Barbados Cricket Association (BCA) Position Statement and Recommendations to Cricket West Indies (CWI)

Executive Summary of BCA's Recommendations Report

As the Barbados Cricket Association (BCA) acknowledges the substantial groundwork laid by the Wehby Report on governance structures, and recognises Cricket West Indies' (CWI) efforts in drafting an action plan for future progress in West Indies cricket, we seek to contribute constructively to this ongoing dialogue. With this in mind, the Association offers a set of recommendations rooted in strategic intent and practical wisdom. We propose not just a consideration of these recommendations by CWI but also the establishment of a feedback mechanism between the CWI and the Territorial Cricket Boards (TCBs). This mechanism would ensure transparent communication on the implementation progress, facilitating a cooperative environment where the BCA and other TCBs remain informed and engaged in the transformative journey of West Indies cricket. A summary of the recommendations is presented below; however, the ensuing Report expands on the same.

- **Rotational CWI Presidency**: The BCA recommends a rotational presidency to promote fresh perspectives and equitable representation (where each TCB will have an opportunity at the end of each presidential cycle to select/elect their president and/or vice president), reflecting the varied needs of each territory, thus enhancing leadership dynamism within CWI.

- **Independent Governance Committee**: To ensure objective governance reforms, the BCA suggests forming a Governance Committee in line with the CWI's intention but specialists should also be informed by or selected from TCBs, and should be independent of current CWI executives, facilitating unbiased decision-making.

- **Short-term Working Groups**: The BCA endorses the creation of focused working groups vetted by CWI as recommended for agile responses to governance issues, ensuring swift and effective reform processes.

- **Stakeholder Engagement Model**: A structured engagement model is supported by the BCA to incorporate a wider range of insights without disrupting the existing governance hierarchy, fostering a sense of community ownership in CWI's strategic decisions.

- **TCB Autonomy**: The BCA stresses the importance of preserving TCB autonomy in their unique operational structures, which allows for localised governance models while ensuring overall strategic coherence with CWI.

- **Inclusive Cricket Committee Representation**: To democratise cricket strategy, the BCA advocates for inclusive representation from all TCBs on the **Cricket Committee**, ensuring balanced input from across the region.

- **Remuneration Alignment**: The BCA supports the recommended realignment of the Committee Chairpersons' compensation with their roles to drive motivation and recognize their contributions, thereby enhancing performance and accountability.

- **Code of Ethics Enforcement**: The BCA strongly advocates for the reinforcing of the Code of Ethics through continual education and consistent application of sanctions where necessary, coupled/supported by an empowered enforcement committee this is vital for maintaining ethical standards and integrity across CWI.

- **Diversified Funding Model**: The BCA proposes exploring varied funding sources and establishing a commercial arm for CWI (expressed as the development of a wholly run commercial entity under the CWI and TCBs), advocating for a sustainable financial model and plan that underpin CWI's strategic and operational initiatives.

- **Collaborative KPI Development**: The BCA recommends and supports the development of key performance indicators (KPIs) **BUT** stresses that TCBs should develop their own KPIs to promote strategic alignment (i.e., aligning with CWI's plans/strategic directives) [rather than having those KPIs be passed down to TCBs] and still ensure that performance metrics are relevant and contributory to the shared goals of West Indies cricket.

- **TCB Review of Strategic Plans**: The BCA insists that strategic plans (prior finalisation and approval by CWI) undergo thorough review and endorsement by TCBs, enhancing the

plans' inclusivity and ensuring that they represent a collective vision for cricket in the region.

These recommendations are rooted in a commitment to governance that is both responsive to the needs of individual territories and strategically aligned with CWI's overarching objectives, thereby fostering a collaborative and progressive cricket environment.

REPORT INTRODUCTION

In the wake of the Wehby Report and the subsequent steps taken by Cricket West Indies (CWI), the Barbados Cricket Association (BCA) presents this position statement as a decisive contribution to the ongoing discourse shaping the future of cricket in the West Indies. Our report reflects a commitment to reinforcing the governance structures and strategic objectives of CWI while emphasising the importance of preserving the autonomy and unique value of the Territorial Cricket Boards (TCBs).

At this pivotal juncture, the BCA recognises the necessity for TCBs to maintain their independence, allowing for the flourishing of regional characteristics that enrich West Indian cricket. Concurrently, it is paramount that this independence does not stand in isolation but exists in concert with the broader strategic framework of CWI. This alignment ensures that while TCBs operate with autonomy, their actions and strategies are harmonised with CWI's overarching vision, enhancing the collective strength of cricket in the region. This report is structured around three critical categories of recommendations (reflective of BCA's substantive position) that form the backbone of effective operations and management within CWI:

- **Structural Reforms**: Addressing the foundational governance elements that underpin effective leadership and decision-making processes within CWI.

- **Operational Effectiveness Enhancements**: Focusing on the mechanisms through which CWI conducts its day-to-day operations with transparency, accountability, and ethical governance.

- **Strategic Alignment and Performance**: Ensuring that the strategic initiatives and performance metrics of CWI are not only clearly defined but are also closely aligned with the contributions and needs of the TCBs.

The BCA's recommendations will draw on the wisdom of past reviews and the practical experiences of our members, proposing actionable steps that CWI can undertake to bolster its governance and strategic pursuits. This report offers a set of structured recommendations intended to guide the governance reforms of CWI. These recommendations reflect the consensus of the BCA members and are presented with the intent of fortifying the organisational framework, enhancing operational effectiveness, and aligning strategic endeavours with CWI's broader vision for cricket development.

DETAILED PRESENTATION OF RECOMMENDATIONS WITH JUSTIFICATION BY THE BCA

1. Structural Reforms

- The BCA recommends the institution of a rotational presidency system within CWI leadership, promoting equitable representation and leadership diversity by territorial nomination on a two-to-four-year basis. This would involve each TCB, in alphabetical order (or by some agreed criterion), to be able to select a President at the end of a presidential term – which could come from their country setting – thus each regional segment will be able to participate in leadership cycles (as opposed to the existing election systems). This system will still allow for democratic processes but at the level of a given TCB's board and membership community. This system would also empower each TCB, including the BCA when eligible, to nominate one individual to CWI, thus ensuring a rotating presidency that infuses new ideas and upholds balanced governance.

- In pursuit of transparent governance reform, the BCA supports the establishment of an independent Governance Committee, sourced from recommended specialists across all TCBs, to spearhead these initiatives. The composition of this committee should be free from current CWI directors and executive influences, fostering an environment of impartiality and focused reform.

- To maintain the momentum of governance and structural reform, the BCA supports the establishment of Short-term Working Groups commissioned and sanctioned by the CWI Board. These groups would be charged with addressing immediate governance challenges, ensuring a proactive and responsive reform process.

- Understanding the critical role of stakeholder engagement, the BCA concurs with CWI's stance on the Stakeholders' Council's position relative to the Board and TCBs. The BCA encourages a structured stakeholder engagement model that is inclusive without undermining the established governance hierarchy, thereby broadening the base of insights and support. It is recommended Council should not sit above the TCBs or wider CWI board but serve as a wider community of stakeholders with advisory responsibilities from which to gather inputs into strategic decision-making.

- In recognition of the unique operational dynamics of each TCB, the BCA advocates for the preservation of individual board structures (of TCBs) and operational autonomy. The BCA believes that while strategic alignment with CWI is essential, the distinctiveness of each TCB's governance should be retained. TCBs should remain empowered to forward their operational procedures to CWI for consideration, without compulsion to conform internally to a uniform structure.

- Furthermore, the BCA recommends that the Cricket Committee be comprised of at least one representative recommended from each TCB, ensuring that every TCB has a voice in shaping cricket strategy and contributing to the sport's development across the region.

2. Operational Effectiveness Enhancements

- The BCA recognises the importance of aligning the remuneration of Committee Chairpersons with their responsibilities and therefore supports this move by CWI. Thus, we recommend a thorough evaluation and adjustment of their compensation to reflect the scope and impact of their roles within CWI.

- Ethical integrity being a cornerstone of trust and effective governance, the BCA endorses the reinforcement of the Code of Ethics through the implementation of comprehensive training programs. Additionally, we suggest the formation of an independent committee (i.e., an empowered Ethics Committee with investigative and sanctioning powers) with a mandate to enforce these ethics, backed by the investigative authority and external expertise to ensure compliance and accountability across all domains. It is important for educational programmes for all members and executives of the Cricket West Indies to be exposed to how and under what conditions ethical sanctions (when found to be violated) should be applied.

- Addressing the financial stability and resilience of CWI, the BCA proposes the exploration of diverse funding streams, including funding partnerships with entities such as the International Olympic Committee (apart from CDB grant funding). Moreover, the BCA envisions the creation of a commercial arm of CWI tasked with business development and revenue generation, underpinned by a Master Revenue Generation and Investment Plan. This strategic financial model would delineate how CWI can leverage various activities and resources, guiding the allocation of financial resources to prudent investment opportunities.

3. Enhancements in Strategic Alignment and Performance

- The BCA advocates for a collaborative approach to the development and implementation of Key Performance Indicators (KPIs) for TCBs, developed in close partnership with CWI. This collaborative development ensures that the KPIs are reflective of and directly contribute to the strategic goals of Cricket West Indies. These KPIs should be developed by TCBs and shared with CWI in alignment with their overall strategic goals and directives, thereby maintaining TCB's autonomy influence on determining their measures of performance.

- In the spirit of collective strategy and shared vision, the BCA insists that all strategic plans of CWI be subject to comprehensive review and endorsement by the TCBs before presentation for shareholder approval. This process ensures that the strategic direction of CWI is both inclusive and representative of the regional perspectives, driving a unified approach to the advancement of cricket in the West Indies.

Conclusion

The BCA stands committed to these detailed recommendations, believing in their capacity to substantively contribute to the governance enhancement and strategic progress of Cricket West Indies. This Association is committed to engaging in a constructive dialogue to refine and implement these proposals, with a shared ambition of elevating the stature and success of cricket across our beloved region.