



**MINUTES OF A CRICKET WALES BOARD MEETING HELD AT 10.30am ON WEDNESDAY 24<sup>th</sup> NOVEMBER 2021**

**Present:** Jennifer Owen Adams (JOA) (Chair); Leshia Hawkins (CEO); Colin John (CJ); Richard Penney (RP); Tim Masters (TM); Samara Afzal (SA); Huw Morgan (DHM); Gethin Jenkins (GJ); Sian Webber (SW); Mark Frost (MF); Matt Thompson (MT); Ieuan Watkins (IW); Rebecca Rothwell (RR); Kerry Lloyd (KL).

**Present on-line:** Tony Moss (AM); Gareth Lanagan (GL); Gareth Rees (GR).

1. **Welcome from Chair:** JOA welcomed all to the meeting, her first as Chair. JOA extended a special welcome to the four new Board members.
2. **Apologies for absence:** Sue Phelps
3. **Declaration of Interests:** None
4. **Approve minutes of Previous meeting:** The minutes of the 31<sup>st</sup> August 2021 Board meeting (distributed previously) were accepted as a true record and were signed accordingly by the Chair.
5. **Matters Arising:**
  - 5.1. **Safe Hands Compliance:** LH confirmed that this item was now closed and would be covered by IW in his Safeguarding report in item 8 of this agenda.
  - 5.2. **Fixed Asset Capitalisation Policy:** In response to an audit recommendation, LH and CJ agreed to put together a Fixed Assets Capitalisation Policy to present to Finance Committee prior to the 2022 Audit.
  - 5.3. **Audit Additional Commentary:** LH confirmed that this item was now closed having agreed to provide a report to the auditors explaining how the pandemic has impacted on Cricket Wales.
  - 5.4. **Board Composition Clarification:** LH advised that the Chair of Cricket Wales had consulted with the Chair of GovComm to clarify the position with regards to Article amend intentions, especially in relation to Chair and Board composition and so this action point can be closed.
  - 5.5. **Voice of the Child:** LH explained that the idea of inviting youngsters onto the EDI committees was still under consideration as was the possible formation of Junior Innovation Groups. **ACTION SP/EDI Committee; MF.**
  - 5.6. **ECB Bonus:** LH and JOA agreed to discuss this issue off-line as to the best course of action, in terms of both whether to feed back formally, and the timing and form of any follow up. **ACTION JOA/LH (noted & Ongoing/Open)**

6. **Chair's Report:** In her Capacity as Chair for the first time, JOA gave a brief personal introduction and outlined her objectives and the challenges of her new role. JOA also thanked Rod Jones for his excellent work as the previous Chair of Cricket Wales.

7. **CEO's Report:** Prior to the meeting, LH distributed a copy of her CEO report and discussed the main points as follows:

7.1. LH said that it had been a difficult year for staff and hoped to offer the Senior Management Team some reward in the form of additional training via the "Insights Discovery Training" programme. LH also advised the meeting that she had investigated and intended to offer an additional, optional Staff Wellbeing scheme with Champion Health, an app and web-based health and wellbeing platform.

7.2. LH said she had received excellent feedback, both formally and informally following the hosting of the ECB Board meeting in Cardiff over the 8 – 9 September.

7.3. LH reported on a positive meeting she and Hannah Murphy had with the Pontypridd and Taff Ely MP Alex Davies-Jones after she had spoke in the House of Commons on the topic of support for women's sport. SW and GL also suggested further political engagement opportunities that might be worth pursuing at some future date.

7.4. LH advised the meeting that we have an execution copy contract from Masuri for a Cricket Wales Supplier partnership for three years. The committed business, with Masuri and the partners MT has for the Pathway, is significantly more than what the Aston Martin deal was worth to Cricket Wales. DHM commented that this was a good deal in difficult circumstances and that digital coverage in partnership with our sporting partners was as important as financial support.

7.5. On the digital front, LH said that the reach and relevance of our various platforms continues to grow with Twitter being our biggest referrer of website traffic having over 7,000 followers. LH said that the engagement levels in our platforms will be critical in the coming weeks and months as we publish not only our standard business plans, but also our response to the challenges facing cricket following the Azeem Rafiq case.

7.6. LH advised the meeting that she had been invited to join the judging panel of this year's BBC Wales Sports Personality of the year which the meeting agreed was a significant boost to her profile within Welsh Sport and that of Cricket Wales as an organisation. The meeting congratulated LH on her invitation.

7.7. LH advised that she had recently met with representatives from the FAW and reported that they were keen to work with us on the issue of facility improvement and grounds management support.

8. **Safeguarding Report:** Prior to the meeting IW distributed a copy of his Safeguarding Report.

8.1. **Minimum Standards 2022:** IW provided an overview of the safeguarding structure within cricket for the benefit of new Directors. He explained that the 2022/23 minimum standards document had been circulated throughout Welsh Cricket. Clubs will be expected to adhere to the minimum standards in 2022 and mandated to do so in 2023. Support and assistance will be provided by the voluntary and staffing network to achieve these standards

**8.2. First Aid:** First Aid expectations for coaches is currently being considered at strategic level at the ECB. IW will bring a paper to the next Board for decision. **ACTION IW**

**8.3. SHMS:** IW advised that a meeting between CW staff, Gareth Lanagan (Board Lead), Dave Loosmore (Deputy SG Lead) and the ECB took place on the 13th of October. Robust feedback was given regarding the abilities of SHMS and the need for improvements and enhancements. Further roll out is expected in 2022 and will likely include significant resource requirements both for staff and volunteers.

**8.4. NSPCC:** IW informed the meeting that Cricket Wales is inspected annually by the NSPCC Child Protection in Sport Unit. Having not been assessed in 2020 due to Covid, our assessment will take place on the 2nd of December. Relevant papers from this assessment will be shared with the next Board. **ACTION IW**

**8.5. Safeguarding Compliance:** IW referred to recent high profile matters within sport, such as Athlete A, The Whyte Review, The Sheldon Report, Wrexham Tennis and the Quinlan Review. He had attended a briefing provided by Christopher Quinlan QC who documented the need for strategic ownership and testing of safeguarding compliance. IW requested that Directors challenge Cricket Wales regarding safeguarding provision as ultimately Directors are liable for providing a safe and fun environment for all. He read a Boardroom message from Christopher Quinlan:

*“Safeguarding is not glamorous. It is often under resourced, stressful, professionally challenging, and difficult. The Board must ensure that safeguarding personnel have the support they need, not just a statement, but a demonstration of ownership. Culture is influenced by leadership. Safeguarding leadership should be actions and not words”.*

**8.6. Strategic Reporting:** The meeting discussed Strategic reporting to the CW Board. IW explained that a meeting with Gareth Lanagan, Jennifer Owen Adams, Dave Loosmore and Leshia Hawkins took place on the 9th of November to examine the current structure and consider options to enhance or develop it moving forward. A paper will be presented to the next Board for discussion and decision. **ACTION IW**

**8.7. Live Cases:** IW reported that cases remain ongoing within Welsh Cricket and gave an anonymised update of relevant recent cases. Board members were reminded that each new case is reported anonymously to the Cricket Wales Board Chair, Board Lead for Safeguarding and to the CEO. This allows for strategic scrutiny around reputational risk and opportunities for learning.

**9. Finance:** Prior to the meeting, CJ distributed a copy of the management accounts for the six months ending 30<sup>th</sup> September 2021.

**9.1.** CJ advised the meeting that the Remuneration Committee had met last week to consider the results of a recent benchmarking exercise which subsequently resulted in the financial upgrade of a few existing posts.

**9.2.** With regards to the Management Accounts, CJ said that he intended to speak to the new Board members individually to explain the structure and content of these reports. CJ explained that the current six months figures illustrate the comparison to budget and to the corresponding figures of the year 2019, in order to portray a more meaningful comparison than those of the year 2020 which had obviously been affected by programme inactivity due to the pandemic.

**9.3.** CJ explained that the impact of the pandemic is still evident in the fact that Direct Expenses are significantly lower than in 2019. The accounts also report large plus and minus variances between the years due to the reorganisation of the Pathway. CJ said that business overheads had not been affected by the

pandemic in the same way as direct expenses and that budget profiling means that more will be spent in the second half of the year.

**9.4.** CJ said that, as a result of the prior years inactivity, the Balance Sheet reports high cash and reserves balances. DHM asked whether our funding partners had put any pressure on us to spend some of these excess funds? CJ replied that, to date, no such pressure had been forthcoming as he believed that they were aware that we will start spending this money when the opportunities arise again as circumstances get back to some sort of normality.

**10. Governance:** Prior to the meeting a paper was distributed for approval proposing the names for a permanent Nominations Committee to replace the interim committee set up earlier in the year to oversee the critical appointment of the first Independent Chair and a number of NED positions. Following a short discussion, the paper was accepted.

**11. Participation and Performance:** MF gave a power-point presentation giving an update on the progress being made with regards to current participation levels as well as a detailed breakdown of the 2021 Club Audit results. Following the presentation, there was a question-and-answer session to clarify certain points raised.

**11.1.** DHM said that while the results with regards to growth and participation were excellent, had we benchmarked these against other sports? MF said that while our results compared favourably against most other county boards, we are not in a position ourselves to directly benchmark against other sports and this would sit with Sport Wales.

**11.2.** MF said that while the results were pleasing overall, they were not consistent throughout Wales, and this is the challenge facing our area teams. For example, 40 clubs indicated that they intended to start All Stars / Dynamos and or Women & Girls initiatives and so it is important we do all we can to ensure these intentions come to fruition.

**11.3.** GL said it was important that we “bang the drum” with regards to these results and asked how we intend to communicate these to the wider audience? LH agreed, saying that she intends to use Cowshed, a professional advertising firm we have used previously, to take on this task and other tactical PR opportunities.

**11.4.** In response to a query from RP, MF said that plans are in place to recruit and train more coaches and volunteers to meet any increase in demand for All Stars / Dynamos places.

**11.5.** GR asked whether we had any retention data relating to the All Star / Dynamos programmes? MF said that he did not currently have such data but there was anecdotal evidence of children progressing from All Stars to Dynamos. This data would be available for ECB to ‘mine’ and analyse.

**12. Commercial:** Prior to the meeting, MT had distributed a paper which provided a summary of the numerous organisations that the Cricket Wales Pathway (namely the Regional Programme and National Counties) intends to partner with commercially with from 2022 and beyond. The paper provided a list of agreed and pending agreements, and the meeting was asked to ratify the use of all partners listed.

**12.1.** MT said that this was the first time that we have actively sought additional income in this way for the regional programme and had set an initial target of £8k. The current figure achieved stands £12.7k.

**12.2.** RP asked whether we had carried out any risk assessment on these partners? LH noted that Valero had come previously to the Board for 'pre-approval' because of the nature of the industry, but for relative small amounts of money invested in these cases, spending lots of money on independent due diligence was unlikely to be a good investment; but for larger or longer term deals, this should be done. JOA agreed with this course of action but noted RP's comment.

**12.3.** DHM suggested we use some of our current reserves to match the sponsor investment and provide monetary rewards for success within the Regional Programme. GL, GR and MT said they had reservations about incentivising the game as this could be open to abuse. JOA said she noted both viewpoints and would like this issue to be discussed at the next Finance Committee meeting. **ACTION JOA / Finance Committee**

**13. Working with Glamorgan:**

**13.1.** MF advised the meeting that he, along with SA and RR attended a recent EDI workshop which involved a variety of speakers and reflected the on-going progress being made in this area. MF said that it was important that we champion the progress both organisations have made over the last two years to emphasis the fact that it is not simply a knee-jerk reaction to the current situation at Yorkshire CCC.

**13.2.** MF said that the workshop discussed how to make the Sophia Gardens Stadium more welcoming to the BAME community. The workshop also looked at how to generate/support All Star and Dynamos initiatives that are not linked to specific clubs in deprived urban areas. MF said that setting up hubs where there is no club involved was very challenging. GL suggested setting up "Satellite Clubs" in existing venues such as Mosques.

**13.3.** The workshop also discussed the need for more female coaches within the game in Wales.

**13.3.** SA commented that she had been very impressed with the workshop and the proactive, open and honest approach by Glamorgan CCC and Cricket Wales and looked forward to advising on future initiatives.

**14. Strategy & ECB/CPA Update:** LH had previously circulated the Board-level view KPI tracker and Executive level tracker, which measure Cricket Wales and Glamorgan progress against agreed tactics and measures, and which build up into the main ECB 'RAG' rated self-assessment against their CPA standards.

**14.1.** LH said that both trackers were recently jointly reviewed at Senior Executive level and broadly show good progress, especially in relation to Participation growth, Facility strategy and Glamorgan's performance in the Royal London Cup.

**14.2.** LH advised the meeting that Workforce, as previously discussed in the meeting, will be key priority in 2022, although it is not clear when ECB are planning to release their Volunteer strategy, work on which started in 2019.

**14.3.** LH also noted that there is an on-going piece of work with the WACO to develop and agree their plans and the Welsh Cricket Steering Group also discussed re-raising the principle and goals of the Cricket Foundation Wales, which was scoped and soft-launched pre-pandemic.

**14.4.** Ground Mangers' support is also a current agenda item with the ECB's Facilities' team, to devise a bespoke solution for Wales.

**14.5.** LH advised the meeting that the ECB CPA meeting is scheduled for 17<sup>th</sup> January 2022 and a further report of this meeting and any key outcomes will come to Board in February 2022. **ACTION LH**

**15. Policies and Administration:** Prior to the meeting LH distributed a paper, the purpose of which is to capture all the main changes to policies approved in the last 12-15 months and provide a new Staff Handbook for issue to all employees as soon as possible. The appendix also included a brand-new Car Policy. The Board was asked to approve the updated handbook and minor policy amends detailed in the paper and the new Car Policy. The paper was approved.

**16. Managing Risk:** Prior to the meeting, LH distributed a copy of the current Risk Register for information.

**17. Groups and Councils Minutes:** The following minutes had been distributed for information:

**17.1.** AGM 2021 Minutes.

**17.2.** Nominations Committee minutes – Directors' Recruitment Process

**17.3.** GovComm Minutes – re confirmation of Board Composition

**17.4.** WCSG Minutes form 15<sup>th</sup> November

**18. AOB:**

**18.1.** In light of the ECB meeting being held in Wales, RP raised the question of whether the Cricket Wales Board meeting could be held at venues throughout Wales. JOA agreed that such an initiative should be considered.

**18.2.** SW asked whether an exercise should be carried out to ensure consistency of feedback to Pathway players and parents. LH agreed but suggested that this be discussed outside the Board meeting by the appropriate parties involved and that there was a formal review of the Pathway pending between Cricket Wales and Glamorgan CCC.

**18.3.** JOA advised the meeting that Glamorgan CCC had asked for her to put forward a Cricket Wales representative to join the Board of Glamorgan CCC. The meeting agreed to nominate LH.

#### **2022 BOARD MEETING DATES & PROPOSED PRE-MEET/TRAINING TOPICS (tbc)**

- 1st Feb 2022 – EDI
- 28th April 2022 – Safeguarding
- 7th July 2022 – Board Effectiveness & Behaviours
- 13th September 2022 - tba
- w/c 10th October 2022 – AGM – date & format/venue tbc
- 10th November 2022 – Board annual review & appraisals

**The meeting closed at 1-15pm**

SIGNED:

Date:

**Chair Cricket Wales**

DRAFT