



## 02 Malcolm Speed Chief Executive's Report

When I took office as Chief Executive Officer in July 2001 the major part of my brief was to take the ICC through its next stage of development - the objective was for the ICC to become a widely respected governing body for world cricket able to sit beside the other major world sporting bodies.

The past year has seen the beginning of that process, and I am delighted to be able to outline here a substantial list of significant achievements from these last 12 months.

There have also been some negatives, which I will touch on later, but overall the ICC can be very satisfied with the positive progress that has been made during the period covered by this Annual Report.

One of the major achievements is the publication of the ICC's first Strategic Plan, following consultation with our member boards and management, and approval by the Executive Board. The ICC Mission Statement has four key themes - leadership, global development, defending the spirit of cricket and optimisation of commercial opportunities for the benefit of the game. It has seven key objectives that establish an aggressive framework for the development of the game. It sets out clear targets that we aim to meet by 2005.

The Plan also provides a clear indicator that a process of change has begun. This process must continue if the ICC



*ICC Strategic Plan - defending the spirit of cricket and optimisation of commercial opportunities for the benefit of the game*

is to become a better, stronger and more powerful organisation; to this end, the content of the plan will be reviewed annually so that overall strategy and targets can be assessed and updated.

We have had made strong progress in terms of anti-corruption. We have moved forward from the situation in April 2001, when Lord Condon's belief was that corruption was still occurring in cricket, to his statement of March 2002 when he made public his confidence that the situation was under control. All 24 of the measures recommended by the Anti-Corruption Unit have been or are being implemented by ICC including the appointment of five full-time security managers which is another important accomplishment of recent months.



The general expansion of the ICC in terms of new staff has been another very important feature of the past year. It had been recognised before my arrival that the organisation needed more senior personnel and during the year we have been able to build on the existing team with a number of senior management appointments; former South African cricketer David Richardson has become General Manager - Cricket, Faisal Hasnain, formerly of Citibank, has joined as Chief Finance Officer, Urvasi Naidoo, formerly of Salt Lake City Organising Committee for the Winter Olympics, became the ICC's first in-house lawyer. In addition, by the time this report is published Brendan McClements will have joined the ICC from the Australian Cricket Board as General Manager - Corporate Affairs. Shortly thereafter, Warren Deutrom from the England and Wales Cricket Board will join us as Events Manager. I am delighted with each of these appointments and feel confident that the ICC now has a first class management team to take it forward.

The new Elite Panels of umpires and referees, set up earlier this year, and the appointment of Chris Kelly as the ICC's first Umpires and Referees Manager, are vital initiatives which alongside the new Code of Conduct for international players, and a new approach to this subject with a proper Appeals process formulated early this year will, I believe, prove to be one of the main achievements of 2001-02.



**David Richardson**  
General Manager - Cricket



**Faisal Hasnain**  
Chief Finance Officer



**Urvasi Naidoo**  
ICC in-house lawyer



**Brendan McClements**  
General Manager - Corporate Affairs



**Chris Kelly**  
Umpires and Referees Manager

*“I believe, now, that there is a greater willingness - across the world game for the ICC to take a firm leadership role.”*

Our head office premises at Lord's have been completely renovated, to achieve a better environment for staff and visitors - and to accommodate the expansion in staffing levels. Similarly, we have leased new premises in Monaco to accommodate increased numbers in our financial and commercial divisions. One important new initiative was the introduction of a secondment process in which we have welcomed official secondees from the cricket boards of Pakistan, England, Sri Lanka and New Zealand. Each of these outstanding employees nominated by their Boards will serve six months with the ICC and have brought exceptional skills in the areas of event management, media, coaching and marketing. Moreover, the wide range of nationalities represented by the additions to our senior management team has led to a situation where the ICC staff is a far more representative of cricket's wide family.

We have produced important new governance documents, and we have overhauled certain processes - including a new disputes resolution process and a new code of ethics.

The agreement of a 10-year Tours Program is another of the ICC's recent major achievements. This has enabled ICC to take control of parts of the game's organisation that it had not controlled before. The smaller Test nations in particular, have already benefited from regular competition with all others - and, let's not forget, we have seen some wonderful Test



*The recent renovation of Head Office has achieved a better environment for staff and visitors - and accommodates the expansion in staffing levels*







The Headquarters staff

cricket being played during the last year. The new ICC Test Championship provides a solid platform from which to go forward, and will be complemented by a similar ranking system for the One-Day International game to be put in place during the course of the coming year.

***“I believe that we are at an exciting and crucial time for international cricket. Each of us involved in the game is faced with many challenges and opportunities both on and off the field.”***

Global development of cricket is a major priority. A full review of the qualification process for players in ICC competitions has been carried out, and the four Associate member countries which will compete at the ICC 2003 Cricket World Cup have had the benefit of a dedicated high performance program run by Bob Woolmer, who was appointed as the ICC's High Performance Manager in October 2001. Exciting plans are being finalised for new competitions for Associate and Affiliate member countries.



Malcolm Speed and Personal Assistant Juliet Davidson

Lastly, but by no means least, the list of achievements includes a recently completed and detailed review of the ICC's corporate structure. This will result in the organisation being restructured to accommodate our commercial activities and to recognise that the ICC now conducts its own major events in partnership with the Global Cricket Corporation.



Hilary Marshall  
Executive Assistant

As international cricket has evolved in recent years it has become evident it is in the best interest of the game worldwide that ICC provides strong leadership throughout the game. Not unnaturally this fundamental shift in role for the ICC has met with some wariness from some member boards concerned at the increase in the role of the international body. I believe, however, that there is a greater willingness - across the world game - for the ICC to take this firm leadership role. The security and financial resource provided by the GCC contract have proved to be key factors in this evolution of the ICC.

An isolated number of unfortunate incidents at International matches have threatened the safety of players and match officials. Clearly safety is of paramount concern to the ICC. I am pleased that we have been able to increase the on-going



The Monaco office

dialogue between the ICC management and our leading players and captains in this and other regards. New initiatives in relation to minimum standards for the safety of players and officials are being finalised and will see the ICC playing a stronger role than in previous years.

Similarly, from time to time, there have been incidents in which the ICC has seen itself to be in disagreement with its Member Boards. In particular, the dispute arising from the India/South Africa Test match in Port Elizabeth has tested the resolve and unity of the ICC. I hope that the ICC will emerge stronger from the issue with several new and improved processes in place to deal with matters of this kind.

The Report and Consolidated Financial Statements of The ICC Development (International) Ltd Group are contained in this report. They indicate an accounting loss during the year ending 31st March 2002 of US\$ 4.8 million. This is due to the Group deferring recognition of receipts from sales of sponsorship rights until those sponsored events are actually completed (we are currently holding an amount of US\$ 112.2 million in deferred income on account of the 2002 ICC Champions Trophy and the 2003 ICC Cricket World Cup).

The Group is financially liquid and our balance sheet remains strong. Our cash investments represent our major assets and these totalled US\$ 97.9 million at year end. Total ICC reserves at year end amounted to US\$ 11.1 million.

I believe that we are at an exciting and crucial time for international cricket. Each of us involved in the game is faced with many challenges and opportunities both on and off the field. How we meet these challenges will forge the future shape of international cricket and will reflect the game's ability to prosper in an increasingly competitive international environment. The ICC has made great strides in the last two years and we have considerable momentum to take us forward into a period of yet more considerable change and growth.

I would like to thank the ICC President, Malcolm Gray, for his untiring efforts to govern the game in a wise and effective manner in a difficult year that contained many challenges. Similarly, I thank the members of the ICC Executive Board, the members of the various ICC Committees, the ICC staff and the Chief Executives and staff of the member Boards of the ICC for their wise counsel and assistance.