crossed swords is controlled by MOD’s Intellectual Property Rights (IPR) IPT. In addition, the regulations on the use of the Army logo are laid down in ABN 19/18 The Army Brand and 2017DIN05-009 Creation and Use of Names, Insignia and Logos. ASCB holds a register of Logo’s for Army Sports Associations and Unions and whilst these may be used in relation to Sponsorship any alteration, or modification of existing, or proposed introduction of new logos will require ASCB approval before being used.

18. Advice on the number, location and size of logos and their value is available from HQ ASCB. For sports clothing and equipment, the size of a sponsor’s registered logo or trademark must comply with the instructions laid down by the UK National Governing Body for the sport concerned, and be in accordance with Departmental Policy¹⁷.

19. To avoid creating the perception of a link between the two organisations the Sponsor’s logo and the Military logo must not appear side by side. The marks should preferably be on opposite sides of the page, and consideration should be given to how they appear on products (if applicable) to ensure that endorsement is not implied.

20. A Sponsor’s main logo must be used in preference to a brand/product logo. Sponsors must not be allowed to use sales messages or advertising statements as part of their logo.

ENDORSEMENTS

21. Army Sports Associations and Union, teams or individuals must not `endorse`, or be seen to endorse, the sponsoring organisations or its products. In other words, names insignia and logos must not be used to imply that MOD particularly favours a Sponsor’s products or services, or certifies the

¹⁷ JSP 462, Part 2, Chap 7, Para 7.61.

suitability of quality of them. Comment can be made that the sport is being sponsored by the company and that this sponsorship adds support to the sport, but no direct reference can be made to promote the products or equipment of the sponsor.

USE OF FUNDS

22. All Sponsorship funding received from Sponsors is classified as Non-public funding and must be reported as such in Association and Union Accounts. All Sponsorship funding must be sought, approved and managed in accordance with this Directive. The ASCB's Financial Instruction¹⁸ provides the framework for the management of funds.

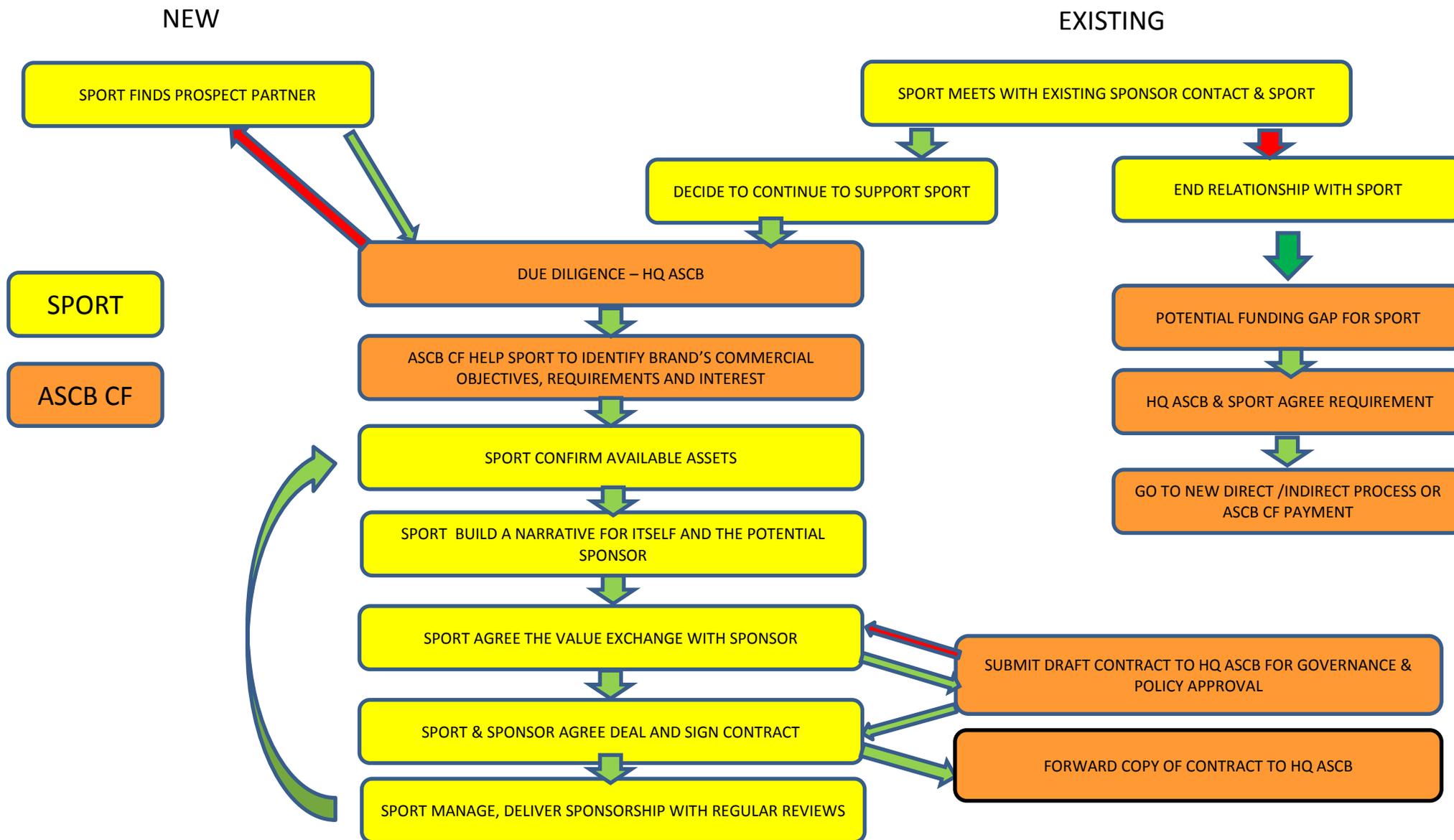
DASCB

Annexes:

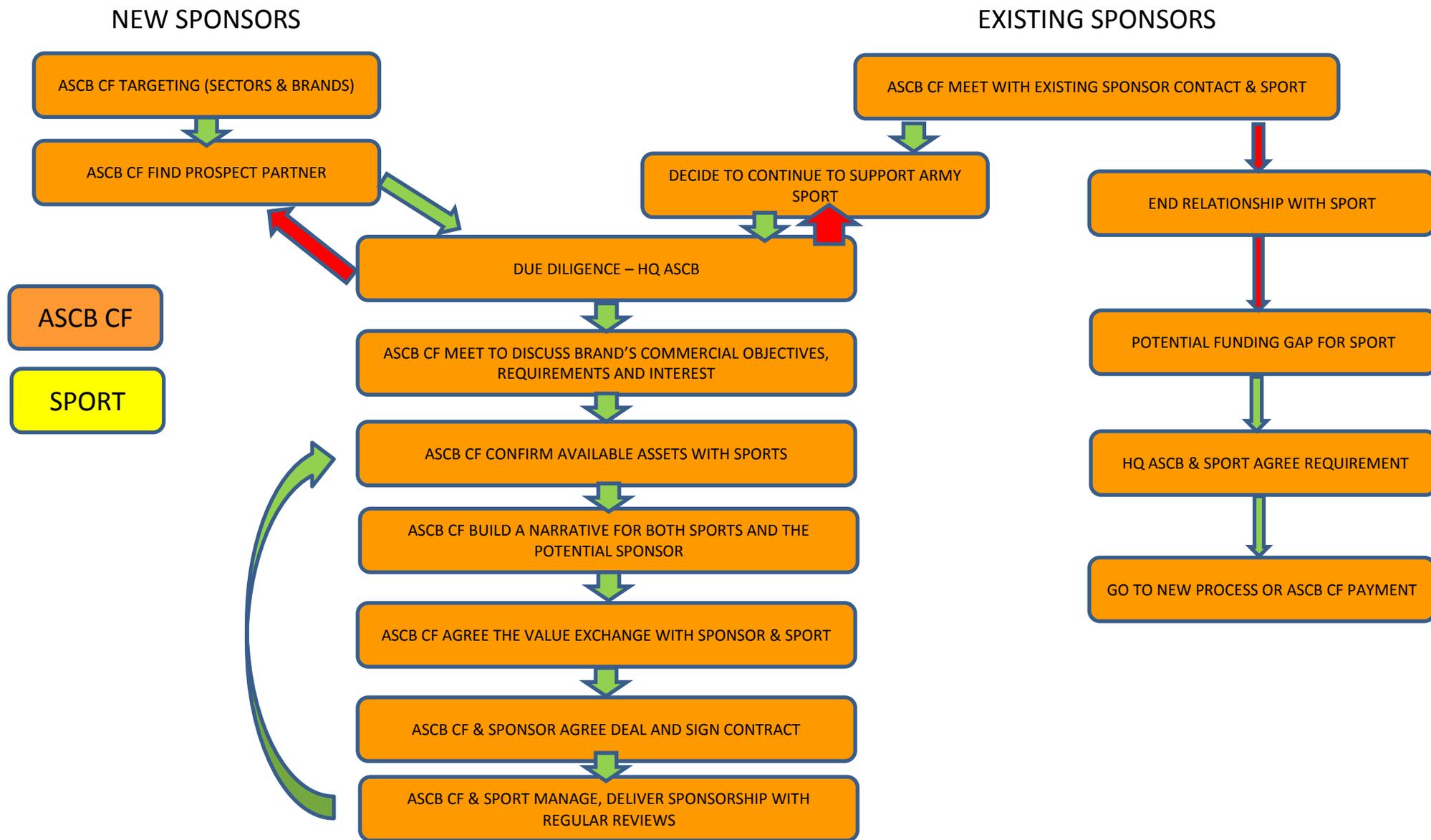
- A. Army Sports Sponsorship – Process Maps.
- B. Direct Sponsorship Agreement Suggested Template.

18. ASCB Finance Instruction Ed 1 dated Jan 12.

DIRECT SPONSORSHIP – PROCESS MAP



INDIRECT SPONSORSHIP – PROCESS MAP



DIRECT SPONSORSHIP AGREEMENT TEMPLATE

- The following headings can be used in a direct sponsorship agreement; they are neither comprehensive nor compulsory. The agreement must however include the items in bold
1. **Participants.** This Sponsorship Agreement is between:
 - “ *****”, *the Sponsor* and
 - “*ARMY ***** ASSOCIATION*”; *the receiver*
 2. **Agreement time Frame.** *The duration of the agreement with a Start date and agreed termination period for both parties.*
 3. **Sponsors Obligations.**
 - a. To pay £**** (insert sum & and the payment schedule i.e. how much and when).
 - b. To provide (whatever is agreed, clothing, equipment data stating the quantities and value confirming if it is cost, wholesale or retail etc).
 4. **Receivers Obligations.**
 - a. Brand promotion (space for Sponsors mark on clothing, equipment and media).
 - b. PR opportunities (linkage to sporting events not normally available to the public).
 - c. Ticketing (access to International, national and Army events relating to the sport for exclusive use of Sponsor).
 - d. Affiliation opportunities to enable the sponsor to be associated as part of the Sport's wider community *i.e. to be part of the club.*
 5. **Mutual Obligations.**
 - a. Appoint a main Point of Contact
 - b. Operate in good faith and fair working practise
 - c. To comply with all legislation, regulations and applicable law relating to this Agreement.
 - d. Not to do anything to bring any of the names, logos, trademarks or reputations of the other into disrepute in any way.
 6. **Renewals & Reviews.** What to do when the agreement is due to cease. How the Annual review is to be carried out.
 7. **Termination of Agreement.** The return of documents and material to the other party.
 8. **General Matters.** Any additional matters that need to be clarified.
 9. **Exclusions.** What is not covered?
 10. **Signatures.** The document forms a contract between the sports association/union and sponsor with the named signatory being contractually and financially responsible.