



# ARMY NORDIC STRATEGY

## VERSION

<b>Date:</b>	22 Jul 21
<b>Author:</b>	Captain Andrew Miller, Secretary Army Nordic
<b>Owner:</b>	Brigadier Lee Daley, Chair Army Nordic
<b>Version No:</b>	1.0

## RECORD OF CHANGE

Alteration and additions to this report will be issued to the holders of each copy in the form of a complete document. Changes are recorded in the table below.

<b>Date</b>	<b>Author</b>	<b>Version</b>	<b>Changes</b>

## Foreword

Nordic Skiing captures the imagination of all those who take to the loipes full of energy and determination only to return exhausted but exhilarated. The British Army has a rich history as the pioneer of cross-country skiing and biathlon in the United Kingdom, a journey that dates to Lt Percy Legard who competed in Nordic Combined at the 1936 Olympic Winter Games. Since then, the Army has sent athletes to virtually every Winter Olympics and today, over 1,000 soldiers and officers annually take part in Nordic activities. The sport develops many core military skills: determination, physical fitness and marksmanship, to name but a few. The blue riband event, 'The Military Patrol' remains largely unchanged from the 1920s Olympic discipline that gave birth to biathlon and remains a fixture on the Army Championship race schedule.

This strategy is about establishing Army Nordic as the organisation through which to manage Nordic Skiing in the Army. For many this will be a change from the focus on delivering competitions and a step towards a genuine sport for all. It codifies the work Army Nordic must do to make Nordic Skiing a sustainable and enduring activity. Nordic has had a positive effect on thousands of those serving in the Army and I want to make sure it continues in this manner.

Together, we will enhance the Nordic offer for those yet to experience the roller-coaster that is the 10km Biathlon Sprint at the Army Championships, raced on the World Championship course in Ruhpolding.

Nordic skiing is an enriching and rewarding pursuit with professional and personal development at its core. Ask any Nordic skier about their experiences on the snow and I am confident they will enthusiastically state it is hands down one of the best things they have done in the Army. Please embrace the single most important aspect of Army Nordic vision and take part – see you at the start line.

Major General Simon Hamilton CBE  
Deputy President Army Winter Sports Association (Nordic)  
July 2021

# Contents

INTRODUCTION .....	1
Vision.....	1
Mission .....	1
Intent .....	1
Scope .....	2
Priority tasks.....	2
Context & policy.....	3
Background .....	3
IMPLEMENTATION.....	4
Tasks.....	4
Operating framework .....	4
Planning and controls .....	6
STRATEGIC OBJECTIVES .....	6
Strategic Objective 1 – Understand.....	7
Strategic Objective 2 – Protect.....	8
Strategic Objective 3 – Develop.....	9
Strategic Objective 4 – Deliver.....	10
Strategic Objective 5 – Support.....	11
Strategic Objective 6 – Finance.....	12
Strategic Objective 7 – Engage.....	13

# ARMY NORDIC STRATEGY

“Great sport empowers people. Great sport gives individuals an opportunity to achieve things they never thought possible, and great sport fosters great leaders.”

*General Sir Nick Carter GCB CBE DSO ADC Gen*

## INTRODUCTION

1. The sport of Nordic Skiing<sup>1</sup> in the British Army consists of cross-country skiing, biathlon and the Military Patrol, all of which are conducted as Individual Military Training (IMT).<sup>2</sup> As the most aerobically demanding summer or winter Olympic discipline, combined with marksmanship, it is unsurprising that the sport finds its roots in military competition. The Army Nordic Committee (ANC)<sup>3</sup> oversees a network of Nordic committees that together deliver over 30 overseas exercises (OTX) per annum, to an audience of 1,000 soldiers. Nordic administration is conducted, at all levels, as a secondary duty. This document lays out the strategic objectives of Army Nordic, which exist to develop Nordic Skiing across the Army from Novice to Olympian.

### Vision

2. The single Nordic vision for the Army is:

***To make Nordic Skiing accessible to every member of the Army, improve participation and deliver excellence.***

### Mission

3. Army Nordic's mission statement:

***A sport for all that provides a safe, resourced, and proven pathway from Novice to Olympian. Nordic Skiing must expose the service person to the developmental benefits of Individual Military Training by providing that soldier or officer with unique physical and mental challenges, regardless of experience or rank.***

### Intent

4. Through the implementation of strategic and enabling objectives, Army Nordic will:

- a. **Understand** sport policy within Army and the opportunities that exist for soldiers to conduct Nordic Skiing activity from novice to international level.
- b. **Protect** the soldiers who participate as athletes or staff and the interests of the Nordic Skiing community.

<sup>1</sup> [JSP 660 Part 1](#) & [AGAI Vol 1, Ch 5 – Sport](#)

<sup>2</sup> These three activities are referred to as 'Nordic'.

<sup>3</sup> Known as 'Army Nordic'.

- c. **Develop** Nordic Skiing within the Army as a capability, responding to changes in requirement across the DLODs.
- d. **Deliver** a class-leading programme of winter sports exercises exposing soldiers at all ability levels to the benefits of IMT.
- e. **Support** through sustainment of equipment and infrastructure the essential and non-essential equipment and facilities required to enable the wider strategic objectives.
- f. **Finance** Army Nordic activities through non-public funds, drawn largely from grants, sponsorship and subscriptions to enhance the lived experience of participants. Additionally, Army Nordic will support or oversee publicly funded exercise contracts and business cases.
- g. **Engage** the Nordic community, wider British Army and international allies to promote Nordic Skiing in the Army, the benefits of IMT and success of our people (athletes and volunteers).

## Scope

5. The strategy applies to the Army units and corps participating in Nordic Skiing. It has been developed cognisant of Army Nordic's close relationships with RAF Nordic, RNRM Nordic, the British Biathlon Union<sup>4</sup> (BBU), the Army Winter Sports Association<sup>5</sup> (AWSA) and the Army Sports Control Board<sup>6</sup> (ASCB). Relations with GB Snowsport are less well established and should be developed further.

## Priority tasks

- 6. There are 6 priority tasks that bridge this strategy to the Army Nordic Annual Plan:
  - a. Establish and resource a whole sport governance capable committee.
  - b. Deliver a programme of Army and United Kingdom Armed Forces (UKAF) level Nordic competitions in the UK and overseas.
  - c. Develop an accreditation pathway for Nordic instructors and officials.
  - d. Develop participation entry points for Novices to provide an accessible sport for all.
  - e. Develop a permanent Army Nordic Centre of Excellence.
  - f. Annually generate £20,000 in non-public finance.

---

<sup>4</sup> <https://www.britishbiathlon.com/>

<sup>5</sup> <https://www.awsa.org.uk/disciplines/nordic/>

<sup>6</sup> <https://armysportcontrolboard.com/>

## Context & policy

7. **Nordic Skiing in the Army.** AGAI 5 Vol, 1 Ch. 5 recognises Nordic as supporting the, 'development of military skills' and is conducted as IMT up to and including UKAF level. The Army European Winter Activity DIN<sup>7</sup> (issued annually by Sec AWSA) is the central reference for on-snow policy and procedures. Summer training (roller skiing) is IMT and directly contributes to Nordic ski racing. IMT status provides authorisation for a degree of public funding and this facilitates a unit snow programme that generally consists of the following exercises: corps / unit training camp; the Qualifying Championships; and Army Championships.

8. **Summer training.** Participation, development, and performance success are all grounded in summer training, predominately consisting of roller skiing. Units, corps and Army Nordic can deliver summer training (marksmanship, roller skiing, fitness training etc.) as part of sports activities or internal / external training camps. These are conducted as IMT. Overseas camps can be conducted as 'sport' and are subject to the conditions of AGAI Vol. 5, Ch. 5.

9. **Winter training.** The winter season starts with unit team training, normally facilitated by Nordic Corps Committees (NCC), in November or December. Units are allowed 30 days training, as well as 2 additional travel days, on snow in preparation for the AWSA Qualifying Championships. On the second weekend in January the AWSA Qualifying Championships (Ex [PIPEDOWN](#) and [SPARTAN HIKE](#)) start in France for both Nordic and Alpine teams. There are four Nordic races, two cross country (XC), two biathlon and the Military Patrol. After 10 days those teams (male) and individual (female) who have achieved the standard qualify for the Army Championships. The best 22 unit male teams and at least 25 Army women, who compete as corps teams at the Army Championships, travel across Europe to Ex [RUCKSACK](#), held in the biathlon 'mecca' of Ruhpolding, Germany. Ex RUCKSACK serves as the British National, UK Armed Forces and Army Championships.

10. **International participation.** Soldiers of suitable quality are to be actively encouraged to represent the Army above UKAF level by competing for their country. Army Nordic has a rich history of athletes attending the Olympic Winter Games and representing Great Britain at IBU events. Further guidance on supporting international athletes is at AGAI Vol 3, Ch 11 – Professional Sportspersons in the Army.<sup>8</sup>

## Background

11. **History.** Nordic skis for traversing snow-covered countryside are at least as old as Bronze Age Scandinavian hunting and shepherd cultures. Modern cross-country skiing is like the original form of skiing, from which all skiing disciplines evolved, including alpine, Telemark and ski jumping. Nordic skiers propel themselves, with no external assistance, along prepared undulating (flat, up and downhill) courses using both legs and arms.

12. **Nordic.** Nordic skiing is inherently safe to learn, due to the flexible ski bindings, and is ideally suited to athletically minded soldiers. There are two main technique styles, used in different events with different equipment.

---

<sup>7</sup> [2021/22](#)

<sup>8</sup> [https://modgovuk.sharepoint.com/sites/defnet/Corp/Army/Publications/AGAI\\_111.pdf](https://modgovuk.sharepoint.com/sites/defnet/Corp/Army/Publications/AGAI_111.pdf)

a. **Classic.** The Classic style primarily uses parallel grooves (tracks/'spor') cut in the snow. The middle section of the bottom of the skis is prepared with a 'kick wax' or a manufactured texture to enable traction or gliding, dependent on the skier's use of their body weight and strength. Ski poles are mostly used directly forwards and backwards, supporting the direction taken by both skis. The AWSA use only this technique for the Team Championship XC ski races (Individual 15km for men, 10km for women, and Relay 4 x 5km for both) and the Military Patrol. The rules are strict on which limited range of techniques may be used in Classic races.

b. **Skate.** The Skate (or Freestyle) style developed in the 1980s, as it does not rely on getting the right 'kick wax' for difficult snow conditions. The 'trail' is prepared as a smooth, firm snow surface. The skier achieves propulsion by pushing their shorter skis away from one another at an angle, in a manner like ice skating, using the edges of the skis. This means that the whole ski bottom is prepared with glide wax to reduce friction. Longer ski poles are used in unison to enhance and support the different direction of each ski.

13. **Biathlon.** All biathlon races use the skate technique. In AWSA Team Championships these are the Sprint (10km for men, 7.5km for women), Relay (4 x 7.5km for men, 4 x 6km for women); there are further individual races at the Army Championships only: 20km (men), 15km (novices and juniors), 12.5km (women) plus 12.5km (men) and 10km (women and juniors) mass start races. Success in AWSA championships is also heavily dependent on rifle marksmanship techniques and skills, as every target missed incurs a penalty, often through the requirement to ski additional distance on the 150m 'penalty loop'. Each biathlon race includes prone shooting (supported by an arm sling) at 45mm circular targets and standing shooting at 110mm targets, both at 50m range.

## IMPLEMENTATION

### Tasks

14. The strategy will be cohered and delivered through the Army Nordic Committee (ANC) framework that incorporates the AWSA committee governance structure.<sup>9</sup>

15. On an annual basis<sup>10</sup>, this strategy, encompassing the priority tasks (the ends) will inform the Army Nordic Annual Plan (ANAP), a tool to articulate and refine the ways and means for the forthcoming Nordic season.

### Operating framework

16. The Army Nordic operating framework supports the implementation of Nordic strategy. The framework presents key roles and responsibilities and reinforces the direction of travel away from combined services management under the British Armed Forces Nordic Skiing (BANSC) model. Capturing the nature of secondary duties, the structure should be viewed as 'flat', channelling work to available capacity. The graphic below represents the framework Army Nordic envisage employing. As the framework is resourced, the structure will evolve.

---

<sup>9</sup> <https://www.awsa.org.uk/wp-content/uploads/2013/11/05092013-AWSA-Charter-2013.pdf>

<sup>10</sup> The Winter Sports season is close enough to the financial year, for the latter to be a reasonable guide to the updating and publication of annual documents.

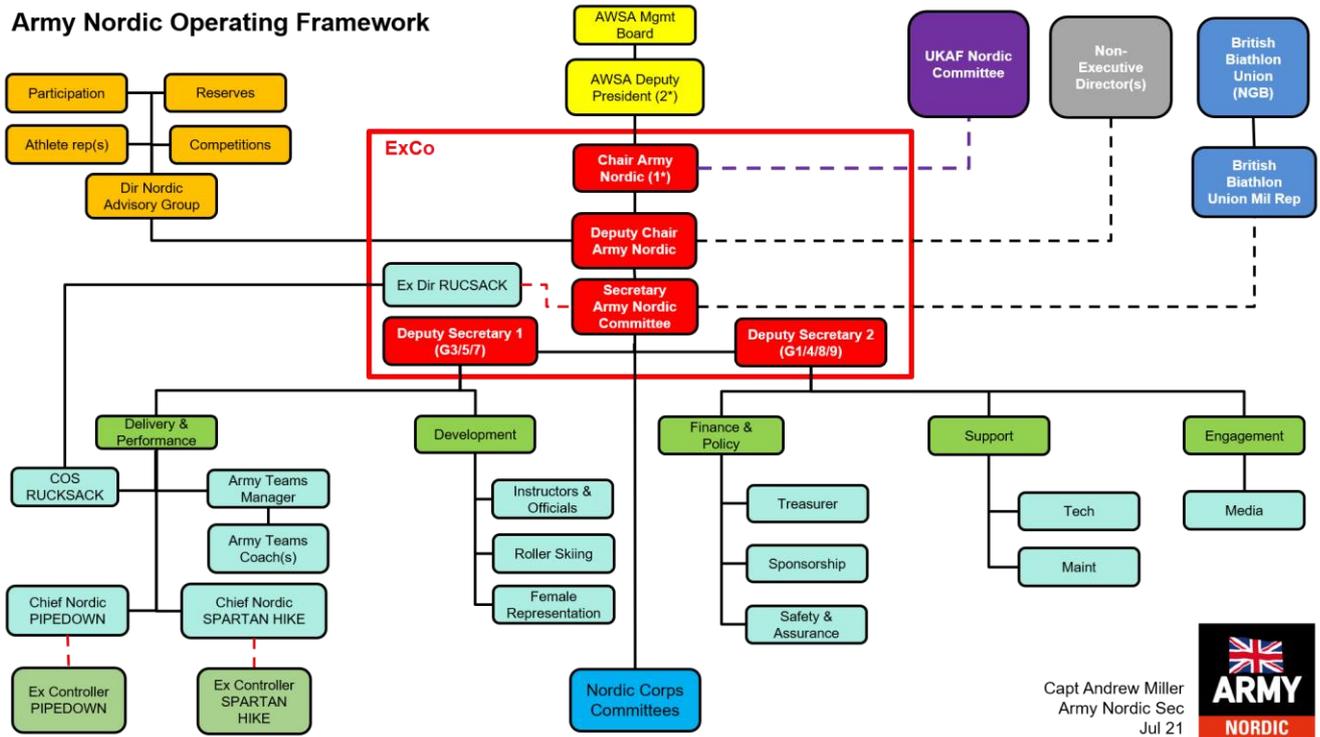


Figure 1 – Army Nordic Operating Framework

17. **AWSA Deputy President (Nordic) (2\*)** oversees Nordic Skiing on behalf of Chair AWSA, akin to a Capability Sponsor.

18. **Chair Army Nordic (1\*)** oversees the coherence and delivery of the strategy on behalf of the AWSA and is the Senior Responsible Officer (SRO) for Nordic Skiing. The Chair controls the following bodies.

a. **Army Nordic Committee (ANC).** The ANC is the focal point of Nordic administration in the Army, coordinating up to the AWSA, across to civilian partner organisations and down to corps committees. An Executive Committee, identified in Fig. 1, exists to act as the central decision-making body.

b. **Nordic Advisory Group (NAG).** The NAG sits outside the ANC to provide technical subject matter expertise to the committee. It exists to retain corporate knowledge in the sport and provide a surge pool of resource to conduct project work. Appointees to the NAG are approved by the Deputy Chairman, following endorsement from Director NAG and Army Nordic Secretary.

19. **Nordic Corps Committees (NCC).** NCCs develop and deliver corps level Nordic activity on and off snow. Corps committees vary in size and scope but provide feedback to and receive guidance from the ANC.

20. **UKAF Nordic Committee.** Currently known as ‘BANSC’ the Army supports a renaming to UKAF Nordic, to align with UKAF sports policy. This body enables tri-service coordination of Nordic activity across Defence with a focus on policy and assurance to provide balance across the single Services. UKAF Nordic is used in this strategy to identify the Defence level oversight committee.

21. **Army Winter Sports Management & Executive Committees.** The AWSA mission is to: “encourage and facilitate, amongst all ranks of the Army, wide participation and high

achievement in Winter Sports in order to foster the ethos of the Army and promote its good image.” Army Nordic are represented on the AWSA Management Committee by Chair Army Nordic while the Army Nordic Secretary supports the AWSA Secretary as a ‘Discipline Secretary’.

22. **British Biathlon Union.** The UK biathlon national governing body (NGB). As the largest UK ‘club’ and provider of international athletes, the Army works with the BBU via an appointed Military Representative (Mil Rep). Mil Rep liaises between the BBU and ANC with a focus on policy and risk assurance, and international representation.

23. **Non-Executive Directors.** To provide outside counsel, while also retaining corporate knowledge leaving the Army, the ANC appoints NEDs. Appointments are made at the discretion of the Chair and AWSA Deputy President (Nordic). Individuals do not hold implementation authorities and are like Army Board NEDs.

### **Planning and controls**

24. A biennial review of this strategy will facilitate major updates to ensure it remains fit for purpose and is shaping Nordic activity over a 5-year period.

25. The Army Nordic Annual Plan (ANAP) will function akin to an operational order, outlining a 1-year plan in detail, directing in-year committee tasks and guidance to NCCs.

26. Commensurate with the binding principles of IMT and the diversified nature of Nordic skiing administration Army Nordic will only ‘direct’ to protect the integrity of sport or safety of participants.

27. Risks to the delivery of this strategy that cannot be managed by the ANC, or resolved by tri-service efforts through UKAF Nordic, are to be reported to the AWSA or United Kingdom Armed Forces Winter Sports Association (UKAFWSA).

## **STRATEGIC OBJECTIVES**

28. The Army Nordic vision will be achieved through seven Strategic Objectives (SO) and associated Enabling Objectives (EO). The SOs are:

- a. SO1 – Understand.
- b. SO2 – Protect.
- c. SO3 – Develop.
- d. SO4 – Deliver.
- e. SO5 – Sustain.
- f. SO6 – Finance.
- g. SO7 – Engage

**Strategic Objective 1 – Understand.** Understanding wider sport management and Nordic within the Army, including other single Service sport, is critical to good governance. Through understanding a wide context, Army Nordic will find threats and opportunities. Army Nordic will use the Lessons Exploitation Cell model to identify and learn lessons.

**EO 1.1 Act as the authority for Nordic Skiing governance in the Army:**

**EO 1.1.1** Provide leadership to the Army Nordic Skiing community. **Lead:** Chair.

**EO 1.1.2** Support the Army Winter Sports Association. **Lead:** Secretary.

**EO 1.1.3** Develop and share best practice for Nordic Skiing in the Army. **Lead:** Secretary.

**EO 1.1.4** Inform and shape tri-service Nordic Skiing. **Lead:** Chair.

**EO 1.1.5** Promote through education Individual Military Training policy to encourage sport for all. **Lead:** Deputy Chair.

**EO 1.1.6** Administer and cohere Nordic Skiing in the Army through the Army Nordic Committee. **Lead:** Secretary.

**EO 1.2 Influence the UK Nordic Skiing community:**

**EO 1.2.1** Maintain a close working relationship with the British Biathlon Union. **Lead:** British Biathlon Union Mil Rep.

**EO 1.2.2** Develop a working relationship with GB Snowsport and other civilian skiing bodies as required. **Lead:** Deputy Secretary 2.

**EO 1.3 Data.** Capture and analyse data on participation and performance to inform Army Nordic decisions. **Lead:** Development.

**Strategic Objective 2 – Protect.** Nordic Skiing within the Army must continue to adapt, responding to changes in cross country and biathlon governance as imposed by the International Biathlon Union (IBU), Federation Internationale de Ski (FIS), British Biathlon Union (BBU) and GB Snowsport. The Army’s Safe System of Training and Individual Military Training (IMT) policy remain extant. This will be achieved through the following EOs:

**EO 2.1 Safe System of Training.** Advise Nordic Corps Committees and Army Nordic-led exercises (Ex SPARTAN HIKE, Ex PIPEDOWN & Ex RUCKSACK) on the application of the Safe System of Training for Nordic activities. **Lead:** Finance & Policy.

**EO 2.1.1** Assure Nordic IMT exercises including corps camps, Qualifying and Army Championships. **Lead:** Secretary.

**EO 2.1.2** Adhere to the Lessons Learning process across all levels of Nordic activity. **Lead:** Deputy Secretary 2.

**EO 2.2 National Governing Body.** Army Nordic will engage with NGBs and similar Nordic governing bodies to develop strategic partnerships to enhance the Army’s delivery of Nordic activity and influence NGB decisions to reflect the needs of the Army Winter Sports community. **Lead:** Deputy Chair.

**EO 2.2.1 Annual NGB Assurance.** Conduct an annual assurance assessment of the BBU (or other NGBs working with Army Nordic) to determine whether it is a competent delivery agent of training and competition for above UKAF level activity. **Lead:** Delivery & Performance.

**EO 2.3 Army policy.** Identify, review, report and influence IMT and Sport policy:

**EO 2.3.1** Provide a policy framework to maximise participation through roller skiing, Target Sprint and Laser Biathlon in the UK. **Lead:** Development.

**EO 2.3.2** Guide Nordic Corps Committees to assure and align their programmes to the Army Nordic Strategy, Plan and calendar. **Lead:** Secretary.

**EO 2.3.3** Interpret, advise and guide Army policy, at all levels, to assist in delivering the Army Nordic Strategy and Plan. **Lead:** Finance & Policy.

**Strategic Objective 3 – Develop.** The full array of potential Nordic activities is vast. To live up to our commitment of sport for all, Army Nordic must develop its offer to provide on and off snow activity, throughout the year. Delivery of this strategic objective is reliant on the generation, development and sustainment of suitably qualified and experienced personnel (SQEP). Army Nordic Develop will be guided by the following EOs:

**EO 3.1 Coaching & Instruction.** Plan and support coaching qualifications as a tool for personal development. Offering soldiers and officers means of Nordic involvement, other than as an athlete, directly contributes to the sustainability of the Army Nordic programme. **Lead:** Deputy Secretary 1.

**EO 3.2 Administration.** Lead and develop the Nordic administrative functions at Army, corps and exercise level through recognition and recruitment of volunteers. **Lead:** Deputy Secretary 2.

**EO 3.3 Officials.** Meet the needs of the Army exercises by maintaining a pool of SQEP officials, including FIS and IBU qualifications. **Lead:** Development.

**EO 3.4 Off-snow activity.** Develop and deliver an off-snow development programme that widens participation and retains experience. This programme will revolve around roller skiing, Laser Biathlon and Target Sprint (NGB: British Shooting). **Lead:** Development.

**EO 3.5 Equipment.** Identify future equipment capability requirements that are required to enable the strategy and annual plan. **Lead:** Deputy Secretary 2.

**EO 3.6 Sponsorship.** Non-public funds enable Army Nordic to promote, grow and recognise individuals across the Nordic community. Army Nordic will work to maintain a non-public fund that supports the ANAP. This enabling objective will focus on sponsorship, grants and subscriptions as a means of collecting non-public funds. **Lead:** Deputy Secretary 2.

**Strategic Objective 4 – Deliver.** Fundamental to Army Nordic is the delivery of the qualifying and Army championships. Army Nordic retains full operating control of the Army Championships and this must remain ‘the jewel in the crown’. Army Nordic will support the qualifying championships with SQEP and technical advice, it must also retain a strong influence to provide a positive Nordic experience that directly supports the Novice to Olympian pathway. This pathway is to be delivered through the Develop framework pillar, encompassing the Army Teams. The following EOs will support the Army Nordic delivery agenda:

**EO 4.1 Ex RUCKSACK.** Deliver the National, Tri-service and Army Championships, on behalf of the AWSA and UKAFWSA, as a class-leading Winter Sports exercise. **Lead:** Director Exercise RUCKSACK.

**EO 4.2 Ex SPARTAN HIKE & PIPEDOWN.** Support and influence the Qualifying Championships by providing Nordic SQEP and support staff to enable soft effects. Army Nordic will contribute to the exercise assurance and review to align the exercises with this strategy. **Lead:** Delivery & Performance.

**EO 4.3 Army Teams.** Deliver male and female Army teams at Junior and Senior level by applying existing Army policy, in the disciplines of cross-country and biathlon. Army teams will train to compete at UKAF level and seek opportunities to compete internationally against allies. **Lead:** Delivery & Performance.

**EO 4.4 International athletes.** Develop and support soldiers to be international athletes representing their country in FIS, IBU and Olympic competition. Army Nordic will engage, predominately but not exclusively, with the BBU to align development pathways. **Lead:** Delivery & Performance.

**EO 4.4.1 Unit support.** Army Nordic will serve as an intermediary between NGBs and the chain-of-command providing support to the soldier and unit. **Lead:** BBU Mil Rep.

**Strategic Objective 5 – Support.** Nordic is a resource intense sport and biathlon (shooting) is conducted as a Risk to Life (RtL) activity, largely abroad and with specialist equipment provided at public and non-public cost. Army Nordic must sustain: the committee’s delivery agents focusing, predominately, on Nordic racing and training; the provision of equipment specific to race administration; and the soft branding that enhances the lived experience of competition. Army Nordic Support will be achieved through the following EOs:

**EO 5.1 Equipment.** Procure and maintain the suite of capabilities required by Army Nordic to deliver activity. **Leads:** Support.

**EO 5.1.1 Anschutz Biathlon .22 rifles.** Oversee the Anschutz .22 Biathlon rifle requirement and contract through coordination with Babcock and Army HQ. **Lead:** Support.

**EO 5.1.2 SA80 .22 converted rifles.** Oversee the requirement to use SA80 .22 converted rifles for the Military Patrol. **Lead:** Support.

**EO 5.2 Infrastructure.** Develop off-snow Nordic activity venues by utilising the existing Defence Estate and through new infra ventures. **Lead:** Support.

**EO 5.5.1 Soft furnishings.** Maintain and procure soft furnishings to dress race venues. **Lead:** Support.

**EO 5.5.2 Centre of Excellence.** Develop plans for an Army Nordic Centre of Excellence. **Lead:** Deputy Secretary 2

**EO 5.3 Biathlon rifle security.** Assure biathlon rifle (Anschutz and SA80 .22 converted) security policy via the annual DIN and 2\* Security Risk Estimate (SRE). **Lead:** Deputy Secretary 2.

**Strategic Objective 6 – Finance.** On-snow Nordic activity benefits from public funding under IMT policy. Non-public finance contributes to the soft aspects of the sport and are a key component of the Army Nordic offer. Finance of Army Nordic and Nordic activity will be achieved through the following EOs:

**EO 6.1 Publicly funded unit activity.** Coordinate with Army TLB and HLB G8 branches to influence and shape public funding policy to enable on-snow unit-planned Nordic activity. **Lead:** Finance & Policy.

**EO 6.2 Publicly funded exercises.** Sustain public funding for the qualifying and Army Championships by demonstrating VFM and articulating the contribution Nordic makes to the moral component. **Lead:** Deputy Secretary 2.

**EO 6.3 Non-public funds.** Establish a non-public fund to support the Army Nordic programme, with a recurring requirement to commit non-public funds to develop the sport and recognise individuals. Understand potential and future expenditure requirements to support Develop and Deliver enabling objectives. This requirement is in addition to the annual non-public Ex RUCKSACK expenditure. **Lead:** Finance & Policy.

**EO 6.4 Accounting & forecasting.** Maintain a non-public annual budget and 5-year forecast to capture the finance requirement. **Lead:** Finance & Policy.

**EO 6.5 Commercial.** Support the AWSA and Army Commercial Branch to secure and manage publicly funded contracts to deliver the qualifying and Army championships. **Lead:** Finance & Policy.

**Strategic Objective 7 – Engage.** Developing Army Nordic media and communications will enhance understanding and appreciation of Nordic Skiing. Moreover, communicating internally to the Nordic community and externally to the chain-of-command and Nordic civilian partners, is key to the success of this strategy. Messaging of Army Nordic will be achieved through the following EOs:

**EO 7.1 Audience analysis.** Understand who is and who needs to be, engaged with Army Nordic to message the strategic objectives **Lead:** Engagement.

**EO 7.2 Network development.** Ensure the Army Nordic networks provide appropriate communication channels to reach all roles and levels associated with Nordic activity. **Lead:** Engagement.

**EO 7.3 Media.** Regularly promote Nordic activity across relevant social media and internal / external Army channels with planned content. **Lead:** Media.

**EO 7.4 Information Management & Exploitation.** Through official (military) and unofficial (civilian), use digital platforms to manage and exploit information for the benefit of the ANC, NCC, Nordic community and wider Army. **Lead:** Media.

**EO 7.5 Maintain records.** Army Nordic will capture the activities of the present day to inform the next generation, while educating the current about the past. **Lead:** Engagement.

**EO 7.6 Recognition.** Recognise the volunteers and athletes who contribute to ANC and NCC activities, across all ranks and roles utilising the full spectrum of awards available. **Leads:** Deputy Chair.