



MINUTES FOR CRICKET WALES BOARD MEETING HELD AT 10.30AM ON 26th SEPTEMBER

CARDIFF

Attendees: Tim Masters (TM); Leshia Hawkins (LH/ CEO); Colin John (CJ); Sue Phelps (SP); Neil Pearson (NP); Jo Holley (JH); Huw Morgan (DHM); Gareth Rees (GR) [left at item 16]; Fay Benningwood (FB) [arrived at item 6, left at item 16]

Online: Samara Afzal (SA); Minutes Sandie Keane (SK)

In attendance: Linda Medicott attended for item 8 only; Victoria Jones (VJ) attended for item 12 only; Matt Dando Thompson (MDT) attended for item 11 only; Mark Frost (MF) attended for item 11 only.

1. WELCOME

2. **APOLOGIES FOR ABSENCE** – Gethin Jenkins, Tony Moss, Chris Last, Andy Fairbairn

3. DECLARATION OF INTERESTS

None declared

4. **TO APPROVE THE MINUTES OF THE CRICKET WALES BOARD MEETING HELD ON 18 JULY 2023** Minutes were approved and duly signed by the Chair.

5. MATTERS ARISING

- Update July Minutes with GR attendance – Actioned and Closed
- Investigate and Implement Cricket Wales Homepage Feedback button – Actioned and Closed
- Investigate third-party support with regards to modelling a Trust & Foundation vehicle – To be taken at agenda item 13
- Confirm intent of Articles regarding the number of Independent Directors required on the Board - To be covered at agenda item 14

6. CHAIR'S REPORT

Interim Chair (TM) thanked all staff for all their efforts over the cricket season, as well as the volunteers within the clubs and across the cricket network.

6.1 Welsh Cups – an enjoyable day with some great cricket at both venues. TM offered his thanks to all those involved.

6.2 TM thanked Board members involved in recruitment process of NED/Chair. Feedback will be given to ECB regarding the process with Perrett Laver.

6.3.1 Trent Bridge meeting for Chairs/Interim Chairs and new Directors; TM reported that the aim of the discussion on the day was about how to ensure cricket becomes the most



inclusive sport. There will be criteria for measuring progress and we will wait for the metrics from ECB.

6.3.2 CPA 2.0 - First draft due in January; there will be an expectation of reducing reliance on major funders to delivery overall cricket board strategies.

6.3.3 EDI - Mark Frost was mentioned as an exceptional example of best practice by Gareth Williams, Board Director at ECB and previous Chair of Glamorgan CCC.

6.4 Glamorgan CEO Hugh Morris is stepping down at the end of the year – TM asked that the best wishes be passed on from CW Board for his exceptional service to Glamorgan.

6.5 TM congratulated the CEO on her acceptance of her roles on ECB Recreational Game Sub Committee and MCC Women's Players and Fixtures Sub-Committee.

6.6 ECB EDI Census – TM urged Board members to complete the survey by the deadline.

7. **CEO REPORT** – LH had previously circulated a full written report which was taken as read. In addition, she highlighted;

7.1 ICEC response – LH reiterated Mark Frost had been recognised by the highest officers of the ECB for his efforts within EDI. DHM queried if there was a danger that MF may be head hunted with regard to his work within EDI, LH noted the concern which exists with all high-performing staff but assessed the likelihood of loss (MF desire to leave CW/Glamorgan/Wales) as, hopefully, currently relatively low.

7.2 EDI – On Monday evening CW and Glamorgan will be receiving their accreditation from Diverse Cymru at an awards ceremony highlighting the two organisations' commitment to and achievements in embedding cultural competence.

7.3 LH wanted to register personal thanks to Hugh Morris for all his support especially the warm welcome to Wales that she received in 2020 and support during the pandemic.

7.4 LH also noted CW's overall profile increasing with rising numbers of outside agencies, including national media, independently highlighting CW success and programmes.

7.5 SP wanted to acknowledge she felt that the EDI sub-committee has been static, but wanted to reassure the Board that things will be more pro-active when more detail is known about the ICEC response and with new membership when new sub-committees are refreshed.

7.6 CJ asked LH to talk about the public services financial challenges highlighted in her report; Does this represent an indirect funding cut to the game? – LH said it was hard to predict the effects of cuts, but it was clear that there would be challenging times ahead for leisure operators, clubs and participants.

7.7 SP enquired about the Digital Reach numbers and if we should be concerned? LH said it not necessarily the sole indicator of engagement, especially given the national media attention we have received in the same period, but noted it is one of the lowest % gains in our social media following.

8. **SAFEGUARDING REPORT** – LM had previously circulated a full written report. In addition, the following was discussed:



- 8.1 Guidance on non-recent reporting and the processes involved was proposed. Policy was approved.
- 8.2 Case management – LM was concerned about how much reporting is happening on the ground, but is not being forwarded to the Lead Safeguarding Officer. With this in mind she has set up workshops during the off season.
- 8.3 LM discussed DBS Disclosure of Content and Suspensions. There are currently 7 interim DBS disclosure of content suspensions in place while vetting is being carried out. There is support for individuals with the process to ensure members engage with the vetting process. JH asked how quickly the suspensions are being dealt with. LM stated those mentioned have not engaged with the process and that is why it's highlighted but it will depend on the content and what needs to go to the panel as to how quickly these matters can be resolved.
- 8.4 ECB Panel suspension – LM reported a club had breached regulations by playing a player who was under suspension and a penalty has been applied by the league. Club have been supported with training by LM and ECB. LM has offered a place to the club on a pilot with the self-audit against CPSU Safeguarding in Sport engaging with clubs to support at a local level. NP said it was good to hear about preventative training taking place which will hopefully see less incidents.
- 8.5 Pathway – LM attended two summer festivals. Events went well with 5 low level incidents recorded, which will feed into training for next year.
- 8.6 LM stated we are on track with the agreed Action Plan and recent review held with ECB.
- 8.7 Interim Chair thanked the Safeguarding Lead and Officers from the clubs.

9. EDI

- 9.1 ICEC report – LH confirmed the ECB announcement yesterday; to date there haven't been any inbound media enquiries to CW or Glamorgan. CW supporting statement appeared to be well received. LH stated every challenge is an opportunity there are two significant areas which particularly affect CW; Talent Pathway and State School Access, which are already being delivered on with Chance to Shine programme. LH also clarified that the Women's Cricket investment of £25 million was over forecasted revenue, rather than an extra £25 million. ECB equalisation of international match fees has already been announced as had a sponsorship initiative with Metro Bank aimed at trebling Girls' sections. There will clearly be difficult decisions for the ECB over the next few months as to where funding is directed across the game.
- 9.2 Governance – LH also noted that Women's domestic cricket does not have a seat at the table in the current governance structure; Any Article review by ECB should also look at the representation of CCBs in First-Class Counties who also do not have direct representation (i.e. as a voting member of the ECB).
- 9.3 DHM queried the statement at Trent Bridge 'most inclusive sport' and asked TM what does 'most inclusive' mean. TM said he had raised this point at the meeting and also stated EDI is a journey that you never complete. It is acknowledged that we will need to have some way of reflecting it in the future. SP queried how are reporting procedures going to change. TM stated that regarding reporting progress against EDI plans, "CPA 2.0" will have reporting mechanism and targets in place. As far as reporting concerns



there will be an independent regulator at arm's length from the ECB. How this will work is yet to be seen.

- 9.4 Welsh specific data – TM updated the Board that the ICEC have stated, through the ECB, that under GDPR they cannot provide any details regarding Welsh data or individuals' testimony. TM acknowledged that there was a view Wales had unintentionally been 'singled out' by the use of the term 'English & Welsh Cricket'. LH proposed that, given the report will exist in perpetuity, the Board might consider making a request for a statement to be added to the start of the report which clarifies that generalised statements about 'widespread' racism should refer, more generally, to '*cricket played under the auspices of the England and Wales Cricket*'. SP agreed that language is important and needs to be clarified.

Action TM to discuss with ECB.

CEO left the meeting to take an urgent call with the ECB related to item 16. She returned during item 11.3

10. FINANCE

- 10.1 Audit is under way and Evans and Co have been appointed, as agreed at the last Finance Committee meeting. Azets are processing information and Evans and Co will be auditing. CJ will convene an online meeting to sign off accounts; Once completed CW can set an AGM date.

Action SK/CJ to allocate date for sign off meeting.

11. CRICKET – MF and MDT had both produced and circulated papers in advance of the meeting.

- 11.1 Half year review operational plan – MF reported that we were able to deliver a full schools programme this year. The Girl Guides event was also exceptional. Newer aspects of game (especially girls' cricket) will need to be captured better moving forward on Play Cricket. In respect of children moving on from Dynamos and All Stars, we have made some progress, with getting more teams actively playing structured cricket.

- 11.2 MF stated that the club audit is a rich source of information – new items have been highlighted eg, 21% of our clubs have a women's **and** girls' section.

- 11.3 The team had set out to focus on transition at U9, U11 and U13 level. On average, there is still only one under U9s and U11 teams in clubs. National programmes at clubs are often capped by clubs which also does not support growth the challenge is to decamp ambition of clubs. Deprivation challenge - our outreach work has been focussed on high FSM schools. Challenge has been to get these schools to sign up to a national programme. Lastly, Pathway the audit allows CW to identify which clubs feed the most children into the Pathway as well as highlighting which clubs do not feed into the system. There might be a geographical restriction to participants, but we need to look into this further. One theme of limitations of the growth of the game comes back to volunteer participation those clubs who are doing well have got the volunteering network right.

- 11.3.1 GR asked on that point is it that clubs don't know how to go about finding more volunteers. Can CW influence or fund recruitment campaigns. MF said it was



not a case of funding, but clubs have a focus on delivery and not the process of asking parents/volunteers to support. GR asked if, in principle, there were more regional Development Officers would it accelerate the impact on volunteer recruitment. MF agreed this could have an impact on this area, but very aware CW need to put more training in place to support clubs to be more self-sufficient. CW are relying on staff that work in the school's programme all day and then asking them to go out in the evenings to support clubs. SP asked if CW needed something like a dedicated Volunteer Recruitment role. Would that support the Development Teams with recruitment skills/training for clubs? MF stated It would help. TM stated there would be two areas that could help facilities and there are limitations on funding for this and what does volunteering mean. Some people are put off by the thought of committing to regular hours.

- 11.3.2 CJ asked where there are large areas with larger children uptake are we creating super clubs? Would it be better to share them out around clubs. JH stated that the issue comes back to certain clubs are seen as pathway clubs, CJ disagreed with this point and stated he thought it was to do with the development going on in the schools' programme and clubs attracting players to come to their club.
- 11.3.3 TM asked whether there are specific areas geographically where volunteers/players are dropping. MF said particularly in areas of deprivation but also noted that unless a club enters into local promotion it can be hard to increase numbers. The audit will allow CW to highlight clubs and identify support. NP asked is there a trend across different areas? Do the bigger clubs attract more players/volunteers because they offer more? MF said there is regional data each club needs to be guided to what they can achieve and how.
- 11.3.4 FB talked about volunteers and the impact of covid on volunteers; Insight suggests many people have chosen to move their time to other activities. She suggested clubs need to approach all parents and identify what specific skills are needed. Training needed on 'how to communicate with potential volunteers.'
- 11.3.5 The Board wanted to pass on their thanks to MF for all the work he does.

11.4 PATHWAY

- 11.4.1 MDT said our Disability Team had had their best season to date. Credit to Les Randall and his team.
- 11.4.2 WNC will be going to La Manga in March 2024.
- 11.4.3 A positive season for the Pathway with a number of festivals taking place; CW are mindful of the costs for these events and MDT feels CW are one of the best Counties that support applications for bursaries. Coaching workforce is an area which needs to be looked at in the future especially regarding girls' cricket as we have moved on from 60 to 275 players in three years. Clearly some clubs have better coaching provision and there is evidence of more players feeding into the Pathway from certain clubs.
- 11.4.4 JH highlighted the issue of expanding players and coaches and the need to recruit more officials to support that. MF said he can feedback at next meeting regarding the new ECB training programme and LH reassured JH that the



executive team had spent a half day with WACO for planning purposes the day before the meeting.

11.4.5 MDT stated that we continued to track data on diversity, which is sitting at 16% of BAME participants in the pathway.

11.4.6 GR underlined that the growth of women's and girls' game exploding will need supporting from a financial point of view across the game.

12. **FACILITIES** VJ had circulated a paper for information but also highlighted the following;

12.1 Feedback from Grounds Managers workshops highlights the need for more training in the future.

12.2 DHM asked is there any area which could be improved. VJ said facilities have deteriorated, and CW need the infrastructure to support clubs moving forward.

12.3 GR asked for clarification on Wrexham and FAW investments. VJ stated there had been 3 Investments from FAW across Wales where facilities are shared between football and cricket. Looking at the project in Llechryd, VJ confirmed that there is no individual pot of money that would fund ground works at this level so to be able to work with another sport in conjunction is massive for CW. This project would not have gone ahead without the support of FAW and the funding offered and joint projects with football and cricket should be seen as a positive for communities.

13. **TRUST AND FOUNDATIONS & STRATEGY / EMERGING PRIORITIES AND STAFFING IN 2024 –**

LH had circulated papers for both items prior to the meeting.

13.1 SP asked are there any concerns with the proposed Fundraising consultancy following the issues with Perrett Laver who had also been endorsed by ECB? LH verified there are no concerns to date regarding this specific piece of work. Proposal was approved.

13.2 DHM asked for timescales of the proposed changes to staffing, LH stated the aim would be to complete by 1st January, but the appointment of external individuals could slow this down.

13.2.1 CJ asked would the role of the Area Manager change under the plan. LH stated there is a possibility but does not want to prejudge now. SP agreed any growth warrants a reshuffle and asked is there an opportunity to add another tier? Middle Manager – Senior Area Managers? LH agreed there is potential there and identify areas for staff development and reward /recognition within a role 'band'. GR asked does adding weight represent best value? LH stated in her opinion it does - It was agreed at Board in February 2023 that this period would be spent ensuring we set up the game to support growth in the future and perform the best we can in the next School Sport Survey. It should also be noted that 2 of the new roles are also revenue-generating. GR asked what is the business development expectation; is it sponsorship? LH explained it is the Trust and Foundation aspect that needs to be resourced and the detail would become clearer under the project at 13.1.

13.2.2 SA agreed that recruiting as many volunteers as part of growth within the recreational game is an issue, but maybe volunteer incentives could be used i.e.



% towards payment of their club fees. LH agreed and stated the ECB Volunteer Strategy had identified this area as one of the biggest blockers to growth but would be prioritised in the ICEC response.

14. GOVERNANCE – ARTICLE REVIEW

14.1 TM stated that this issued started out as a clarification process, however through consultation it was highlighted that a significant number of changes would be beneficial. For example, the Articles and Memorandum need to be in one document objectives need a review, proxy voting rules are potentially confusing and need simplifying. Language is also overcomplicated and there are standard clauses that could be used. Directors' conflict of interest is also potentially light. GovComm have agreed to pause the review and highlight to members at AGM the intention of a more significant overhaul to bring the document up to modern standard and best practice. CW will consult on Article changes then hold a Special General Meeting in 2024 to seek approval of them.

Action TM to draft a paper for AGM.

15. RISK REGISTER – Paper circulated in advance

15.1 LH explained that risks which had decreased from last register were exceptionally high previously and returning to 'normal' levels but should not be discounted from attention.

15.2 SP queried whether Glamorgan partnership risk should be reviewed given new leadership. JH stated if on the register we should state what the risk is and what we will do about it. LH suggested this could be put under review once new members are in place and whether a realistic risk is likely, and mitigation could be assessed.

16. NOMINATIONS

TM left the meeting for this item, returning at 16.3

16.1.1 LH was asked to summarise the issues arising during the shortlisting of the Chair's role. LH is not a member of NomCo and did not participate in shortlisting but had been involved owing the potential reputational risk and complaint made to both Perrett Laver (PL) and CW by an unsuccessful candidate;

16.1.2 Board were reminded that CW Chair has been an independently appointed role since the EGM of 2021. CW is clear in its Articles about recruitment processes and how the Nominations Committee (NomCo) appoint Recreational Game Directors vs Independents.

16.1.3 Following submission of the shortlist on email, it was noticed by the NomCo that a candidate for the Independent Chair position, when the shortlist was delivered by PL, had applied previously as a Recreational Game Director and appeared to currently hold office in affiliated bodies. PL were asked to confirm whether the need for independence had been discussed with the candidate, which it had not been. The candidate had also sought and appended reference letters from 16 CW members and a CW member of staff. PL had not flagged the letters prior to presenting the shortlist. NomCo members had expressed at the shortlisting meeting that as independence (perceived or actual) was critical to the role, the



seeking of endorsements from clubs and CW staff would make the application ineligible and the candidate was not shortlisted for interview.

- 16.1.4 LH reported she had spoken to ECB and Governance Manager Ed Ringe (ER), who has been across the issue; he had agreed that “independence could be challenged by virtue of collection of such a volume of endorsement letters by the candidate”. This in turn could create a risk to the NomCo and therefore the Board and the candidate if they were interviewed and successful. ER had stated that would be a “matter for the Board to satisfy themselves that it was a sound decision and rationale for the decision making of the NomCo”. LH proposed that if the Board were not content with the rationale and decision making and the ineligibility of the nomination, that the Board may request the NomCo to relook at the CV of the individual and consider whether offering an interview would be appropriate, based on their skillset.
- 16.1.5 NomCo colleagues re-stated that once the issue of endorsements and independence had been recognised at the shortlisting meeting and that curtailed and concluded the conversation on the candidate in question.
- 16.1.6 A member questioned whether on a technical point whether the issue of 17 endorsements would jeopardise independence – although it might certainly raise questions about their suitability. While it was supported by another member that the question be explored by the Board a further query was raised about the provenance of the endorsements. It was confirmed endorsements were generally from Chairs and Secretaries of clubs.
- 16.1.7 After discussion, the Board agreed that seeking endorsements had created extra contact with members, whereas Independence should, by its definition, limit such contact.
- 16.1.8 The NomCo were asked, on reflection, whether they still felt the decision was correct? Board were advised that they did and that the NomCo had been made additionally concerned regarding the tone of the communication since the decision, which they felt had been aggressive and hostile toward both CW and PL officers.
- 16.1.9 A member asked what it was felt the tangible risk was - LH stated it was reputational, primarily.
- 16.1.10 After further discussion, Board agreed there were sufficient reasons not to go ahead with an interview of the candidate.
- 16.1.11 It was agreed CW Directors should be prepared with a holding statement should they be contacted by clubs or members about the issue.
- 16.1.12 It was also suggested the CEO seek advice from an employment lawyer. FB agreed that Board need to be prepared.
- 16.1.13 The Board formally endorsed the decision by the NomCo to discount the applicant for the reasons discussed and proceeded to the endorsement of the recommended candidate.

16.2 Chair Appointment – Perrett Laver were appointed to conduct the search process. 4 applications were received by the deadline which had been put back at PL’s request. 2 further candidates were submitted during the shortlisting meeting itself via email, but



were not suitable (and had cover letters referring to an application for an NED role). 3 candidates were interviewed by a panel of NomCo members and 2 independents from ECB and Sport Wales. Following this process, Dr Tim Masters was recommended by the NomCo.

Board was asked to approve candidate for ratification at the AGM and the Board duly endorsed the applicant.

16.3 NED Appointments – *DHM left the meeting at this point.* On behalf of the NomCo TM made two recommendations to the Board;

16.3.1 TM stated that DHM's 2nd term of office comes to an end this year. Per the Articles, a Director reaching end of period is automatically deemed to apply for the post again. On the basis DHM would like to apply, noting the need for continuity and valued contributions and experience that DHM brings to the Board, the view of the NomCo was DHM should be recommended at AGM to serve for a third term. Board approved the recommendation of DHM to go forward to the AGM.

16.3.2 The second vacancy was advertised and shortlisted by Perrett Laver. Interviewed six candidates with Sport Wales representation on panel. Carl Alexis, Chief People and Communication Officer for Welsh Revenue Association was the recommended candidate. Board approved the recommendation to go forward to the AGM.

Action NomCo to advertise for new Recreational Game NED to replace TM following AGM once approved.

17 Sub Committee Minutes were provided to the Board for information.

17.1 EDI Sub Committee 26th July 2023

17.2 Gov Comm 7th September 2023

17.3 Fin Comm 6th September 2023

18 AOB – AGM looking likely to be week commencing 6th November; 2024 Board meeting dates to be arranged and advertised as soon as possible.

Meeting closed 13.55

Signed: _____ Date: _____

Dr Tim Masters, Interim Chair of CW Board