



AGENDA FOR A CRICKET WALES BOARD MEETING TO BE HELD AT 10.30AM ON 15 FEBRUARY 2023

Present: Jennifer Owen Adams (JOA) (Chair); Leshia Hawkins (CEO); Tim Masters (TM); Jo Holley (JH); Colin John (CJ); Sue Phelps (SP); Tony Moss (AM)

Present on-line: Samara Afzal (SA); Gareth Rees (GR); Chris Last (CL); Shana Thomas (ST);

In attendance: Mark Frost (MF); Matt Dando Thompson (MDT online); Andy Fairbairn (AF online); Linda Medlicott (LM) (online; item 8 only); Rebecca Rothwell (RR online, until item 8);

Minutes: Sandie Keane (SK)

1. WELCOME: JOA welcomed all to the meeting.
2. APOLOGIES FOR ABSENCE: **Huw Morgan (DHM); Gethin Jenkins (GJ)**
3. DECLARATION OF INTERESTS: None
4. APPROVAL OF MINUTES OF THE BOARD MEETING HELD ON 10 November 2022:
RR queried whether 11.4 should be amended as data from SW was a comment not an action. LH stated she attended a collaborative meeting with Sport Wales in December. JOA proposed the minute to stay in place as it was a factual record of the discussion. It was noted that SW did approve CW to take data insights to the December meeting. RR stated that in the event of there being concerns about future SW data, then SW to be infirmed immediately. Minutes approved.
5. MATTERS ARISING:
 - 5.1. Review of National Programmes closed.
 - 5.2. Training is taking place with EDI Committee. SP discussed the training with Diverse Cymru. Action closed. EDI committee met January 2023 – agreed to defer appointment of new member of the committee until after April Board meeting. **Action**
 - 5.3. Nom Comm action ongoing.
 - 5.4. Cricket played for under 9s evidence based ongoing. LH/MF to bring data/update on this to next Board meeting. **Action.**
 - 5.5. Hard ball/soft ball - rules to be published on CW website in W&G Section. closed

6. CHAIR'S REPORT

6.1. JOA updated the Board in respect of a recent Review of Safeguarding standing at CW, further to comments made by the previous DSL on his resignation. The full findings will be shared with colleagues in writing, but in summary, the review found no evidence of Safeguarding standards or management oversight being deficient, in fact there was evidence to the contrary, including recent ECB SG Audit.

6.2 DIRECTOR APPRAISALS

JOA thanked NED's for their cooperation and support for this process. Key themes were;

- NEDs reporting high degree of satisfaction with their work on an individual and collective basis- many shared some helpful development points on how the Board could improve its performance; including
 - More awareness of the differences in roles of Rec NEDs and Independent NEDs- and how they complement each other- how do we achieve optimal impact as a collective Board?
 - What more should be done to optimise the relationship between Board and Exec and Board and its subcommittees?
 - What else should we do to ensure we are a high performing Board?
- This feedback will form the basis of Board Development Days in April.

7. CEO REPORT

LH had previously distributed a paper which she took as read but highlighted these items, some of which had happened after the paper had been submitted;

7.1 National Programmes returning participant priority window opens today. MF reported to the meeting that 328 people signed up over 219 programmes within the first hour.

7.2 LH recently celebrated her 3rd year anniversary as CEO and reiterated how grateful and blessed she feels to lead CW.

7.3 LH highlighted BBC programme on WRU culture and subsequent Senedd Culture & Sport subcommittee. LH wrote to the committee and sport minister and Vaughan Gething in follow up and invited them to meet to discuss CW's approach. Jason Thomas has accepted the invite and will be meeting in March.

7.4 ICEC report still to yet to be published.

7.5 LH highlighted the excellent CW Staff Conference last month in Aberystwyth – her main takeaway was the genuine team feel, especially considering the geographical spread of our people and warmth for CW. An external facilitator delivered a session about leadership and high performing teams. The first CW Team awards were also held on the evening. Something to look forward to repeating and valuable.

7.5 CPA meeting will take place on 21 February 2023; we and Glamorgan will be visited by ECB to go through standards. Indication is we will again be graded very highly.



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7.6 SW future funding – a letter from football, cricket, hockey and netball (and WRU who had approved but were not a signatory) has been sent to Sport Wales in the last week, detailing concerns about the structure of investment model, particularly linking Performance to medals at major games. The group has offered to meet and discuss concerns with a response requested by 24 February from SW.

7.7 LH stated that it was RR last CW board meeting passing baton on to Fay Bennington. Thanks to RR who has been very supportive.

7.8 3rd May Welsh cricket will host a reception at the Senedd

7.9 JOA thanks to RR on behalf of the board. A present, engaged, and professional member of the team. RR delight in working with CW.

7.11 SP – enquired about CW new Facilities Manager and progress made so far on facilities strategy and implementation. LH to provide an update in April Board.

8. SAFEGUARDING

LM welcomed to CW. Thanks go to LM as already undertaken work to support SG in Wales before official start date. LH thanks to LM for going above and beyond.

8.1. Safeguarding report

ECB Audit Report received, with some minor adjustments proposed rated green lower overall with work required on policy updates and uploading relevant policies on to website. Rated 'Amber' on Board SG lead due to departure of GL. LH stated overall, how proud of the organisation she was for this ranking. AF confirmed only 3 'green upper' gradings has been awarded across all of the audits (nearly 60 in total).

Board was asked to endorse the Safer Recruitment policy, approve anti bullying policy for the game and add signature to the Safe Hands policy as a board.

8.2 LM pleased to be officially a member of CW. Audit was useful to benchmark where we are in relation to safeguarding and to identify focus areas moving forward. Board welcomed LM's attention to pull together the various Safeguarding standards required of all CW's partners (not just ECB) and to pulling these together into one coherent strategic plan moving forwards.

JOA passed on congratulations to all involved concerning the Safeguarding audit draft (verbal) outcome.

8.1a Board-Endorsed Safe recruitment Policy for approval.
Board asked to note contents **Action** approved.

8.1b Anti-Bullying Policy – **Action** approved.

8.1c Board Adoption of Safe Hands Policy – **Action** approved.



9. FINANCE

9.1 FY23/24 BUDGET & OPERATIONAL PLAN:

CJ offered a relative 'good news' context in relation to the SW funding position LH summarised - % cut in SW funding heavily influenced by SW's new funding methodology. (Including school survey sports participation data.)

In Dec 2022 SW gave an indication of best case funding for the next 4 years. From our current investment 603K there will be a sliding scale of cuts 23/24 £588K, 24/25 £529K 25/26 and 26/27 = £303K. Survey is due to be re-run in 26/27. Next ECB funding cycle starts 2025.

9.1.1 CJ encouraged a spend and investment approach as a way of spending deferred income with a view to delivering on CW's ambition and to securing better cricket participation data in SW's next Schools Sports survey - this in turn would yield an improved finding offer from SW in future budget settlements.

Budgeted loss of £145K uses deferred revenue.

AF noted that PRFP funding currently received is based on outstanding results compared to others but there is no certainty that funding will continue at that level if County Boards in England and Wales increase their performance. LH stated she appreciates risk exists, but likelihood that CW would always have a significant share. AF suggested CW should treat any addition as a bonus rather than putting towards fixed costs. Focus on diversify income of organisation to mitigate the effect on SW would be prudent.

9.1.3 JOA queried £30K for accountancy fees – CL confirmed this was because there was no longer in house accountancy services; all subcontracted.

9.1.4 Operational plan & Budget

LH W & G target has gone up since going to finance committee. Grateful to ECB for comments on our performance. Cost of living, especially venue hire and hire of clubs in summer will ask more of our budgets. Travel costs also need to be looked at.

9.1.5 MF confirmed CW continued to do more and have built in more capacity to deliver that increase. Bidding for more free national programmes places.

TM cautioned re sustainability when looking to 'pump prime' new projects to grow the game. JH suggested to look at risk register to ensure funding mitigation actions were in place – LH stated it was not explicit in risk register but can be made so.

9.1.6 CL –offered his support with seeking external funding from a commercial perspective through the Foundation which CW intends to shape and expand in 2023.

Action

Approve budget and Principles which underpin budget – Board approved.

9.2 General Finance Committee Report

Thanks to RR for her support.

Fin Com staffing discussed and confirmed CW are seeking new auditors – which will go out for tender shortly.



JOA passed on thanks to CJ for all work on FinComm.

10. CRICKET OPERATIONS

10.1 Participation in Disadvantage Areas (MF)

MF - aim of the paper is to show whole picture of where we are at the moment. Sunday was a good example of showing Street cricket and the visit of the Minister for the Economy. Emerging plan with aspirational areas.

AM said that demand is clearly growing; Is there a plan to take this forward? MF limited by resources at the moment. MF gave an example at 'Street' session where there are 35 people attending who bat and bowl but are not in clubs. How do we support that? MF confirmed that funder criteria determined the areas where CW were required to work.

10.2 Pathway Report (MDT)

MDT - annual review with Glamorgan was positive. Coach development Glamorgan leading a piece around moving coaching around putting onerous on coaches to CPD.

Contact time in winter has been increased by Glamorgan, which we support but players are sharing time and struggling to fit in time across both WAG and Regional programmes. It hasn't happened yet, but we are clear that we do not want players being implicitly or explicitly able to bypass a part of the system, both from a cricket perspective and a commercial one.

Headline update on % of pathway players 10% last year. Growth with girls' structure 17% of diverse players this season.

WNC showcase game will be held at Sudbrook on 30th July. MCC (Home) fixture will be 9th June.

AF – asked to clarify bursaries applicants – are there more who haven't applied for the bursary? MDT believes there are more players on FSM than have applied. Open to ideas to encourage more applicants; we have tested lots of variables over the last 2 years. How many actual players are on FSM would be interesting to find out. Direct question hasn't been asked at the start of our programme and some people may not declare.

JH is it advertising more – how are bursaries currently advertised – MDT mentioned on induction nights and there has been extensive comms. More people applied after the deadline. AF useful to benchmark FSM against other counties. JOA want to ensure participation to work in pathway is open to all.

GR made a point about Coach Education which he said was a critical investment when look at budget can we highlight spend as what we deem as investment.

LH stated for the record that she saw all coach development as an investment and we need to continually improve this programme eg Are we putting all female coaching on?



JH noted the need to invest in umpires and scorers as well. LH agreed but confirmed WACO are the current lead body for Officials' development.

JOA thanks to MF and MDT for report

11 EQUITY, DIVERSITY & INCLUSION

11.1 EDI Sub Committee Chairs Verbal Update (SP)

SP informed the Board that the meeting in February noted a vacancy on the committee but proposed to hold on an appointment until recruitment of the new Rec Game Director in April – with a caveat the Committee could co-op a member of board if needed.

EDI committee plan to extend priorities on training to upskill and increase awareness of EDI with staff, coaches, and clubs/leagues.

Continue work reaching into diverse communities. Welsh Language, LGBTQ+ and disability. Taking our priorities to Glamorgan to ensure working in unison.

ICEC report - direction of travel may be amended according to what comes out in that report.

The committee revisited feedback from workshop. Another day planned for later this year. Considering a keynote speaker from another sport. Benchmarking against other sports areas for us to be mindful.

MF training being rolled out to network. 2nd March filming on welcoming environments with Jason Mohammed.

JH asked in respect of training, is gender neutral language covered? MF principles are covered in training through unconscious bias. LH also noted the ECB document on terms and language that can be shared.

MF noted anti-discrimination training from ECB and will be advertised to clubs. There isn't a cricket specific training package. EDI film on CW page recommended for viewing (to be shared with colleagues after the meeting)

11.2 ICEC Report (LH)

LH reminded the Board that the ECB voluntarily set up the ICEC to gather evidence from people working in, participating in or following/attending cricket. The date of publication is still unknown, but it is likely the game will be in the media again for the wrong reasons. [ICEC Website](#)

We are plotting our response to this within CW and Glamorgan, including a draft holding statement, holding a joint staff meeting on release date.

JOA - Thanks to EDI chair and committee.

11.3 EDI Objectives 2023 (MF)



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Board asked to approve 2023 priorities- Board approved.

12 NOMINATIONS & GOVERNANCE (JOA)

12.1 Board Safeguarding Lead Appointment

GL stepped down from board vacancy. TM has been put forward for SG lead; Nominations committee agreed the appointment. Board endorsed.

GL was Senior Director – there will now be a formal process - application from board members to apply. Job description to be circulated. **Action JOA** It was noted a recreational director cannot currently succeed the Chair (unless they become independent).

LH noted GovComm, with external counsel will be looking at all Articles to ensure they retain the right intent.

12.2 Recreational Game Director

Rec Game Director – process to be looked at by Nominations Committee. SW have offered to support CW and we are part of a project which focusses on succession planning at Board level. We need to promote, attract and select right people to the board. JOA keen to trial new approaches.

13 MANAGING RISK (LH)

13.1 Risk Register was noted for information.

AOB - none

Meeting closed : 13.39

Jennifer Owen Adams
Chair Cricket Wales

2023 BOARD MEETING DATES

April 12th – Board Away Day + Dinner/accommodation – Maesmawr
& 13th April – Main Board Meeting – location as above start 9.30 am)

July 18th – Board Meeting Cardiff 11.30 am
(To be preceded by 2 hr Safeguard Training for Directors 9.30 am)

September 26th – Board meeting, Cardiff, 10.30am

Mid-October (**but no earlier than 17th Oct**) – EGM & AGM (venue/platform(s) tbc)



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November 21st – Board meeting, Cardiff, 10.30am

Board Review & Appraisals to be conducted Autumn/Winter 2023/24