Lancashire Cricket FOUNDATION

CPA Governance Review

May 2023 (updated August 2023 & Sept 2023)

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Lancashire Cricket

CPA Governance Review – August 2023 (Sept updates in green)

Background

During completion of the March 2023 CPA update, several areas of Governance (as set out within the County Governance Framework document) were noted as soon requiring update.

The County Governance Framework is made up of x7 Principles which underpin the overall Governance section of the CPA – a copy of the previous submission was circulated in May.

The section below ("CPA Standards – actions required") identifies the elements to be reviewed / requiring decision and minuting at the next LCF Board meeting (19th Sept 2023) (along with any met since the previous update), so that the actions / plans / progress can be captured to evidence our compliance with the CPA Governance Standards as of 31st October 2023.

CPA Standards – latest ECB assessment

During completion of the March 2023 CPA update covering the period up to Jan 2023 (showing "On Track" at that point, but noting a few more recent and pending changes which would serve as notice that we would fall into "Behind Schedule" due to timing later in the year), several subsections were highlighted as requiring attention.

The key areas of change by March 2023 (term of Chair ending and the decrease of %ages of Board members who are female) were brought to the attention of the ECB at the CPA Review on 28th February. ECB were understood the reasons for the upcoming changes in the short term and they were thankful for our transparency, recording overall that we remained "On Track" at the time of submission.

Screenshot of the ECB's SMA response following the meeting:

Section Feedback Report View only

WorkApps

Sort

	Section Code	Section Tier	Section	SMA Assessment	SMA Notes
1	1	Tier 1	COVID-19		
2	2	Tier 1	GOVERNANCE	On Track	Thank you for completing the detailed CGF assessment template. Thank you for being transparent about the few elements where you plan to carry out further review, however it is clear that overall LCF continue to have good governance arrangements in place. Thank you for confirming your transition plan re the Chair. We would like to reiterate our offer of the use of Perrett Laver's support to help with this recruitment process if that would be of interest. They have recently supported Berkshire CF and Cambridgeshire CF with recruitment of two excellent, independent Chairs.

CPA Standards – actions required (updated August 2023)

The table below identifies the subsection elements (subsection criteria, our assessment, current evidence, action required) that sit within the County Governance Framework document whereby progress / plans to address need to be captured within the next CPA submission (due by 31st October 2023). These either:

- **require review / decision and minuting at the next LCF Board meeting (19th September 2023), also identifying the "owner" of each section/action and the timescales/deadlines being worked to for each, or**
- **are now met, having been addressed since the previous governance update (May 2023), with commentary on evidence / action / timescales where appropriate. It would also be good to set the "owner" and timescale for review / action for each of these moving forward**

Principle 1: Robust and Effective Structures

G1 Organisational Structures	Assessment	Evidence	Action Required	Owner	Timescales
No items unmet – see full copy for further detail	LCF MOA (December 2017)	Located in: G:\Lancashire Cricket Foundation\Administration & Governance\LCF Board\LCF Articles & Governance Docs	n/a	TBC	TBC
G2 The Board and its composition	**Assessment**	**Evidence**	**Action Required**	**Owner**	**Timescales**
G2.2c c) have the appropriate balance of skills, experience, independence, and knowledge	Identification of gap in W&G expertise PAck (Safeguarding Lead) recently stepped down, with BC (Chair) stepping down at end of 2023. No current SG Lead.	Open & transparent recruitment process undertaken to fill this gap (March 2023) Self-assessment skills matrix is complete for all current board members reviewed by JM/LM Feb 2024 to be confirmed at March Board Meeting	Appoint Board member with W&G expertise CR confirmed Recent & pending changes will create gaps, review in due course	Nominations Committee	Completed July 2023 (Kate Cross) Completed Sept 2023 (Cathy Robinson)

	Governance is only skillset with no expertise.	LM taking the lead on all governance issues supported by ECB and External where necessary. Although no 'expert' there are board members with significant experience in governance. JM/LM/GB/MB			Completed FEB 2024
G3 Term Limits	Assessment	Evidence	Action Required	Owner	Timescales
G3.3b b) The Chair shall be appointed for a maximum of 6 years (subject to 3.3a)	BC to stand down end of 2023	Minutes of Sept meeting to identified course of action. JM appointed Chair, TA Vice Chair and CPA Champion from 1st May 2024	Recruitment & appointment of new Chair	TBC	Completed
G4 Board Committees	Assessment	Evidence	Action Required	Owner	Timescales
G4.1 The Board shall appoint and maintain a fully constituted Nominations Committee (on a permanent or ad-hoc basis) *and (for FCCs only) an Audit and Risk/Finance committee*	BC, JA, CR, PAck, SM - Nom. Committee *TBC - Audit, Finance & Risk*	ToR cretead 2021, JM/TA/ plus one other relevant to role being recruited confirmed Nov Board Meeting ToR cretead 2021, but are there minutes / actions from last mtg?	Min x3 required, replacement for PAck? Not a requirement for a CB however prudent step to take. LM/GB/MB to be confirmed at the next board meeting	Full Board	Completed March 2024
G4.2 The Board shall establish any further committees which it deems necessary to support effective working and facilitate decision making such as; Members Committee,	Optional to do so, no other committees currently in place	n/a	Consideration of additional committees	TBC	TBC

Remuneration Committee, Cricket Committee, Governance Committee, Safeguarding Committee etc					
G4.3 All committees shall report to the Board and have clear terms of reference which identify its responsibilities, membership (which may include non-executive directors, executive staff and independents), term limits and any powers delegated to it by the Board	September 2021 Terms of Reference currently available for: - Nom. Committee - A,F&R Committee 3 year cycle in place for each committee as per ToR	Located in: G:\Lancashire Cricket Foundation\Administration & Governance\LCF Board\LCF Articles & Governance Docs	N/A until current term ends in Sept 2024	TBC	Review by Sept 2024 Will be reviewed at March Board Meeting

Principle 2: Responsible Leadership

G5 Role of the Board	Assessment	Evidence	Action Required	Owner	Timescales
G5.3 The Board should consider identifying Directors to oversee, champion or lead specific areas of the Board's responsibilities e.g. finance, inclusion and diversity etc. At a minimum, one non-executive director shall oversee the organisation's safeguarding arrangements. This practice shall not override the Board's collective responsibility.	No current Safeguarding lead (previously held by PAck)		Safeguarding Lead to be appointed Cathy Robinson appointed at Sept Board meeting	JM	Completed Sept 2023 (CR)
G5.4 The Board shall maintain a written statement of its roles and responsibilities			Tabled for March Meeting for sign off	JM/LM	March 2024
G6 Role of the Chair	**Assessment**	**Evidence**	**Action Required**	**Owner**	**Timescales**
No items unmet – see full copy for further detail					
G7 Strategic Planning	**Assessment**	**Evidence**	**Action Required**	**Owner**	**Timescales**
No items unmet – see full copy for further detail					

G8 Delegation & Oversight	Assessment	Evidence	Action Required	Owner	Timescales
G8.1 The organisation shall maintain and demonstrate a clear division between the Board's oversights role and the Executive's operational role. Organisations should consider the need for a written scheme of delegation	None currently in place	Drawn up for review at the March 2024 Board Meeting	Minuted or written agreed scheme of delegation between Board and Exec roles	JM/LM	March 2024

Principle 3: Effective & Inclusive Boards

G9 Board Recruitment and Succession Planning	Assessment	Evidence	Action Required	Owner	Timescales
G9.5 The organisation shall maintain an up-to-date skills matrix detailing the skills, experience, independence and knowledge on and required by the Board	Combined board-wide matrix	Skills Matrix held here: G:\Lancashire Cricket Foundation\Administration & Governance\LCF Board\LCF Articles & Governance Docs\Skills Matrix	Timescales & ownership TBC and minuted at Sept Board meeting. Further review in March Board Meeting following departure of JH	JM/LM	Matrix to be received prior to new appointment.
G9.6 The Board shall arrange for periodic and staggered rotation and maintain a succession plan for identifying and supporting future leaders of the organisation (e.g. mentoring and Board advisors)	? – nothing located in G drive	Minuted in September Board.	LM keeps the record of all Board members	JM/LM	Completed
G10 Inclusion and Diversity	**Assessment**	**Evidence**	**Action Required**	**Owner**	**Timescales**
G10.1 Each organisation shall adopt a target of, and take all appropriate actions to encourage, a minimum of aim to replace hime 30% of each gender on its Board	Discussed at last CPA Review why %ages had temporarily fallen short, and ECB were happy with our approach in aiming for 12 Board Members with 4 x female and 4 x	Current Board Members x 1 from 1st May 2024 (BC until 1st May), GB, LM, CR, MB, JA, HI, TA, YS, KC,JB,JM No documentation / dive.	Following resignation of JH a further female appointment needs to be made. GB stepping down in 2025 aim to replace	JM /Noms Committee	Stage 1 Autumn 2024 Stage 2 Spring 2025

	members from diverse communities. Pending changes will not adversely affect the 30% targets.		him with a suitably qualified Female		
G10.2 Each organisation shall adopt, and take all appropriate actions to encourage, a target for BAME diversity on its Board that reflects its local communities and population demographics.	Target adopted & encouraged, with appointments in 2022 reflecting key local communities	Addition of YS, TA, HI to the Board in 2022.	LM keeps records of Board members	LM	Completed
G10.3 Each organisation shall commit to and identify appropriate actions to progressing towards greater diversity in general on its Board including but not limited to gender, ethnic diversity, age, disability, social background and skills, showing consideration for its local demographics and own priority activity.	Proactive recruitment in 2022 and 2023 to address some of these areas			JM	Ongoing

Principle 4: Good Practices and Behaviours

G11 Board Behaviours	Assessment	Evidence	Action Required	Owner	Timescales
G11.1 The Board shall adopt a code of conduct that, amongst other things, requires all Board members to act: G11.1a a) in the best interests of the organisation G11.1b b) with integrity, selflessness, objectivity, accountability, openness, honesty and leadership G11.1c c) in a manner consistent with their legal duties	In place	All appointed up to July 2023 are held here: G:\Lancashire Cricket Foundation\Administration & Governance\LCF Board\LCF Articles & Governance Docs\Code of Conduct	KC declaration to be received (returned 24-8-23)	LM	To be received prior to new appointment.

G11.2 "Prior to appointment, Board Members shall provide the organisation with a Declaration of Good Character.*	In place	All appointed up to July 2023 are held here: G:\Lancashire Cricket Foundation\Administration & Governance\LCF Board\LCF Articles & Governance Docs\Declaration of Good Character	n/a	LM	To be received prior to new appointment.
G12 Board Processes	Assessment	Evidence	Action Required	Owner	Timescales
G12.4 The Board shall review any governance documents, such as Code of Conducts, Directors' Handbooks and committee terms of reference at least every four years to ensure relevance and compliance with best practice	Code of Conduct – 2021 Committee Terms of Reference – 2021 ECB CPA process requires & triggers an annual check on governance matters	In place for existing board members In place for existing board members CPA Review	Sept 2024 review as stated in ToR Sept 2024 review as stated in ToR Completion of 2023 CPA Review	JM/JM	March 2024 to start the 3 year term of the new Chair.
G13 Development and Induction of the Board	Assessment	Evidence	Action Required	Owner	Timescales
G13.1 The Board, led by the Chair, shall undertake, maintain a record of, and act upon, an annual evaluation of its own skills and performance, both as a collective and individuals. The evaluation of the Chair shall be led by a relevant Board member	Individual Performance Assessments on file for 2021 but not 2022	Individual Performance Assessments required for 2022 / 2023	Timescales & ownership agreed, March 2024 target completion	BC/JM	March 2024
G13.2 Every 4 years the Board will undertake an external evaluation of its own skills and performance. The ECB reserves the right to, in exceptional circumstances, pay for an organisation to undertake an external evaluation and review the results generated.	TBC when new Chair in post March 2024 Board meeting	Board agenda point for March 2024 as part of Board Phycological Safety plan	Discussion at Board Meeting in March 2024	JM/LM	March 2024

G13.4 Each organisation shall ensure new directors receive a full, formal and tailored induction on joining the Board	Induction pack needs to be created	JH was working on this prior to her resignation in Dec 2024.	JM to pick up this matter with the new LCCC Head of People Danielle Heap	JM/DH	June 2024

Principle 5: Transparency, Accountability and Engagement

G14 Open and Transparent Reporting	Assessment	Evidence	Action Required	Owner	Timescales
G14.1 Each organisation shall publicly disclose up-to-date, fair and accurate information on its governance, structures, people, strategy, performance and finances on its website, including an annual report and financial statements	Statutory accounts and impact reports	Annually produced.	Both Reports to be posted on the LCF website	JM/LM	April 2024 or earlier depending on accounts sign off by auditors
G14.2 Each organisation shall publish an annual update on its work to improve its governance	Included in statutory reports	Annually produced.	Posted on LCF website	JM/LM	As above
G15 Stakeholder Engagement	**Assessment**	**Evidence**	**Action Required**	**Owner**	**Timescales**
No items unmet – see full copy for further detail	QUEST Assessment 2022 reviewed, with recommendation only to engage more with members & other stakeholders	Greater efforts have been made here and began in 2022/23 with GMCA project M&E and also Dev Centre / Inter League surveys	LM as designated Board Governance to review in September 2024	LM	Dec 2024

Principle 6: Risk, Assurance and Stewardship

G16 Risk Management and Internal Control	Assessment	Evidence	Action Required	Owner	Timescales
G16.1 The organisation shall maintain a risk register and systems for identifying, assessing and managing risk (including safeguarding, player welfare, health and safety, financial etc). The Board shall regularly (at least bi-annually) review the Risk Register.	LCF Risk Register last updated in June 2021	Risk Register located in: G:\Lancashire Cricket Foundation\Administration & Governance\LCF Board\LCF Articles & Governance Docs	RR update required. To be reviewed at March Board Meeting as agreed in previous board meeting to coincide with the change of stewardship of the organisation.	LM	Minimum review period: bi-annually
G16.2 The Board shall maintain robust internal controls that cover risk management, regulatory compliance, business performance and compliance with ECB Rules, Regulations and Standards. The effectiveness of these systems should be reviewed regularly to ensure they provide reasonable assurance.	A, F&R Committee to oversee	Audit, Finance & Risk Committee minutes / actions / recommendations	New Committee will undertake review and report back to the Board by end of June 2024	LM/GB/MB	June 2024
G17 Financial Management	**Assessment**	**Evidence**	**Action Required**	**Owner**	**Timescales**
G17.2 The organisation shall adopt appropriate and proportionate financial and operational policies and procedures (such as anti-bribery, expenses etc)	A,F&R Committee to oversee?	Evidence to be sourced & detail what is in place already	New Committee will undertake review and report back to the Board by end of June 2024	LM/GB/MB	June 2024

Principle 7: Legal and Regulatory Compliance

G18 Compliance	Assessment	Evidence	Action Required	Owner	Timescales
G18.1 The Board shall ensure that:	A,F&R Committee to oversee	Evidence to be sourced & detail what is in place already and what is	New Committee will undertake review and report back to the	LM/GB/MB	Sept 2024

G18.1a a) Both individually and collectively, it understands the organisation's legal and regulatory obligations (including those in relation to data protection and data security and those specific to sporting bodies e.g. safeguarding, anti-doping and those set out in ECB Rules, Regulations and CPA Standards) G18.1b b) The organisation has appropriate policies and procedures in place to ensure compliance in respect of these obligations		appropriate for a County Board	Board by end of September 2024		

A copy of the full County Governance Framework document is located in: G:\Lancashire Cricket Foundation\Administration & Governance\2023\CPA Governance – March 2024