

NZC's Women in Cricket Governance Project

Capturing the Project Story to Date

October 2020



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INTRODUCTION

The *Women and Cricket* report, authored by independent consultant Sarah Beaman, and published by NZC in November 2016, found that cricket's governors had side-lined women's cricket, both structurally and philosophically, and that transforming NZC's, and the Major and District Associations', engagement with women was therefore considered fundamental to achieving NZC's vision of '*A game for all New Zealanders; A game for life.*'

That report included 17 recommendations – ranging from rebuilding participation, by initially focusing on junior girls, to promoting and developing cricket in ways that make it more attractive to females of all ages.

A high priority recommendation, for urgent attention, was the need to address the gender inequity in cricket governance (see [Appendix 1](#)).

In February 2017 New Zealand Cricket (NZC) initiated a board-led project entitled '*Women in Cricket Governance*' (WiCG).

The initial purpose of the WiCG project was to increase female engagement with and influence within cricket governance throughout New Zealand, adding much needed skills, expertise and balance to cricket governors' leadership, including better decision-making processes.

Phase One of the project spanned February 2017 to December 2018 and focused on growing the presence of female directors on NZC, MA and DA boards, as well as encouraging the development of networking amongst the growing number of women in cricket governance.

Phase Two of the project commenced in February 2019 and is due to be completed in December 2020. This phase focuses on improving the overall quality of governance within cricket associations, not only for the general benefit of those organisations and their governance of cricket relevant to their territories, but also a means of developing governance environments which welcome, embrace and enable female directors to enjoy their involvement and to contribute to the best of their abilities, therefore improving female director recruitment and retention opportunities.

This paper is the second in a series being produced to share key findings and learnings from the WiCG project.

The purpose of this document is to capture the story to date, specifically the results of Phase One and how the learnings from this were used to craft Phase Two.

BACKGROUND

The Wider Context – NZC's '*Women and Girls Cricket Strategic Framework*'

NZC has developed a strategic framework which will progressively turn cricket's 'female engagement' aspirations into reality.

The WiCG project is one of several initiatives under the wider '*Women and Girls Cricket Strategic Framework*', created in January 2018. The initiatives identified in the strategic framework are spread across all aspects of cricket, including participation, high performance, fan engagement, and harnessing talent across the cricket network.

NZC's Approach to Change Management

NZC is on a journey to position cricket as a progressive, forward-thinking and inclusive entertainment movement.

The term 'evolutionary revolution' (i.e. consistent, incremental change) has been used to describe NZC's approach to change management. This approach is consistent with sustainable change management theory and reflects the significant change required across the cricket network, as well as the importance of working with and supporting those who resisted and/or continue to resist change.

WiCG Steering Group

The WiCG Steering Group was established in early 2017, as a direct recommendation of the Women and Cricket report, operates under an NZC Board-approved Terms of Reference, providing WiCG project-relevant guidance to NZC.

The composition of the group reflects a national approach to address the issue of women in cricket governance. The group includes representatives from the NZC and MA Boards.

The Steering Group meets four times each year, sharing cricket governance experiences and challenges, and contributing to NZC and MA development of relevant strategy and initiatives promoting female engagement within cricket governance.

Partnership with Sport New Zealand

NZC's strategic intent, reflected in our '*Women and Girls and Cricket Strategic Framework*' and the learnings emerging from the WiCG project, is significantly aligned with New Zealand Government strategy and policy.

NZC's alignment and continuous evidence of tangible 'diversity and inclusion' measures has enabled a strategic 'women in sport governance' partnership opportunity with Sport NZ.

In November 2019, Sport NZ entered a three-year partnership with NZC to support the WiCG project and to capture the learnings for other sports organisations on change management, reducing duplication of effort and resources and leveraging our collective learnings.

PHASE ONE (February 2017 to December 2018)

Phase One Project Leadership and Support

Throughout Phase One, NZC Board Member, Liz Dawson, chaired the WiCG Steering Group. NZC provided some internal administrative support but much of the critical work was undertaken by Sarah Beaman under contract to NZC.

Sarah had undertaken the 'Women and Cricket' investigation in June 2016 and authored the report, she was therefore ideally placed to ensure significant momentum was created and maintained throughout Phase One of the project.

Sarah's leadership has meant we have made significant progress throughout Phase One, included, but was limited to, the following areas of work:

1. Aspiring Directors Toolkit:

- NZC established an internship programme toolkit to enable the NZC Board and MA boards to engage females in cricket governance.
- This programme allows the 'Aspiring Director' to build their knowledge and experience of governance by observing the good governance practices of the board. It enables them to gain an understanding of the key aspects involved in leading and overseeing cricket over twelve months and build the individual's confidence within the cricket governance environment.
- NZC and MAs can access a range of internship resources and documents from existing programmes in both New Zealand and globally. These resources were circulated to MA board members and Chief Executives/General Managers to encourage them to appoint an 'Aspiring Director.' These resources were then refined for DA level governance using Steering Group feedback.
- All associations were, and continue to be, encouraged to use the Aspiring Director position as an option to increase their female (or other diversity) appointments.

2. Female Governance Database:

- A database of females currently governing cricket at NZC, MA and DA level has been established.
- Female directors in governance at NZC, MA and DA level are offered to connect through the 'Females and Governance' WhatsApp group – sharing links/comments/resources as a group since December 2017. This group is moderated by Sarah.
- This group actively share board opportunities and promote roles through their female networks.

3. Woman and Governance Toolkit:

- Available on the NZC website are practical guides and tools to help associations understand how to better engage female volunteers and achieve positive governance outcomes.
- These include aspects such as motivations of female volunteers, defining board needs, wording for adverts and role descriptions, finding and engaging female candidates, and appointment and induction processes that enable diversity and inclusion.
- A Dropbox folder was created with access given to Chairs and Chief Executives/General Managers of all MAs and DAs in October 2017, and then made live on our website in March 2018¹. These resources remain available for the general public.
- These resources have also been provided to both Sport New Zealand and New Zealand Rugby on their request, as NZC are a recognised leader in this area.

4. Female Induction Day:

- New resources were created to help MAs run a 'Female Induction Day' and provided through the Women and Governance Toolkit.
- An 'Induction Day' pulls together all the females who are involved on MA and DA boards and provides them with an opportunity to build their knowledge and skills to provide better governance of cricket across their region. It also creates a network of support for these women.
- The first Female Induction Day was held in April 2017, targeted towards the NZC and MA female directors.
- Feedback from the cricket network highlighted a gap in MA board induction and that all new board directors (female and male) should attend induction day training.

¹ New Zealand Cricket, 2018, <https://www.nzc.nz/community/resources/nzc-governance>

Female Board Representation

The *Women and Cricket* report found that women had virtually no voice in the governance and leadership of cricket. Therefore, it came as no surprise that a key recommendation of the report was for NZC to attract more women into governance (at all levels) in order to bring a female perspective to decision-making.

Research shows that strong, diverse and gender balanced leadership at all levels, brings a breadth of perspective, allows for better decision making and creates stronger organisations and organisational performance. Around the board table, this is linked to one of the core functions of boards – to consider issues from a range of perspectives².

Initial Governance Impact

Over the period of November 2016 to July 2018, the proportion of female directors on cricket boards across New Zealand increased significantly – from 11 female directors, out of a total pool of 220 directors on NZC, MA and DA boards in July 2016, to 40 female directors by July 2018.

Use of CNPI Agreement ‘Risk/Reward’ KPI to Accelerate Momentum

In August 2018 NZC introduced our Cricket Network Partnership Investment (CNPI) agreements. NZC linked its investment into MAs and DAs with a handful of strategic priorities.

NZC made ‘Diversity and Inclusion’ a strategic priority for all MAs and DAs.

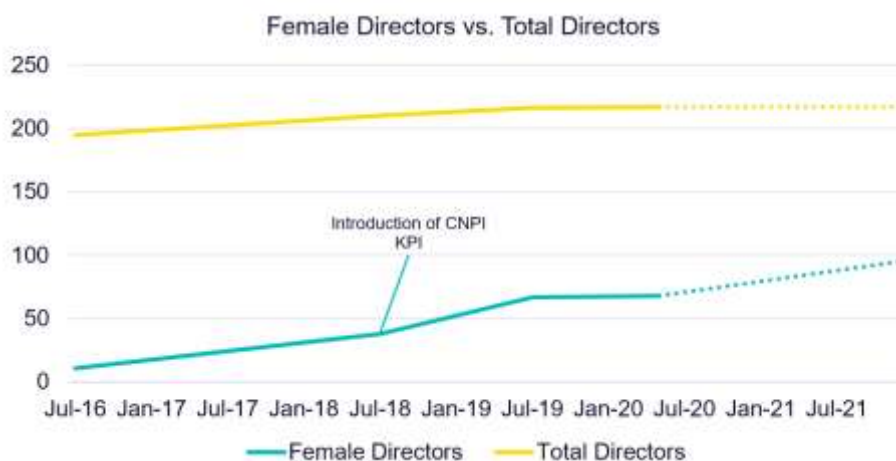
KPIs were set for all MAs and DAs and required a minimum of two female directors on each board by July 2019. Any association that did not achieve the KPI target by the agreed date would lose a portion of its NZC funding. However, if associations achieved the target at an earlier date, they would receive a reward payment.

NZC took this step to ensure that early momentum growing female involvement in cricket governance did not plateau but continued unabated. The results below show the success of this strategy.

Phases One and Two (To Date) Results

Significant progress has been made in growing female representation across the cricket network – from 11 female directors on NZC, MAs and DAs boards in November 2016 to 69 in May 2020.

² Sport New Zealand, 2020, <https://sportnz.org.nz/resources/board-gender-diversity/>



Adoption of the Board Gender Diversity Target

NZC has adopted Sport New Zealand's 40% Board Gender Diversity Target.

In June 2018, Sport New Zealand announced they would be working with national partners to meet a minimum requirement of 40% self-identified females and 40% self-identified males on their boards by December 2021³. This is now a formal condition of Sport New Zealand investment into NZC.

To be truly effective, NZC have adopted this target, and deadline, not just for the NZC Board but also for MA and DA boards. NZC is the first sports organisation in New Zealand to adopt the 40% target throughout its membership tier structure.

As at September 2020, the NZC/MA/DA cricket network has already made significant progress:

- NZC currently sits at four female directors out of nine on our board, including one aspiring director (43%), as well as having a female President;
- MA boards overall sit at 18 female directors out of a total of 45 directors (40%); and
- DA boards overall sit at 46 female directors out of a total of 163 directors (28%).

The governance KPI, outlined in the 2020/21 CNPI agreements, will keep momentum going by requiring a minimum of 35% female representation on MA and DA boards by June 2021. In reality, given most AGMs happen between September and December each year, most MAs and DAs will have reached this target by December 2020.

This step with to 35% minimum should make sure that any impediments to achievement of the 40% target by late 2021 are manageable.

Phase One Learnings

In November 2018, the WiCG steering group met to discuss and agree upon the learnings from Phase One of the project.

The following was agreed at that meeting:

³ Sport New Zealand, 2020, <https://sportnz.org.nz/resources/board-gender-diversity-target/>

1. It is important that this project remains NZC Board-directed and led, with maintenance of significant NZC Board representation on the Steering Group.
2. The overall success of the project depends heavily on strong leadership and continual creation and development of relevant relationships. As always quality people and quality relationships are the key.
3. The composition of the Steering Group must reflect a cross-section of our cricketing family.
4. Having Sarah Beaman dedicated to this project has been an essential element in the success of Phase One and her role, whilst evolving to suit Phase Two, must continue.
5. Tracking and communicating progress, as against agreed targets and/or actions, is vital to keeping everyone honest about progress and maintaining project momentum. In time, we need to develop a mechanism for measuring the difference governance diversity is making.
6. The use of strategic targeting and risk/reward funding in the NZC/MA/DA partnership agreements has created sharper focus and accelerated momentum.
7. The 'quota' approach has been necessary and has worked for 2018/19. Female directorships representation levels must not be allowed to dip below the minimum threshold in any association (something future partnership agreements can capture).
8. Retention of female directors will be more likely if the numbers of females on boards sits no lower than two but will be even more likely if the numbers are higher.
9. Retention and future growth of female director numbers will be enhanced if the quality of governance in associations, and the quality of chairmanship, improves. The current board environments in too many associations is not embracing enough of female directors.
10. Board chairs need to be supported to better understand the benefits of a diverse board and how to lead and behave in ways that empower all directors to contribute their skills and capabilities for optimal decision-making.
11. Female directors and all new directors need better induction, not just into their own board environments, but into NZC's environment.
12. Building on 11 above, director networking opportunities should grow nationally and regionally. This need not be confined to cricket directors but can be multi-sport and can utilise Regional Sport Trusts (RSTs) to help.
13. Building on 8-12 above, the governance, induction and networking improvements should result in female directors feeling better empowered and confident about having 'a genuine voice at the table', with valid input into all decision-making.
14. There is not yet enough awareness of and use of the resources Sarah Beaman has created and/or made available.
15. 'Shoulder tapping' is still the most likely and effective way to secure good quality female directors.
16. Having an accurate, current database enabling direct communication with all NZC, MA and DA directors is necessary for prompt, accurate communication where appropriate.
17. More focus and support is needed to grow female interest in cricket 'governance' at club level as an entry into interest in governance opportunities at DA or MA levels.
18. Overall, and embracing all of the above, we must continue to develop and embed a 'cricket culture' that attracts people to want to be involved in cricket.

PHASE TWO (January 2019 to December 2021)

Phase Two Terms of Reference

To assist maintain Phase One momentum, the Steering Group drafted, and submitted for NZC Board consideration, a Terms of Reference for Phase Two. That Terms of Reference were approved by the NZC Board in December 2018 (see *Appendix 2*).

WiCG Phase Two Plan

An overarching WiCG Phase Two Plan was approved by the NZC Board and each MA Board in February 2019. The Steering Group were adamant that the project must continue and is still two to four years away from being able to be absorbed into 'business as usual.'

Phase Two focuses on improving the quality of governance at MA and DA levels as a mechanism for improving the capability, engagement and inclusion of all directors (including females) so that associations can effectively lead and oversee cricket to truly be *'A game for All New Zealanders; A game for life.'*

This is not just about retention of female directors but about their integration and value within a team of equally-valued and capable directors. We believe female directors will get enjoyment and/or satisfaction if their cricket governance environment is one of inclusiveness where their input is valued and respected, they feel supported and, consequentially, their boards have robust discussions and make good quality decisions for cricket.

The Phase Two plan priority focus areas for both NZC and MAs are:

1. governance leadership and culture development;
2. comprehensive governance planning and implementation;
3. education and training (with a special focus on fostering an environment for diversity and inclusion);
4. NZC and MA governance relationship-building and networking;
5. CEO wellbeing and support;
6. strategy and risk; and
7. communication.

The success or otherwise of Phase Two is resting on NZC, MA and DA board chairs being willing to take and sustain genuine ownership of the strategic intent of Phase Two – leading, driving, cajoling those governors they lead and influence to embrace this project, as well as supporting other cricket governors in New Zealand to do the same.

The key to this is the planned development of a culture within NZC, MA and DA boards and organisations that enables the importance of this project to be recognised and embraced. The actions identified within other priority focus areas identified in the plan are essentially the 'governance tools' our leaders have, and will continue to, use to demonstrate leadership and develop an inclusive environment and culture.

MA Governance

As part of the 2019/20 CNPI agreements, MAs committed to creating 18-24 month governance plans aligned with the WiCG project and then, through regular progress reports to NZC, demonstrating implementation of the plans.

All MAs enthusiastically embraced this opportunity and have created good quality WiCG Phase Two- aligned governance plans. Each MA has provided regular progress reports.

All MAs are now working on a 'refresh' of these plans.

DA Governance

Whilst the focus on MA governance will continue, our focus however has now broadened to include DA governance.

DAs will now create the same governance planning as MAs above, albeit carefully sized to reflect the size and resources of the DA, and whether a DA acts as a governance board or, in reality, a management committee.

Sport NZ Governance 101 Training

When NZC introduced KPIs requiring a minimum of two female directors in August 2018, we also made it a requirement that all MA and DA directors, and each MA or DA chief executive and/or general manager, to complete Sport NZ's Governance 101 online training.

This feeds into Phase Two of the WiCG project, improving the quality of cricket governance across the network (including directors from NZC, MAs and DAs).

In the two years since the introduction of this KPI, there has been 95% compliance by NZC, MAs and DAs, with in excess of 220 directors now having completed the training module.

Networking

As part of Phase Two of the WiCG project, NZC and MA Boards committed to the following:

NZC will foster association board relationship-building and networking by committing to:

- holding three board meetings annually outside of Auckland and coordinating, on each occasion, interaction with the full boards of the relevant MA;
- hosting an annual national governance conference/workshop involving the NZC Board and MA board, as well as each DA board chair;
- hosting an annual NZC and MA female directors networking forum;
- hosting two NZC/MA board chair forums per annum
- establishing a platform for regular NZC/MA board chair communications, ensuring board chairs and directors are kept updated on matters of strategic importance; and
- including 'cricket in New Zealand' governance as agenda items within appropriate NZC forums for MA and DA chief executives and/or general managers (e.g. annual NZC Network and Participation Workshop).

MAs will each foster board relationship-building and networking by committing to:

- periodically holding board meetings annually outside of its normal board meeting venue and coordinating, on each occasion, interaction with the full board of the relevant DA;
- hosting two MA/DA (or for Auckland and Wellington MA/Clubs) board chair forums per annum; and
- establishing a platform for regular MA board chair communications, ensuring MA board chairs and directors are kept updated on matters of strategic importance.

MEASURING SUCCESS

NZC are currently undertaking work to review and assess the success of the WiCG project to date, most particularly the impact or otherwise that growth in female cricket governance representation and influence has had.

NZC have been working with both the Steering Group and Sport New Zealand to identify the appropriate success measurements for Phase 2 of the WiCG project.

This review, likely to be completed by end 2020, will involve:

1. Statistical analysis (examples: numbers of female directors in cricket; numbers of females employed FTE or PTE within NZC, the MAs, and the DAs)
2. NZC 2016 'Women and Cricket Report Scorecard (assessment of progress to date against the 17 recommendations therein)
3. Stories from cricket directors and CEOs, reflecting on impact, and
4. Results from a survey of all NZC, MA, and DA directors.

APPENDICES

Appendix 1: Women and Cricket Report Governance and Leadership Recommendations

The governance and leadership recommendations

- A.** Significantly and quickly increase the proportion of females in cricket governance.
- B.** Ensure all national and regional cricket associations have leadership role(s) accountable for driving improved cricket outcomes for females.
- C.** Positively influence the media awareness and portrayal of females' success and legacy in cricket.
- D.** Gradually increase female presence in coaching and umpiring positions.
- E.** Target the engagement or re-engagement of females who know and love cricket in ways that fit their life stage and availability.

Appendix 2

Appendix 2: WiCG Phase Two Steering Group Terms of Reference

WiCG PHASE TWO STEERING GROUP TERMS OF REFERENCE

Term

This Terms of Reference will apply to Phase Two of the Women in Cricket Governance (WiCG) Project, commencing December 2018 and likely concluding end of the 2019/20 cricket season.

Background

NZC's WiCG project is an NZC Board initiative ignited by recommendations contained within NZC's 2016 Women and Cricket Report.

Phase One of the WiCG project began in early 2017 and focused primarily on growing the presence of women directors on boards of NZC, Major Associations, and District Associations, as well as creating and developing the network of such women directors.

Phase Two will focus primarily on improving the overall quality of governance within these cricket associations, not only for the general benefit of those organisations and their governance of cricket relevant to their territories, but also as a means of developing governance environments which welcome, embrace and enable women directors to enjoy their involvement and to contribute to the best of their abilities, thereby improving women director recruitment and retention opportunities.

The WiCG project Steering Group was established in early 2017 and has since been operating in accordance with an NZC Board-approved Terms of Reference.

Within NZC, Phase Two of the WiCG project will fall under the ambit of the One Cricket project and be overseen by the One Cricket project leader.

The NZC Board now hereby and herein updates the WiCG project's Terms of Reference to align this with the primary focus of Phase Two of the project and thereby to update the composition and working mandate of the project Steering Group for the term of Phase Two.

Phase Two Steering Group Membership

- a. Members of the Phase Two Steering Group shall be appointed for the term of phase 2 of the project.
- b. The steering group shall comprise of 8-10 members including two representatives from the Board of NZC and a diverse selection from across Major Associations and their constituent members, (in doing so ensuring that each MA territory is represented either through the MA itself or thorough one of its members).
- c. The Steering Group, subject to NZC approval, may identify and recommend co-option of additional personnel to support the project.
- d. The Steering Group Chair is to be appointed by the NZC Board.
- e. NZC's One Cricket project leader and its WiCG Project Manager shall be ex-officio members of the Steering Group and shall provide secretariat support.
- f. A quorum shall be 4 Steering Group members, not including the ex-officio members and secretariat.

Steering Group Operating Principles

- a. The Steering Group may request attendance of such members of NZC management and such other persons as it deems necessary to provide relevant information and

explanations relating to governance of cricket in New Zealand. The Steering Group's focus should be limited to governance.

- b. The Steering Group will meet, either virtually or in-person, as is deemed most appropriate to achieve project aims and at all times operating within NZC budgetary constraints.
- c. The Steering Group shall have the right to go 'in committee' as required.
- d. Steering Group meetings shall follow the work plan established by the Steering Group and shall be held quarterly, unless agreed otherwise.
- e. Steering Group meeting timing and agendas shall be advised well in advance to members and management.
- f. Steering Group meeting papers shall be distributed 5 full working days before a scheduled meeting.
- g. Notes will be captured from all Steering Group meetings and a summary circulated promptly thereafter.
- h. The Steering Group will operate on a 'no surprises' basis, ensuring NZC management and board is kept fully informed of all key activities and any issues that the Board needs to be cognisant of.
- i. The Steering Group shall ensure at all times that they preserve and enhance the reputation of NZC, and to exercise loyalty, discretion and sound judgement when discussing issues of concerns of relevance to NZC.

Steering Group Responsibilities

- a. Contribute to NZC's WiCG project by identifying issues and opportunities regarding sustainable capability of governance of cricket across MAs and their members.
- b. Contribute to and agree the optimal approach to improving governance and drive achievement of project outcomes.
- c. Measure and track progress against project targets (to be set by NZC from time to time) to enable assessment of progress towards Phase Two project objectives.
- d. Act as 'champions of change' to directly influence project success through personal mana and leadership of change across the cricketing family.
- e. Provide feedback on relevant governance considerations, MA and their member environments, rural versus urban considerations, and operational process implications, to support optimal delivery of project outcomes.
- f. Provide input and feedback on operational plans for WiCG project delivery generated by NZC and make recommendations to NZC key staff on plan changes if required.
- g. Bring to the notice of NZC all risks the Steering Group feels should be addressed by the Board in relation to Women and Governance.

Steering Group Authority

The Steering Group is authorised by the NZC Board to investigate any activity covered by its functions and responsibilities and to seek any information it requires from NZC which shall fairly consider any Steering Group request.

- a. The Steering Group shall have no executive powers regarding its findings and recommendations other than those explicitly bestowed upon it by the NZC Board.
- b. The Steering Group, through the WiCG Project Manager, shall report verbally to NZC on a regular basis, with quarterly NZC Board reports on findings and themes documented for the NZC Board then circulated to the MA Board and MA member Board Chairs and CEOs/GMs.

Approved by NZC Board 5 December 2018.