



Roles and responsibilities of the Cricket Board

The Herefordshire Cricket Board (HCB) is appointed to act on behalf of the stakeholders (the leagues, members and associations) to run the day-to-day affairs of Herefordshire Cricket. The board are directly accountable to the members and each year the company will hold an annual general meeting (AGM) at which the Directors must provide a report to members on the performance of the company, what its future plans and strategies are and also submit some of themselves for re-election to the Board.

The primary role of the HCB Directors is to promote and develop the game of cricket at all levels and in all situations within the recreational game and to provide governance support via a 'check and challenge' approach, primarily through board meetings. The Directors also promote and implement the Herefordshire Cricket Board Countywide Plan, within the context of the current ECB Strategy Inspiring Generations and the County Partnership Agreement (CPA)

The objects of the company are defined in the Memorandum of Association and regulations are laid out in the Articles of Association.

The HCB Directors' key purpose is to ensure the company's prosperity by collectively directing the company's affairs, whilst meeting the appropriate interests of its members and stakeholders, including its funding partners. In addition to business and financial issues, the Directors must deal with challenges and issues relating to corporate governance, corporate social responsibility, and corporate ethics.

Board meetings are held monthly so that Directors can discharge their responsibility to control the company's overall situation, strategy and policy, and to monitor the exercise of any delegated authority, and so that individual Directors can report on their particular areas of responsibility.

The duty of the HCB Chair is to ensure that meetings are conducted in such a way that the business for which it was convened is properly attended to, and that all those entitled to may express their views and that the decisions taken by the meeting adequately reflect the views of the meeting. The Chair will decide upon the agenda in conjunction with the Company Secretary and will sign off the minutes of each Board meeting following their approval.

Individual Directors have only those powers which have been given to them by the Board. Such authority need not be specific or in writing and may be inferred from past practice. However, the board remains responsible for actions carried out by its authority and it should therefore ensure that executive authority is only granted to appropriate persons and that adequate reporting systems enable it to maintain overall control.

The Chair of the Board is seen as the spokesperson for the board and the company.



Appointment of Directors

The ultimate control as to the composition of Board of Directors rests with the members – the voting leagues, members and associations. The shareholders can also fix the minimum and maximum number of Directors.

Roles of the Directors

The roles of the of Directors include :-

Establish vision, mission and values

- Determine the company's vision and mission to guide and set the pace for its current operations and future development.
- Determine the values to be promoted throughout the company.
- Determine and review company goals.
- Determine company policies

Set strategy and structure

- Review and evaluate present and future opportunities, threats and risks in the external environment and current and future strengths, weaknesses and risks relating to the company.
- Determine strategic options, select those to be pursued, and decide the means to implement and support them.
- Determine the business strategies and plans that underpin the corporate strategy.
- Ensure that the company's organisational structure and capability are appropriate for implementing the chosen strategy

Delegate to management

- Delegate authority to management (led by the Director of Operations), and monitor and evaluate the implementation of policies, strategies and business plans.
- Determine monitoring criteria to be used by the Board.
- Ensure that internal controls are effective.
- Communicate with the Director of Operations

Exercise accountability to shareholders and be responsible to relevant stakeholders

- Ensure that communications both to and from members and relevant stakeholders are effective.
- Understand and consider the interests of members and relevant stakeholders.
- Monitor relations with members and relevant stakeholders by gathering and evaluation of appropriate information.
- Promote the goodwill and support of members and relevant stakeholders.



Responsibilities of the Directors

The Directors look after the affairs of the company and are in a position of trust. They might abuse their position to profit at the expense of their company, and, therefore, at the expense of the shareholders of the company.

Consequently, the law imposes a number of duties, burdens and responsibilities upon Directors, to prevent abuse. Much of company law can be seen as a balance between allowing Directors to manage the company's business so as to meet its objectives and preventing them from abusing this freedom.

The Directors are responsible for ensuring that proper books of account are kept.

- The Directors must always exercise their powers for a 'proper purpose' – that is, in furtherance of the reason for which they were given those powers by the shareholders.
- Directors must act in good faith in what they honestly believe to be the best interests of the company, and not for any collateral purpose. This means that, particularly in the event of a conflict of interest between the company's interests and their own, the Directors must always favour the company.
- Directors must act with due skill and care.
- Directors must consider the interests of employees of the company.

The Chair of the Board

The Articles provide for the election of a Chair of the Board. They empower the Directors to appoint one of their own number as Chair for a three year period.

Since the Chair's position is of great importance, it is vital that his/her election is clearly in accordance with any special procedure laid down by the Articles and that it is unambiguously minuted.

Role of the Chair

- Clarifying board and management responsibilities.
- Planning and managing Board and Board committee meetings.
- Developing the effectiveness of the Board.
- Chair meetings of the Board and to play the role of lead volunteer in between meetings as and when required and appropriate.
- to lead the governance of the Board ensuring that it is fit for purpose, legally compliant, equitable and financially sustainable.
- to develop strong relationships with funding partners most notably the ECB and the Cricket Foundation (Chance to Shine). This includes attending meetings, forums and workshops called by funding partners, as appropriate.
- Line-manage the Director of Operations and to challenge and support him/her as appropriate. This will include an annual performance appraisal and regular review meetings.
- to represent Herefordshire Cricket at functions and events as appropriate.



Role of the Finance Director

- to lead the Board on all financial matters ensuring the organisation is financially viable and sustainable.
- in conjunction with the Director of Operations, to prepare long/medium term and annual financial plans and budgets for Board approval.
- to check and challenge monthly management accounts received from the Director of Operations and Financial Administrator
- to oversee the annual external audit of the accounts.
- to ensure sound financial procedures are developed, documented and adhered to.
- to develop strong relationships with funding partners notably the ECB and the Cricket Foundation (Chance to Shine).

Role of the Company Secretary

- Maintaining the company's statutory books, including:
- Filing annual returns at Companies House. Other documents which must be filed include the directors' report and auditors' report (unless the company is exempt), and financial statements, including details of the company's assets and liabilities.
- Arranging meetings of the directors and the shareholders. This responsibility will involve the issue of proper notices of meetings, preparation of agenda, circulation of relevant papers and taking and producing minutes to record the business transacted at the meetings and the decisions taken.
- Informing Companies House of any significant changes in the company's structure or management, for example the appointment or resignation of directors.
- Establishing and maintaining the company's registered office as the address for any formal communications. Ensuring that all the company's business stationery carries its name, registered number, country of registration and registered address. These details must also appear on the company website, emails, order forms and invoices.
- Ensuring the security of the company's legal documents, including for example, the certificate of incorporation and memorandum and articles of association.
- Deciding on the company's policy for the filing and retention of documents.
- Advising directors on their duties and ensuring that they comply with corporate legislation and the articles of association of the company.

Role of the Operations Director

- To lead Herefordshire Cricket in the development and Implementation of the Inspiring Generations Strategy Business Plan
- ECB main contact, primarily attendance at the Recreational Assembly, West Midlands Regional Group and other ECB meetings, conferences as appropriate.
- To provide operational reports to the Herefordshire Cricket Board
- To appoint, lead, manage and develop all Staff to ensure the Strategy is delivered

Role of the Clubs Director



- To develop relationships with all Herefordshire Cricket Clubs
- To attend with HCB Staff Club Development meetings
- To support local clubs in their development plans

Role of the Performance Director

- To develop a Pathway and Performance Strategy
- To provide operational reports to the Herefordshire Cricket Board

Role of the Grounds Director

- To have overall responsibility for the upkeep and maintenance of Pentland Gardens
- To give advice and support to Clubs on Grounds maintenance and development
- To offer advice to the board on latest Grounds Association information

Role of the Safeguarding Director

- To ensure that **ALL** HCB services are provided in a manner that serves to protect children, young people and vulnerable adults from harm.
- To protect **ALL** HCB staff and volunteers from potential allegations.
- To ensure that **ALL** HCB staff and volunteers are carefully / appropriately selected, trained and supervised while working with children, young people and vulnerable adults.
- To ensure that **ALL** HCB staff and volunteers are familiar with the issues in relation to the protection of children, young people and vulnerable adults and receive appropriate training to enable them to be competent and confident in recognising and responding to such situations.

Role of the Communications Director

- Establish and drive a multi-channel communications strategy.
- Prepare and manage all communications material.
- Manage media relations and develop contacts with media members, influencers, and community leaders.
- Track engagement across various platforms and give advice to the board to be able to make data-driven decisions.
- Drafting written communication, newsletters, press releases and brochures

Role of the Sponsorship & Marketing Director

- Develop a membership strategy for presentation to the Board
- Work with ECB and NCCA to use resources available that will maximise the impact of the membership
- Create an annual marketing plan
- Ensure the club has a robust data collection system and club databases are up to date
- Use a number of different marketing tools including social media (facebook, twitter, Instagram)



- To be responsible for identifying club sponsorship that will raise additional revenue for Herefordshire Cricket

Role of the Schools, Women & Girls Director

- To work closely with the Schools, Women Schools and Girls Officer in developing and fulfilling W&G Strategy.
- To support and advise the board regarding Chance to Shine, Primary School delivery
- To develop a Secondary Schools strategy with the Operations Director and the WS&G Officer
- To work with the WS&G Officer on Club development of Girls/Women sections

Role of the Equality , Diversity and Inclusion Director

- Research, apply and promote diversity initiatives and share best practice
- Provide advice, guidance and support on equality and diversity issues
- Assess community needs and promote community cohesion
- Develop systems for reporting any incidents of discrimination

Remuneration Committee

The Personnel Committee is a sub-committee set up to monitor and review the Personnel and to ensure that practice and policies are positively contributing to the Board's strategy.

- Ensure that Herefordshire Cricket is staffed sufficiently for the fulfilment of the Strategy
- Establish and oversee the operation of the appraisal policy
- Establish a Pay Policy for all categories of staff and annually review.
- That staffing procedures (including recruitment procedures) follow equalities legislation.
- Monitor approved procedures for staff discipline and grievance and ensure that staff are kept informed of these.

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The overall skills sets of the Directors have to match the requirements of ECB with each Director being given a portfolio to oversee and influence.

The Board as a whole is collectively responsible for promoting the success of the Company by directing the Company's affairs. In addition to these requirements, Directors are expected constructively to challenge and help develop strategy, to participate actively in the decision-making process of the Board, and to scrutinise the performance of management in meeting agreed goals and objectives.



The majority of Directors currently sitting on the Board operate on an unremunerated voluntary basis.

Chairman	Ian Macklin
Company Secretary	Dave Phillips
Finance Director	Dave Phillips
Communications Director	Richard Prime
Sponsorship & Marketing Director	Ian Milton
Operations	Steve Watkins
Safeguarding	Susanna McFarlane
Performance	Richard Skyrme
Grounds	Roy Wargen
Clubs	Jim Sandford
Schools, Women & Girls	Anna Robertson