



Chief Executive Position Profile



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Welcome from Tony Brian, Chair of Cricket Scotland

Dear Applicant,

First of all, thank you for considering this important role.

Cricket in Scotland, both women's and men's, is at a key stage in its journey towards becoming a mainstream, and thus fully self sustaining, sport in the country. Over the past four years, through its participation work, successes in the international arena and its community work, Cricket Scotland has raised the profile of the sport in Scotland and put it firmly back on the Scottish sporting map.

But there is much further to go in all three areas, particularly in driving Cricket Scotland forward to become a Full Member of the International Cricket Council, so that Scotland is playing at the top level of the sport and achieves the increase in income which that produces to support the grass roots game. Cricket is the second most popular sport globally with 105 members of the ICC; building relationships and alliances with other cricketing nations throughout the world to help deliver Cricket Scotland's strategic objectives will be an important aspect of the role.

For all those reasons, we are looking for an exceptional leader to shape and deliver an ambitious new strategy, lead a talented team and grow the revenue (including from new commercial and broadcasting partnerships).

The position offers a unique opportunity to lead a sport in Scotland to the top level of a truly global game. This is a hugely exciting role and I hope you will want to consider taking it on to lead us on our ambitious journey.

Kind regards,

Tony Brian



Chair,

Cricket Scotland

The Organisation

Cricket in Scotland has a long history with the first reported match being played in September 1785 at Schaw Park, Alloa, between the Duke of Athol's XI v Hon. Col. Talbot's XI. Whilst Kelso (Scotland's first cricket club) was formed in 1820, it wasn't until the 19th century before the game really took off, with a first visit by the All England XI in 1849 creating great excitement and leading to a surge in interest.

As the national governing body for Cricket in Scotland and one of the senior associate nations in the world, Cricket Scotland is responsible for delivering high performance success (including the Scottish national teams), increasing participation and developing the game at all levels across all areas of society.

Cricket Scotland has five Core Values that underpin all activities and support the delivery of its mission to promote, grow, support and govern Scottish Cricket:

- United
- Integrity
- Excellence
- Determined
- Dynamic

With the vision of Inspiring Scotland to choose Cricket, Cricket Scotland currently has three key strategic priorities:

- **Participation:** Creating more opportunities and great experiences, Cricket Scotland will prioritise and drive growth of the grassroots game
- **Community Engagement:** Ensuring more people enjoy and support the growth of the sport, Cricket Scotland will expand and improve community engagement with all communities
- **Performance:** Creating winning players and winning teams, Cricket Scotland will look to accelerate the performance levels of its teams on the world stage. The men's and women's teams are currently ranked 12 and 13 respectively in the global rankings for T20



Governance Structure

The governance structure of the organisation consists of a holding company, Cricket Scotland Holdings Limited (CSHL), and an operating subsidiary, Cricket Scotland Limited (CSL).

Cricket Scotland Holdings Limited (CSHL) has responsibility for developing, promoting and fostering the game of cricket in Scotland and in particular to advance the game by encouraging playing, coaching and officiating of cricket in all its formats involving people of all ages and backgrounds in Scotland.

The board comprises: President; Past President/President-elect, 2 Members (directly elected by members), 1 Representative from each of the 5 Regional Associations, CEO of Cricket Scotland, CSL Chair and a Female representative from the women's game.

Cricket Scotland Limited (CSL) has delegated authority for the management of all strategic and operational matters associated with administering all affairs of the game of Cricket in Scotland.

The board comprises: 4 Non-exec Directors, Chair, CEO of Cricket Scotland, the President and 2 Directors from CSHL.

The definition of the primary responsibility of both boards can be accessed via the following link [Statement of Primary Responsibilities](#) which has been formally approved by the members of CSHL. The division of responsibility ensures the game in Scotland has a major involvement in the setting of the strategy and the oversight of its implementation at the holding company level. However, the running of cricket sits with the operating subsidiary and its CEO. The directors of CSL bring important business and other skills and are largely independent from the members to manage the inevitable conflicts in a member organisation.

The Opportunity

The Chief Executive is accountable to the CSL Board and is responsible for overseeing all business activities and operations. Reporting to the Chair, the role will also include exposure to and interfacing and negotiating with the leaders of world cricket.

Success in the role will ultimately be defined by Scotland securing full ICC membership which is projected to raise the profile of the game in Scotland and increasing revenues thus ensuring long term sustainability for the game and its clubs.

With only 4 of 32 qualifying criteria for full membership still to be achieved, key priorities of the role include:

- Working with the CSL Board to finalise and implement a new Corporate Strategy 2019 – 2022
- Significantly increasing Cricket Scotland's commercial revenue, through the adoption of a strategic and targeted approach
- Develop Cricket Scotland's internal capacity, capability and infrastructure to ensure it is fit for purpose for current and future needs
- Increase participation, strengthen our member clubs and improve engagement with them
- Continue to improve performance of the National team and within the performance pathway
- Ensuring Cricket Scotland continues to embrace and promote equality and diversity

Key Responsibilities

Business Strategy and Management

- Recommendation of draft strategy to the Board and delivery of the approved strategy in accordance with an agreed implementation plan
- Presentation of CSL's objectives and strategy to stakeholders, customers, employees and other partners
- Operational planning to implement the strategy
- Monitoring and reporting on progress towards successful achievement of objectives and execution of strategy
- Recommending to the CSL Board for approval, an annual budget and financial plan, managing them as approved, and reporting on performance against them
- Optimising, as far as is reasonably possible, the use and adequacy of CSL's resources
- Line management of CSL executive management, overseeing: all cricketing matters, HR, finance, sponsorships and commercial partnerships, marketing, ticketing, IT, facilities and events and internal and external communications, including PR

Investment and Financing

- Developing the income of CSL, including sponsorship, marketing, and fundraising
- Reviewing and assessing all trade investments and major capital expenditure, and making recommendations to the CSL Board for those which are material either in nature or cost
- Identifying and executing commercial partnership and sponsorship opportunities, approving major proposals or bids within agreed delegated limits
- Assessing and executing agreed new business opportunities outside CSL's current core activities
- Ensuring adequate financial controls and financial reporting are in place

Risk Management and Controls

- Putting in place, and keeping up to date, all necessary and appropriate policies for the business
- Managing and mitigating CSL's risk profile, including the appropriate delegation of health and safety performance, in line with the extent and categories of risk identified as acceptable by the CSL Board and its Risk Committee
- Ensuring appropriate internal controls are in place

Staffing and Remuneration

- Ensuring there is an appropriate and effective performance management framework in place
- Making, in conjunction with the CSL Chair, recommendations on remuneration policy, executive remuneration and terms of employment of CSL's executive management to the Remuneration Committee in light of annual performance assessments
- Making recommendations to the CSL Board on the role and capabilities required in respect of the appointment of CSL executive management

Communication

- Providing a means for timely and accurate disclosure of information, including an escalation route for issues
- Ensuring effective communication with all recognised stakeholders
- Negotiating and bridge-building with all stakeholders

People

- Leading the staff within CSL, including the professional playing staff
- Ensuring appropriate HR policies, including appraisals, performance management, development and succession planning, are in force, and approving the appointment and termination of employment of senior executive management

The duties which derive from these responsibilities include:

- Regularly reviewing the operational performance and strategic direction of CSL
- Reviewing CSL's organisational structure and recommending changes as appropriate
- Supervising the activities of CSL departments to ensure these are consistent with overall strategy, aims and objectives
- Achieving budgeted financial performance
- Ensuring effective implementation of CSL Board decisions
- Ensuring CSL achieves other performance measures as defined by agreed Key Performance Indicators

- Ensuring that all necessary policies and procedures are in place, followed and conform to appropriate standards
 - Together with the CSL Chair, provide coherent leadership, including, representing CSL to its stakeholders, customers, suppliers, financial institutions, employees, the media, the community and the public especially the members of Cricket Scotland, sportscotland, the Scottish Government and the International Cricket Council
 - Keeping the CSL Chair and Board informed on all important matters
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Preferred Candidate Background

A strategic and inclusive leader, you will have relevant experience of delivering against key strategic priorities, demonstrated by a record of achievement and high performance in a senior leadership role. An accomplished communicator, you will also have instant credibility when engaging with both internal and external stakeholders. An enthusiasm and empathy for sport (ideally cricket) is essential for the role.

Skills and Experience

- Direct involvement in developing and implementing organisational strategy, successfully leading change and delivering excellent outcomes
- Strong leadership and people management skills with the ability to motivate staff and develop and maintain good working relationships, both internally and externally
- Relevant experience of developing both strategic and commercial partnerships including selling skills
- Responsibility for and track record in financial accountability and governance, working at Board level
- Strong business acumen coupled with relevant evidence of good commercial judgement and decision-making capabilities
- The ability and desire to adopt a *hands-on* approach, when necessary, in a small organisation

Personal Qualities

- A visionary leader with a recognised ability to inspire others, coupled with a passion to promote and grow cricket in Scotland
- A strategic thinker with the ability to formulate and implement both strategic and operational plans
- A highly skilled negotiator with a record of achieving successful outcomes and building excellent relationships and partnerships with a wide range of stakeholders

- Intellectual flexibility to move easily between significant detail and the bigger picture
 - Strong ambassadorial and presentation skills with the ability to express views convincingly and coherently using a variety of media
 - An innovative and solutions focused thinker with well-practiced analytical skills and judgement in complex and unique situations
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Remuneration

This role offers a competitive salary and benefits package, dependent on experience.

The Recruitment Process

The recruitment for this position is being managed by our advising consultants, Livingston James. Interested candidates should provide a tailored CV and covering letter to Douglas Adam at: douglasadam@livingstonjames.com

All third party applications, enquiries and direct approaches to Cricket Scotland will be referred to Livingston James.

Recruitment Timetable

Closing date for applications: Monday 19th August

Shortlist meeting: Week commencing 2nd September

Formal Panel Interviews: Week commencing 9th or 23rd September

