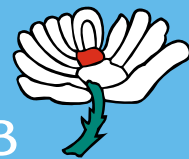


THE YORKSHIRE
COUNTY CRICKET CLUB



CRICKET IS A GAME FOR ME

LOCALISING THE ENGLAND & WALES CRICKET BOARD'S
EQUITY DIVERSITY & INCLUSION ACTION PLAN 2021

February 2022

FOREWORD BY LORD PATEL OF BRADFORD, CHAIR OF THE YORKSHIRE COUNTY CRICKET CLUB

The Yorkshire County Cricket Club (YCCC) is the biggest cricket county in the UK. It therefore presents a huge opportunity to bring to life the England and Wales Cricket Board's (ECB) Inspiring Generations Strategy; which I was proud to help develop in my role as senior independent director at the ECB. YCCC is uniquely suited to effectively implementing Inspiring Generations in its entirety, owing to the diverse geography of this large county – spanning both rural cricket and the inner cities of Bradford and Leeds.

We know that Inspiring Generations can only be delivered if all counties embrace the plan on the ground. I am passionately of the view that Yorkshire has the potential and the appetite to be a beacon for making the aspirations of Inspiring Generations real. We want to create a case study of what success looks like, and why Inspiring Generations is right for both counties and the ECB.

Inspiring Generations sets out to be purpose led: to 'Connect Communities and Improve Lives through Cricket'. YCCC is ideally placed to embrace and grow a purpose-led strategy, because of the excellent work undertaken by our Yorkshire Cricket Foundation and our Yorkshire Cricket Board – both with extensive and impressive programmes of work, and with enormous potential to develop and grow further.

Inspiring Generations sets an ambition to make 'Cricket a Game for Everyone'. This is at the heart of our plans to localise in Yorkshire the ECB's Equity, Diversity and Inclusion Plan 2021, which are set out in this document.

We are now in the course of building a new YCCC leadership team (Board and Executive) to drive this change, spearheaded by myself. I take full responsibility for leading this plan, and full accountability for its success. We recognise that the only way to achieve this success is by working in partnership, building on those which already exist, locally, nationally and internationally; and creating new ones, such as our exciting three-way partnership with the Pakistan Super League Club, the Lahore Qalanders, and South African franchise Momentum Multiply Titans.

Our ambition is to replicate the approach in Inspiring Generations of continuing to serve loyal existing audiences, whilst also looking to grow cricket in our county. We will seek to provide equal focus on the county championship and the Hundred. We want to continue to support recreational league cricket, whilst also building on our innovative work on how to grow cricket in deprived urban areas. We understand that achieving that balance is fundamental to our future survival and success. Also vital for our future sustainability is a secure financial business model, which requires us to once again have the privilege of hosting major and international matches at Headingley Cricket Ground.

We hope that together with our current and future partners we will be given the opportunity to bring the Inspiring Generations strategy, and this localised EDI plan, to life; to fully realise the potential of cricket in this county to be truly a 'game for everyone'.



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Our Vision

We believe passionately in sport as a driving force for good, bringing us together and uniting us. We want to help make the twenty-first century Yorkshire County Cricket Club a place that is truly for everyone, from all backgrounds. We want to update the Yorkshire Rose values so that they are, and are seen to be, for everyone. We are inspired by the universal values of human rights - which encompass but go beyond the traditional Yorkshire Rose values of fairness, integrity, honesty and plain speaking. Human rights are for all people, whoever they are. We will be working proactively and collectively to ensure that any individual, wherever they are in our Club (including, the stands, pitch, dressing room, office, social and training areas), knows that they have the right to:

- be and feel safe, mentally and physically
- be and feel treated fairly
- express themselves freely, while respecting the personal dignity of others, and having their own dignity respected in turn.

Our values and approach are also inspired by the three-pronged positive duty placed upon the public sector in the Equality Act 2010, particularly the requirement to foster good relations between different groups - a key aim for us in the diverse county that is twenty-first century Yorkshire.

Although the public sector equality duty does not apply to us in law, we will, as it requires, take positive steps to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- advance equality of opportunity between people who share a protected characteristic under the Act, and those who do not
- foster good relations between people who share a protected characteristic, and those who do not.

The testimony of YCCC whistleblower Azeem Rafiq has illustrated the personal cost to individuals, and reputational cost to organisations, when we fail to protect our people from unlawful racial discrimination and harassment. His story also illustrates the importance of proactively:

- understanding and valuing the personal dignity of individuals

- respecting manifestations of their religion / belief
- promoting their mental and emotional wellbeing
- providing them with appropriate support when that wellbeing comes under strain - whether from family and private circumstances, or from the inevitable pressures involved in the world of competitive county cricket.

The issues raised by Azeem Rafiq have shown that YCCC has in the past failed to eliminate discrimination, and to advance equality of opportunity. We need to face this fact, learn from it, and go forward. But we want to go forward in a way which, in accordance with the 'third arm' of the equality duty, fosters good relations between people of different backgrounds in Yorkshire - rather than creating or even increasing divisions - making the Yorkshire Rose a positive symbol of cohesion and togetherness, within and across Yorkshire.

We want to make sure that this Club is an inclusive home for all who play for and support us, and those who may do so in the future. To do this, we need to rebuild our culture and instil positive values in everyone associated with Yorkshire County Cricket. We are committed to learning and preserving what we can and should value in our culture and ways of working, while eradicating actions and behaviours which have brought shame upon our Club and eroded trust. We are determined to learn from the mistakes of the past to become a Club which people of all backgrounds can be truly proud to work for, play for, and support.

We are also determined to make the vision of Inspiring Generations real. The size of our cricket footprint means we can continue to be a test bed for innovation and new ideas, for example through:

- Tackling Discrimination and driving inclusivity
- Growing the Women's Regional Host & The Hundred models
- Diversifying the sport in urban areas (including both the recreational game & talent pathways)
- Working in inner city schools with Chance to Shine
- All Stars & Dynamos thriving in the clubs and bespoke programmes in community centres
- Growing women's sections in our club and a clear pathway for boys and girls up to professional level

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- Increasing our commitment to growing Disability Cricket.

Leadership and Governance

Some of the problems we need and want to address are complex and long-term. Time will be needed for our actions to have a genuine, demonstrable and positive impact. But we are determined that they will - their delivery will be a key way in which the performance and pay of our senior executives, and the performance of our Board members, will be measured.

We recognise that real and sustained change will only be made by determined Board commitment, leadership by example, and championship. This plan presents a strategic opportunity not only to demonstrate our commitment to equity, diversity, inclusion and human rights; but also to help us improve as a Club in all aspects of our performance – this plan is part of our core business. YCCC Chair Lord Patel of Bradford will be personally responsible for leading implementation, and takes full accountability for its delivery. Along with putting the Club on a sustainable financial footing, there is no more important task Lord Patel faces as a new Chair.

Once our new Board is appointed, four Board champions will be selected to lead work on each of our initial priority under-represented groups: women and girls, South Asian communities¹, people with disabilities, and less well-off families - in recognition of the considerable socio-economic barriers to becoming involved in cricket. We want to inspire young people and adults from these groups to become more involved in cricket, and help them overcome barriers which inhibit that involvement.

Immediate Priorities

One of the actions which the ECB itself has undertaken to implement in its 12 point game-wide plan is to 'drive out discrimination across the game'. Helping the ECB achieve this is our key immediate priority. We are committed to ensuring this Club is wholly inclusive, and actively anti-racist, from this point on.

While there is undoubtedly still work to do, we have already taken significant actions over the last two months. We have:

- appointed / are in the course of appointing a senior team and leadership that is more diverse in skills, thought, experience and background. This includes several new Board members; and a new CEO, Director of Cricket and First XI coach (along with appointing other new coaching and backroom staff)
- joined Inclusive Employers which gives our staff access to extensive training and development opportunities around inclusion; and started the process of seeking accreditation with the National Centre for Diversity, with a view to becoming Investors in Diversity
- established a whistleblowing hotline, along with an independent investigation process
- agreed a three-way partnership with the Pakistan Super League Club, the Lahore Qalanders, and South African franchise Momentum Multiply Titans, to develop and deliver a Players Development Programme, player exchanges and scholarships
- commissioned an independent inclusivity review across our professional cricket activities, including our Pathways, to help us create an inclusive culture. This review will be conducted by research and consultation organisation Republic. We are delighted that the internationally recognised researcher, Dr Thomas Fletcher of Leeds Beckett University, has agreed to act as the review's independent academic advisor who will provide expertise and challenge. Once the review is complete, he will work with YCCC to develop KPIs based on the findings of the review, as well as any game-wide KPIs from the ECB and from the results of our forthcoming analysis of 2021 National Census Data for Yorkshire
- commissioned an independent review of our governance, carried out by the Good Governance Institute; and are in the course of taking actions, as a result of its recommendations, to improve our governance arrangements and structures.

We recognise that we need also urgently to address the completely unacceptable racist behaviour on match days of a minority of spectators; who cause deep hurt and distress, bring shame upon both themselves and our Club, and can deter people from attending. The presence of anyone displaying such behaviours will not be tolerated at YCCC. There will be zero tolerance of racism and other

¹ This initial targeting is based on demographic data regarding the major BAME groups within Yorkshire, but we are committed to being a club of and for all ethnic and faith groups within our county .

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forms of unlawful discrimination and harassment.

To ensure zero tolerance is a reality, not just a slogan, we are currently working with our safety and security partners to strengthen safety management and stewarding of matches, and our identification and management of potential flashpoints. We will be reviewing and improving these plans as we learn from their practical application on match days. Our plans to achieve this by summer 2022 are contained in this document, but are summarised here for ease of reference:

- Working closely and collaboratively with our safety and security partners to strengthen arrangements on match days e.g:
 - enhanced training for safety and security staff on our venue and standards to ensure effective implementation of our anti-discrimination and zero tolerance policies at Headingley. This will be a key part of our pre-season training with our security partners
 - identify specific matches and venue areas that will need an enhanced presence of experienced staff capable of dealing with flashpoint incidents both effectively and fairly
 - dedicated response team with body cameras to be deployed if escalation needed
 - quality of implementation by the security partners will be subject to ongoing monitoring and review. There will be regular feedback between YCCC and safety and security partners to drive mutual improvement
- Actively managing alcohol consumption levels e.g:
 - Stadium Safety Officer (and the Police Bronze Commander, if attending) making appropriate decisions during the match in response to real-time intelligence around the ground e.g. reducing maximum number of alcoholic drinks purchased per transaction / closing bars if needed
 - increased provision of non-alcoholic, and of lower-strength alcoholic, drinks
 - ensuring policies around provision of alcoholic and non-alcoholic drinks, and our approach to managing access to alcohol, are communicated in advance to customers including pre-match communications and around the venue e.g. the digital big screen
 - learning from good practice in other cricket clubs and sports, and creating partnerships with

key organisations, eg. Kick It Out.

- Continuing to work with our regional Hate Crime lead in the police to develop a robust policy and process to proactively deal with hate related crime and concerns. This policy will be signed off by the Board. We will continue to support Hate Crime awareness-raising activities, including through permanent signage at our venues.
- Improving communication, in main community languages as appropriate to each match, to customers of how to report concerns/incidents, e.g:
 - in pre and post-match communications to customers
 - around the venue including tannoy and digital big screen announcements
 - other key stakeholders and business partners to share mutual learnings around making goods, facilities and services accessible and inclusive
- Funding our volunteer 'Yorkies' programme to provide a greater number of trained, diverse volunteers at Headingley; provide in-season administration of the programme; achieve accreditation as a Provider for Promoting Volunteering; and invest in kit so it can show the specific support a Yorkie can provide e.g. around disability accessibility, or communication / language support. We will aim to increase the proportion of our Yorkies who come from under-represented groups e.g. through links made through activities such as our community tickets programme and our community work e.g. with newly arrived Afghan refugees in Leeds. An enhanced presence of our Yorkies can:
 - give real-time intelligence to safety and security staff, improving the amount and speed of information flows
 - provide information to the crowd and deal with customer queries/concerns
 - staff customer service stands at key points such as train station, entrances and around the venue
 - generally help present a more diverse, inclusive and friendly feel to the match day atmosphere
- Working closely and collaboratively with our outground venues to ensure they understand and

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replicate the high standards regarding zero tolerance of discrimination that we set and enforce at Headingley. This will be a key criterion in our development/review of outground contracts and service level agreements (where applicable) with outground venues.

Achieving Long-term, Sustainable Change

While the above shows our most urgent priorities, we wish to go far wider to achieve a truly inclusive club that is a force for unity and inspiration across our large and diverse county. This document sets out how we plan to localise the England and Wales Cricket Board's 12 point game-wide Equity, Diversity & Inclusion Plan 2021: i.e. the steps we will take in the short term (0-6 months), medium term (6-12 months) and longer term (12 months+), to implement each of the 12 actions it sets out. These 12 actions are organised within four inter-relating foundational themes:

1. Empower people to make positive change across cricket
2. Build diverse teams that reflect the communities they serve
3. Develop inclusive environments where everyone feels welcome and safe
4. Lead with accountability and commitment.

The table at Annex A summarises the activities we set out in this document to localise the ECB's 12 actions, organised into short term (0-6 months), medium term (6-12 months) and longer-term (12 months+). They will be implemented by a series of Task and Finish groups, who will create and implement granular operational 'who, what, when' plans, and who will report on progress directly to the relevant sub-committee of our new Board. Progress will thus be monitored through our core business mechanisms rather than hived off into a separate equality sub-group, which can impede mainstreaming. These Board sub-committees report in turn to the full Board.

We will also have quarterly review meetings with the Equality and Human Rights Commission and the ECB.

We aim to complete all of the 'short-term' actions set out at Annex A by August 2022. Together they will help us understand the fundamental building blocks of how we operate, as well as addressing the immediate priorities that we have already outlined above. This will provide a solid platform from which to go forward to achieve real and sustainable change, and transform our culture to create a welcoming and inclusive Club for all.

We will use the learnings from implementation of our short-term actions, especially the inclusivity

review and analysis of the detailed results of the 2021 Census, to develop and agree later this year with our new Board, our Diversity and Inclusion Action Plan 2022-2025 (DIAP). This will be shared with the ECB, Sport England, UK Sport and the Equality and Human Rights Commission. This will incorporate not only our detailed plans to resource and implement the medium and longer-term activities contained in this document, but also additional objectives based on our learnings from the short-term activities. We expect for example the DIAP 2022-25 to contain:

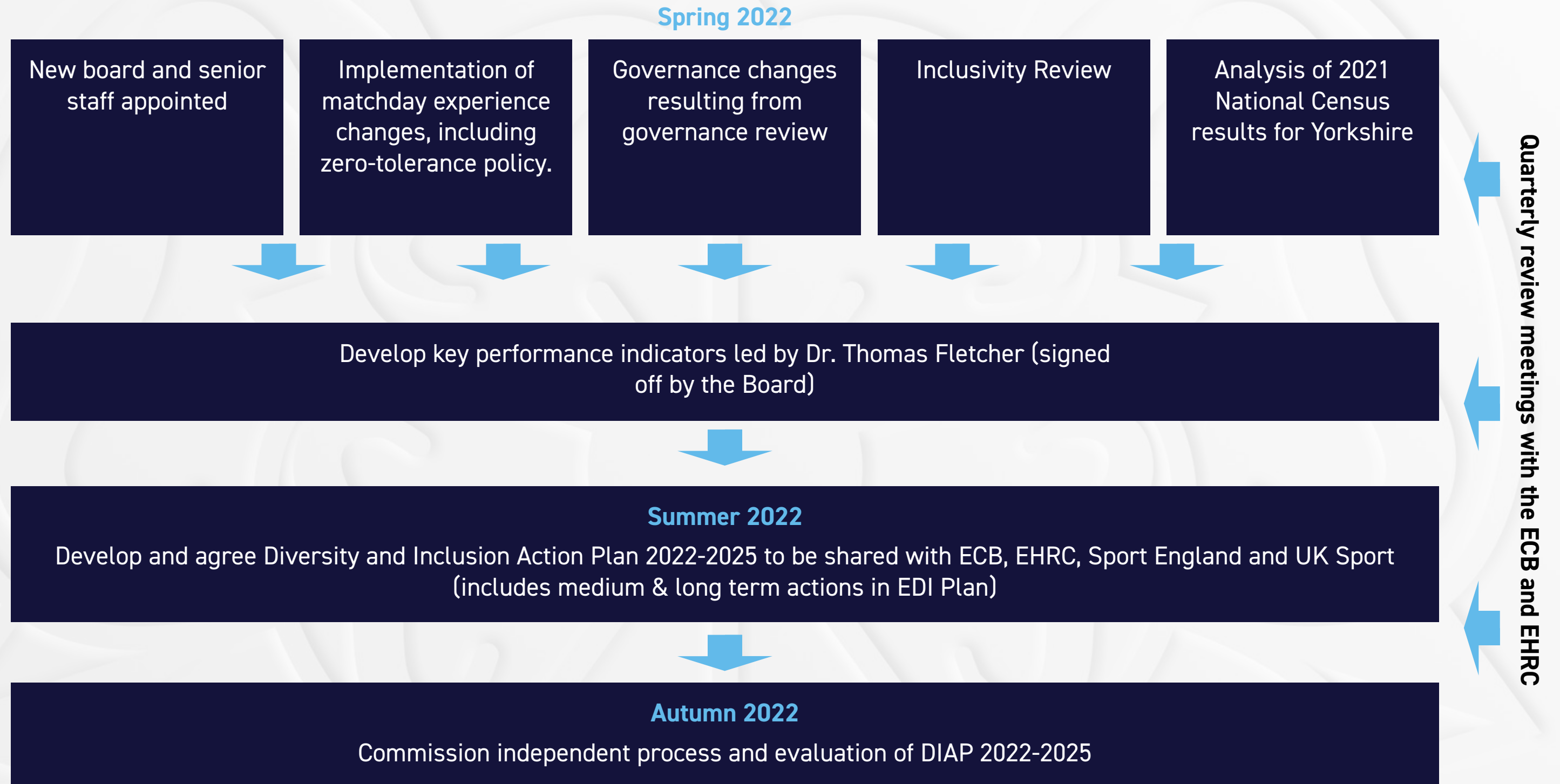
- KPIs, with granular targets based on our analysis of the detailed results for Yorkshire of the 2021 National Census, and the result of our inclusivity review, eg. around staff, customer experience and any game-wide KPIs set by the ECB. The process of developing and agreeing KPIs will be led by Dr. Thomas Fletcher in collaboration with YCCC
- plans to further improve the inclusivity of our recreational cricket offer
- plans to engage with communities who as yet have no involvement with our club
- plans for rebranding so that the Yorkshire Rose becomes a symbol of unity within and across twenty-first century Yorkshire.

Our progress in implementing the DIAP 2022-25 will be the subject of ongoing review by our Board, and also independently evaluated. We want not just to ensure robust policies and processes are in place, important though those are, but also to achieve concrete outcomes which will be visible and felt by all involved with YCCC; including our recreational and professional players, potential players of the future and their families, and our members and fans. We want to embed inclusion as a core principle of all forms of cricket, at all levels, across Yorkshire – players, fans, clubs and leagues.

To be sure that we are doing this we will monitor and evaluate the impact of what we are doing, in real time rather than retrospectively, so that we can make adjustments to our plans as and when needed. This will be a dynamic plan and process. Our progress in implementing the DIAP 2022-25 will be a standing item on our Board agenda along with review of metrics (see Annex B). It will be formally reviewed by the Board on at least an annual basis.

Trust and transparency will be the key words as we implement, develop further, and evaluate impact. We will commission later this year an independent process and impact evaluation of the DIAP 2022-2025, with ongoing feedback built in to influence the plan's future development and iterations. We will publish the interim and final reports of the independent evaluation.

PROCESS FEBRUARY - AUGUST 2022





ECB EDI PLAN THEME 1:
EMPOWER PEOPLE TO MAKE
POSITIVE CHANGE ACROSS
CRICKET

ECB EDI PLAN THEME 1: EMPOWER PEOPLE TO MAKE POSITIVE CHANGE ACROSS CRICKET

ECB Action: Deliver game-wide EDI education

Action at YCCC:

- a. We will mandate our professional players and our employees to participate in the ECB'S planned EDI education for players / employees. We will in addition develop complementary, relevant local training for all our staff, including volunteers. This training will be undertaken by all new starters and existing employees, with regular refresher training. Evaluating the impact of the training, and any further development needs, will be built into the training follow-up by line managers. Participation levels will be monitored and reported to the Board. We would be more than willing to be a pilot site for the ECB EDI training and help identify learnings for roll-out.
- b. We have recently joined Inclusive Employers, and have and will continue to use their materials which give our staff access to training and development opportunities around the various aspects of equity, diversity and inclusion.
- c. All Pathways players will be trained, in an age appropriate way, as will all coaches in the Pathway, including in the regional programme.
- d. We will make a record of staff training, with regular reviews and updates, and participation levels will be reported to the Board.

ECB Action: Encourage and support personal development and learning across the game

Action at YCCC:

- a. We will disseminate information from ECB EDI updates and external resources on our internal and external communication platforms (as relevant per audience). We will make available to the ECB learnings from our own activities which may be of use to other clubs and the wider cricket network: e.g. on how to reach those who are not being involved and/or heard.
- b. We would also be keen to work with the ECB to help develop mechanisms such as identifying and sharing good practice, action learning sets and 'buddying' arrangements, so that we may work alongside other cricket clubs and other sports towards achieving real and sustainable improvement

within cricket; so that 'the rest are as good as the best'.

- c. We will mandate YCCC players and employees to set personal learning objectives around EDI, which contribute to the fostering of good relations between people of different backgrounds and groups. All players and staff will be required to set PLOs which provide them with opportunities for direct and active engagement with people from a group that is under-represented in cricket and/or has lived experience of discrimination. We will develop these opportunities in partnership with our community and recreational cricket arms who work extensively with people from Black, Asian and minority ethnic communities, including asylum seekers and refugees, and with other under-represented groups (see Annexes C, D, E and F for further details). Managers will work with staff to identify what delivering the objective meant to them, learnings from it and any further developmental needs.

Development and delivery of EDI PLOs will be monitored through the line management system, with information collated and reported to the Board.

ECB Action: Bring people across the game together through game-wide communities

Action at YCCC:

- a. We will initially focus on increasing the representation and involvement in cricket of the following groups which are under-represented in cricket:

- South Asian communities
- women and girls
- less well-off families
- people with a range of disabilities.

We want to build on what we are doing well, and identify and address what we need to do better; and how we need to further update this action plan. We will seek to identify and build on 'what works' in our work already undertaken with under-represented groups, particularly through our Yorkshire County Cricket Club Board and Yorkshire Cricket Foundation. (See Annexes C-F.)

ECB EDI PLAN THEME 1: EMPOWER PEOPLE TO MAKE POSITIVE CHANGE ACROSS CRICKET

Examples of our current work which we will seek to learn from and build on include:

- engaging with South Asian and less well-off families at our Bradford Park Avenue recreational cricket venue, which we regenerated engaging closely with the local community. Tens of thousands of participants have taken advantage of improved facilities including net bookings available for free use, 17 newly-laid/re-laid first class pitches, state-of-the-art changing rooms, a new digital scoreboard and groundsman facility. Tournaments held on the ground have had high levels of participation by the local community. We also partner with Allama Iqbal cricket teams, deliver Ramadhan Cup and 'cricket to mosques' programmes, and hold workshops with newly arrived Afghan refugees in Leeds
- our work to involve less well-off families in cricket e.g. bursaries for under-privileged young people to enable them to be involved in our Yorkshire County Age Group, CRICK-Eat programme providing coaching and free meals in underprivileged localities, inner-city based youth work programmes e.g. Wicketz and Chance to Shine
- our work to increase the involvement of women and girls in cricket e.g. softball and hard ball teams across Yorkshire, cardio-cricket fitness sessions for South Asian females, women and girls specific coaching, training for female coaches, female scouts and ambassadors
- our work to increase the involvement of people with disabilities, e.g. through our Disability Cricket Strategic Plan (see Annex E); providing tickets for adults who are neuro-diverse, and for older adults, at the Yorkshire Social Club; involving people who are visually impaired / Deaf e.g. through the Yorkshire DEAF team Roses Match
- other work to promote inclusion and opportunity e.g. provision of non-turf pitches to increase participation; work of our Community Talent Champion; awards celebrating coaches and volunteers from diverse backgrounds; contract to run local National Citizen Service to engage a broad audience of young people; Yorkshire Cricket College offering free full-time education, work experience and cricket for young people.
- b. We have a range of immediate further actions planned including:
 - identifying and encouraging diverse new talent through our new Players Development Programme, player exchanges and scholarships in our three-way partnership with the Pakistan Super League Club, the Lahore Qalanders, and South African franchise Momentum Multiply Titans
 - appointing Ambassadors around the region to talent spot women and girls, and boys, from diverse communities including areas which are less well-off; and encourage / facilitate their involvement with the Club
 - planning annual fundraisers to provide coaching and equipment for young people from under-represented groups, including those from less well-off families
 - setting a target to increase our employment of female coaches
 - developing our use of Bradford Park Ave to make it a regional centre of excellence for women and girls' coaching and player development
 - proactively supporting local community initiatives such as Bradford Trident's campaign with the ECB to build an Urban Cricket Centre at Parkside Sports Centre in Little Horton Bradford.
- c. We will analyse the detailed 2021 National Census results for Yorkshire (to be released by the Office of National Statistics in Spring 2022) so that we may identify, and develop KPIs for groups which are under-represented at our Club, including in our Pathways, Regional and County Age Group programmes. Progress on these KPIs will be reported to the Board.
- d. We will provide regular updates into the ECB/wider network reporting structure that is established.



ECB PLAN THEME 2:
BUILD DIVERSE TEAMS THAT
REFLECT THE COMMUNITIES
THEY SERVE

ECB PLAN THEME 2: BUILD DIVERSE TEAMS THAT REFLECT THE COMMUNITIES THEY SERVE

ECB Action: Strengthen our approach to fair recruitment and work with our partners to help them achieve the same

Action at YCCC:

- a. In recruiting our new Board following the recent departures, we have followed closely the model and tools provided by ECB; and will continue to do so for future recruitment.
- b. We will ensure that all panels for leadership and executive appointments include at minimum one woman and one member of a minority ethnic group.
- c. We will include our equity, diversity, inclusion and human rights vision, and our priorities to achieve this, in all role descriptions and advertisements. We will proactively seek applications from people who can help us achieve these.
- d. We will make it mandatory for staff taking part in recruitment and selection to have been appropriately trained to do so.

ECB Action: Establish transparent development, progression, and promotion processes and work with our partners to help them achieve the same

Action at YCCC:

- a. YCCC welcomes the ECB charter to ensure fair access to internal roles and a transparent promotions process. We will implement this in full.
- b. We will continue our new training and consultancy partnership with Inclusive Employers which includes access to ongoing training on recruitment and selection and creating inclusive environments.
- c. We are now seeking accreditation with the National Centre for Diversity with a view to becoming Investors in Diversity.

d. We will continue to use the appraisal process to develop and deliver targeted development and progression opportunities to support groups that are under-represented at YCCC. This will include:

- mandating senior staff and leaders to mentor an individual who is from an under-represented group / has lived experience of discrimination; and also to take part in reverse mentoring
- establish and give time and facilities to a Black, Asian and Minority Ethnic staff network (including players). We aim for this network to provide:
 - the Club with an important source of knowledge and experience
 - staff with a safe space to share their concerns and be listened to, including direct conversations with the Chair and the CEO.

We will evaluate the impact of the above measures and, if found effective, will extend these activities to other under-represented groups and roles.

e. YCCC will set up new systems so that we may annually publish on our website the following information (disaggregated by protected characteristics):

- pay gaps (both mean and median) in our workforce, including players, broken down by grade and role
- relative likelihood of staff being appointed from shortlisting across all posts
- relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation
- relative likelihood of staff accessing non-mandatory training and development opportunities.

We will analyse the data to identify any gaps and what we need to do to close them, particularly targeting substantial gaps. These actions to close gaps will be incorporated into our updated plan.

f. YCCC will annually survey our staff, including players. The survey will be devised later this year as one of the outcomes of our inclusivity review. The survey will include the following questions, the responses to which will be published, disaggregated by protected characteristics:

- percentage of staff reporting experiencing harassment, bullying or abuse from other staff in last 12 months

ECB PLAN THEME 2: BUILD DIVERSE TEAMS THAT REFLECT THE COMMUNITIES THEY SERVE

- percentage of staff reporting experiencing harassment, bullying or abuse from non-staff involved with YCCC (including spectators) in the last 12 months
- percentage reporting personal experience in the last twelve months of discrimination at work from a manager, leader or other colleagues
- percentage believing that YCCC provides equal opportunities for career progression or promotion.

We will analyse the data to identify any gaps between the reported treatment of different groups of staff and what we need to do to close them, particularly targeting substantial gaps.

ECB Action Improve diversity in leadership and governance positions across cricket

Action at YCCC:

- a. YCCC has set targets to achieve by 2025 a Board whose independent non-executive membership is composed of at least 50% women, and at least 20% people from Black, Asian and Minority Ethnic Groups.
- b. We will track and annually publish on our website the following information disaggregated by protected characteristics:
 - pay gaps (both mean and median) in our Executive and Leadership teams
 - comparison of demographic composition of Board membership, and of overall workforce.

We will use this data to identify what action we need to take to close any gaps, particularly targeting substantial gaps. These actions will be incorporated into our updated plan.

- c. YCCC commissioned a review by the Good Governance Institute to offer us clear, actionable and measurable recommendations for the development and improvements needed to hold leadership to account; and to enable robust, transparent and fair processes and decision-making in the best interests of players, staff, and the Club. The report will be published and will include a practical Board skills and diversity tool, which will be implemented at YCCC.



**ECB PLAN THEME 3:
DEVELOP INCLUSIVE
ENVIRONMENTS WHERE EVERYONE
FEELS WELCOME AND SAFE**

ECB PLAN THEME 3: DEVELOP INCLUSIVE ENVIRONMENTS WHERE EVERYONE FEELS WELCOME AND SAFE

ECB Action Conduct a full review of our HR policies and work with our partners to help them deliver the same

Action at YCCC

a. Our Governance review will make recommendations on how to create policies that are fit for purpose. We will use these recommendations to update our organisational EDI policy to ensure it reflects the requirements and aspirations of this plan, and of our new Board. This policy will be communicated to all staff and also published on our website.

b. Our inclusivity review will help us better understand the culture at our club, and the steps needed to be taken to improve it. The exercise will include a quantitative survey which will give us baseline data on how inclusive our culture is; so that we may continue to monitor our progress. Survey questions will be developed after an initial phase of qualitative research. For staff, including players, these questions will include measuring agreement levels – overall, and disaggregated by protected characteristics - with the following statements (taken from the ECB's staff survey):

- "I feel welcome, included, and like I belong at YCCC"
- "I understand and feel educated across the breadth of equality, diversity and inclusion"
- "YCCC is inclusive"
- "The leadership of YCCC is committed to action, not just words, when it comes to equality, diversity and inclusion".

We will set KPIs for the percentage of people who strongly agree, or agree, with the above. We will use the data to identify, and take action, to close any gaps, particularly targeting substantial gaps. These actions will be incorporated into our updated plan.

c. We welcome the planned provision of ECB learnings on EDI to county cricket clubs, and will incorporate them into our own plan as it develops.

d. We would be keen to work with the ECB to benchmark our progress against that of other county cricket clubs.

ECB Action Drive out discrimination across the game

Action at YCCC:

- We will implement fully the game-wide Anti-Discrimination Code and welcome its enforcement by ECB as a means of driving improvement across our game. Reports on YCCC performance against the requirements of the Code will be regularly collated and reported to the Chair and CEO.
- We have instituted a zero tolerance policy at YCCC of unlawful discrimination, harassment and abuse, as evidenced by the actions already taken since Lord Patel became Chair in November 2021. These include creating an operational whistleblowing hotline for independent reporting and investigation of discrimination allegations. Mohinderpal Sethi QC of Littleton Chambers has been appointed to lead the independent investigation process considering any allegations lodged through the hotline. Weekly updates on communications received by the hotline, and on results of any investigations, will be sent to the Chair and CEO. On a quarterly basis the results will be analysed to identify areas where improvement is needed, and the results fed back into the ongoing development and implementation of this plan.
- We will work with our security and customer insight partners to identify and implement actions to ensure our zero tolerance policy is understood by all, including fans; and effectively enforced at all our matches. We have already identified the following immediate actions to help enforce our zero tolerance policy at Headingley:
 - Active alcohol management and control on match days, e.g:
 - increased provision of non-alcoholic drinks and of lower-strength alcoholic drinks
 - Stadium Safety Officer (and the Police Bronze Commander, if attending) making appropriate decisions during the match in response to real-time intelligence around the ground e.g. reducing maximum number of alcoholic drinks purchased per transaction / closing bars if needed
 - ensuring policies around provision of alcoholic and non-alcoholic drinks, and our approach to managing access to alcohol, are communicated in advance to customers including pre-match communications and around the venue e.g. the digital big screen
 - Work closely with our safety and security partners to ensure effective implementation of

ECB PLAN THEME 3: DEVELOP INCLUSIVE ENVIRONMENTS WHERE EVERYONE FEELS WELCOME AND SAFE

our anti-discrimination and zero tolerance policies at Headingley - this will be a key part of pre-season training, and there will be enhanced training for safety and security staff on our venue and standards. The quality of implementation by the security partners will be subject to ongoing monitoring and review by the YCCC Director of Operations. There will be regular feedback between YCCC and security partners to drive mutual improvement

- We will also work with safety and security partners to identify specific matches and venue areas that will need an enhanced presence of experienced staff capable of dealing with flashpoint incidents both effectively and fairly. A dedicated response team with body cameras will be deployed if escalation is needed
- We will work closely and collaboratively with our outground venues to ensure they understand and implement the high standards, e.g. regarding zero tolerance of discrimination, that we set and enforce at Headingley. These will be key criteria in our development/review of outground contracts and service level agreements (where applicable)
- We will provide improved communication, in main community languages as appropriate, to customers of methods of reporting concerns/incidents, e.g.
 - in pre and post-match communications to customers
 - around the venue including tannoy and digital big screen announcements.
- We will continue to work with our regional Hate Crime lead in the police to develop a robust policy and process to proactively deal with hate related crime and concerns. This policy will be signed off by the Board. We will continue to support Hate Crime awareness-raising activities, including through permanent signage at our venues.
- We will provide funding to our volunteer 'Yorkies' programme to increase their presence at Headingley, to provide a greater number of trained, diverse volunteers on match days to:
 - provide information to customers
 - deal with customer queries/concerns
 - provide real-time information and intelligence to safety and security staff if needed.
- Currently there are 30 – 40 diverse volunteers per major match day in branded clothing. They

receive training and support throughout the year and take on a variety of roles including providing a presence at train stations, gates and around the ground. The annual funding we will now provide will allow us, in addition to the above:

- provide in season administration of the programme
- invest in kit, including kit that shows specific support a Yorkie can provide e.g. around disability accessibility, or communication / language support
- provide customer service stands at all entrances
- have an extra presence around the venue
- achieve accreditation as a Provider for Promoting Volunteering.
- We will continue to track the proportion of our 'Yorkies' volunteers who are from under-represented groups. We will take action to close any gaps, particularly substantial gaps. These actions will be incorporated into our updated plan.
- We will use our inclusivity review as an opportunity to better understand the customer experience on the ground at our professional cricket venues: what to preserve and build on, and what to improve. We will develop actions in response which will be incorporated into our updated plan. This will include baseline data for, and development of, an annual tracking survey of the customer experience which will be disaggregated by protected characteristics. We will identify any gaps in experience and take action to close them, targeting substantial gaps.

ECB Action Work with the game to create a welcoming culture that is consciously inclusive at all levels

Action at YCCC

- a. We welcome and will implement planned ECB guidance on creating welcoming environments, and the funding that is to be available.
- b. Hosting major cricket matches is vital for the future financial sustainability of YCCC. We welcome and commit to meeting the ECB's new 2025-31 requirements regarding inclusivity, accessibility and sustainability for these matches (once published).

ECB PLAN THEME 3: DEVELOP INCLUSIVE ENVIRONMENTS WHERE EVERYONE FEELS WELCOME AND SAFE

c. We will identify specific actions from the learnings and data provided by our forthcoming inclusivity review. This will provide YCCC leadership with a detailed picture of current and past experiences of club culture across staff, members and players at Yorkshire County Cricket Club; including but not only focusing on 'dressing room culture'. The report, which will be published, will be used not only to develop actions to create a more welcoming, inclusive club culture at all levels (which will be incorporated into future iterations of this plan), but also to create measures to track progress going forward. YCCC will provide learnings from this exercise to the ECB. We are keen to contribute to the development and delivery of its planned cultural transformation programme across the game, and its planned review of 'dressing room culture'.

d. We will formalise our community tickets programme, which provides free tickets to Headingley. We want to ensure that it is both accessible and transparent; so that it both is, and is seen as, fair to all. We will set aside a set amount of community tickets per game. We will provide a nomination form whereby people can nominate a group, organisation, or individual they feel are deserving of tickets and the opportunity to attend a match at Headingley cricket ground. In addition, we will provide opportunities to communities that YCCC works with through our charity arm, The Yorkshire Cricket Foundation, with a particular focus on engaging groups currently under-represented at Headingley matches, including:

- Women & girls
- People from minority ethnic and faith groups
- Disabled people
- Less well-off families.

We will report each season on the proportion of free tickets that have been provided to each of these groups.

e. We will provide special match day experiences as part of the community tickets programme (e.g. hospitality, meet a player), and monitor how many are provided each season to under-represented groups. We want to use our magnificent venue so it serves as a source of inspiration to people of all ages and backgrounds to become involved in cricket.

f. We will work with community partners to support the development of specific 'fan groups', including from under-represented groups. We will establish arrangements with fan groups for the provision of free / discount tickets, and special experiences / days.

g. We will support the development of customer forums from across under-represented groups, and an umbrella 'Fans for Inclusion' forum, to meet regularly and act as 'critical friends' about what we are doing well, and what we are doing less well. This will include opportunities to have direct conversations with our leadership.

h. We will continue to develop relationships with local faith communities to better understand and support how they may feel welcomed and included at our venues, building on existing initiatives such as our multi-faith room and diverse food provision. We will seek relationships with appropriate support / kitemarking organisations. We will also invite local faith communities to join us to celebrate festivals such as Eid, Hanukkah, Diwali and Christmas here at our facilities at Headingley.

i. We want to enable everyone to come and watch our matches in a way which feels and is safe, relaxing and dignified. We will provide our staff and volunteers with training on how to identify and meet diverse needs sensitively and with respect. We will seek funding to improve facilities at Headingley cricket ground:

- for individuals with disabilities and their families, including neurodiverse people
- for parents and carers with babies/young children
- to create a dementia-friendly environment.

j. We will take positive and proactive steps to support community tickets customers, members of fan groups and people with disabilities and their families to become involved (should they wish) in our match day volunteer 'Yorkies' programme.



ECB PLAN THEME 4:
**LEAD WITH ACCOUNTABILITY AND
COMMITMENT**

ECB THEME 4: LEAD WITH ACCOUNTABILITY AND COMMITMENT

ECB Action Ensure the Independent Commission for Equity in Cricket reports publicly and transparently

Action at YCCC

a. YCCC welcomes and is keen to engage fully in the work of the ICEC. The ICEC report, and YCCC's response to it, will be published on the YCCC website, along with any updated actions within this plan that arise from the work of the ICEC.

ECB Action Develop a strong, public and shared commitment to advancing equity, diversity and inclusion across the game

Action at YCCC

a. We will use our leverage to drive up EDI standards across our supply chain. As set out above we will work closely and collaboratively with our outground venues and with our safety and security partners to drive up standards and achieve mutual improvement. We will also work with other key stakeholders and business partners to share mutual learnings around making goods, facilities and services accessible and inclusive.

b. We will use the findings of our inclusivity review to provide YCCC leadership with a detailed picture of the lived experiences of club staff, members and players. We will use the exercise, and other initiatives such as our whistleblower hotline (with informed consent and appropriately anonymised unless specific informed consent given to waive anonymity) to develop stories that can be used in our communications and training at all levels within the Club, including for and by our leadership, to advocate for inclusion. We will develop a programme of engagement with the wider cricket network and with local communities, and will encourage participants to tell stories around EDI which can be used in our communications and training to help make the case for inclusion.

ECB Action Publish an annual EDI progress report and lead on evolving and updating the whole game's plans

Action at YCCC

a. We will set YCCC leaders objectives tied both to this EDI plan and our wider ambitions around improving governance. Executive pay will be tied to achieving these objectives.

b. We will publish an annual progress update on our website with transparent data showing our progress made against the specific actions set out in this plan; and details of how we propose to adapt the plan.

c. We will commission an independent process and impact evaluation of our DIAP 2022-25, and publish interim and final reports.

ANNEX A:



ACTIONS TIMETABLE

ANNEX A: ACTIONS TIMETABLE

Actions to be taken forward by relevant YCCC Working Group: People & Culture / Customer Experience / Changing the Game

THEMES	SHORT TERM ACTIONS (0-6 Months)
Empower people to make positive change across cricket	ECB Action Deliver game-wide EDI education. <ul style="list-style-type: none">We have recently joined Inclusive Employers, and have and will continue to use their materials which give our staff access to training and development opportunities around the various aspects of equity, diversity and inclusion.
Empower people to make positive change across cricket	ECB Action Bring people across the game together through game-wide communities <ul style="list-style-type: none">Appointing Ambassadors around the region to talent spot boys, women and girls from diverse communities and encourage / facilitate their involvement with the involvement with the Club.
Build diverse teams that reflect the communities we serve	ECB Action Strengthen our approach to fair recruitment and work with our partners to help them achieve the same <ul style="list-style-type: none">We are currently implementing anonymity in recruiting our new Board following the recent departures. We have followed closely the model and tools provided by ECB; and will continue to do so for future recruitment.We will ensure that all panels for leadership and executive appointments include at minimum one woman and one member of a minority ethnic group.
Build diverse teams that reflect the communities we serve	ECB Action Establish transparent development, progression, and promotion processes and work with our partners to help them achieve the same <ul style="list-style-type: none">We will continue our new training and consultancy partnership with Inclusive Employers which includes access to ongoing training on recruitment and selection and creating inclusive environments.
Build diverse teams that reflect the communities we serve	ECB Action Improve diversity in leadership and governance positions across cricket <ul style="list-style-type: none">YCCC has commissioned a review by the Good Governance Institute which will offer us clear, actionable and measurable recommendations for the change, development and improvement needed to hold leadership to account; and to enable robust, transparent and fair processes and decision-making in the best interests of players, staff, and the Club. The report will be published and will include a practical Board skills and diversity tool, which will be implemented at YCCC.

Develop inclusive environments where everyone feels welcome and safe

Drive out discrimination across the game

- We have instituted a zero tolerance policy at YCCC of unlawful discrimination, harassment and abuse, as evidenced by the actions already taken since Lord Patel became Chair in November 2021. These include creating an operational whistleblowing hotline for independent reporting and investigation of discrimination allegations. Mohinderpal Sethi QC of Littleton Chambers has been appointed to lead the independent investigation process considering any allegations lodged through the hotline. Weekly updates on communications received by the hotline, and on results of any investigations, will be sent to the Chair and CEO. On a quarterly basis the results will be analysed to identify areas where improvement is needed, and the results fed back into the ongoing development and implementation of this plan.
- We will work with our security and customer insight partners to identify and implement actions to ensure our zero tolerance policy is understood by all, including fans; and effectively enforced at all our matches. We have already identified the following immediate actions to help enforce our zero tolerance policy at Headingley:
 - Active alcohol management and control on match days, e.g.
 - increased provision of non-alcoholic drinks and of lower-strength alcoholic drinks
 - Stadium Safety Officer (and the Police Bronze Commander, if attending) making appropriate decisions during the match in response to real-time intelligence around the ground e.g. reducing maximum number of alcoholic drinks purchased per transaction / closing bars if needed
 - ensuring policies around provision of alcoholic and non-alcoholic drinks, and our approach to managing access to alcohol, are communicated in advance to customers including pre-match communications and around the venue e.g. the digital big screen
 - Work closely with our safety and security partners to strengthen arrangements on match days e.g.
 - enhanced training for staff on our venue and standards
 - identify specific matches and venue areas that will need an enhanced presence of experienced staff capable of dealing with flashpoint incidents both effectively and fairly
 - dedicated response team with body cameras to be deployed if escalation needed
 - Improved communication, in main community languages as appropriate, to customers of methods of reporting concerns/ incidents, e.g.
 - in pre and post-match communications to customers
 - around the venue including tannoy and digital big screen announcements.

Develop inclusive environments where everyone feels welcome and safe

- Work with stakeholders and partners in cricket in other sports to learn from good practice elsewhere.
- We will provide funding to our volunteer 'Yorkies' programme to increase their presence at match days, to provide a greater number of trained, diverse volunteers on match days to:
 - provide information to customers
 - deal with customer queries/concerns
 - provide real-time information and intelligence to safety and security staff if needed.
- provide in season administration of the Yorkies programme
- invest in kit, including kit that shows specific support a Yorkie can provide e.g. around disability accessibility, or communication / language support
- provide customer service stands at all entrances and have an extra Yorkie presence around the venue
- achieve accreditation as a Provider for Promoting Volunteering.

We will continue to track the proportion of our 'Yorkies' volunteers who are from under-represented groups. We will take action to close any gaps, particularly substantial gaps. These actions will be incorporated into our updated plan.

- We will continue to work with our regional Hate Crime lead in the police to develop a robust policy and process to proactively deal with hate related crime and concerns. This policy will be signed off by the Board. We will continue to support Hate Crime awareness-raising activities, including through permanent signage at our venues.

Develop inclusive environments where everyone feels welcome and safe

ECB Action Work with the game to create a welcoming culture that is consciously inclusive at all levels

- We will formalise our community tickets programme, which provides free tickets to Headingley. We want to ensure that it is both accessible and transparent; so that it both is, and is seen as, fair to all. We will set aside a set amount of community tickets per game. We will provide a nomination form whereby people can nominate a group, organisation, or individual they feel are deserving of tickets and the opportunity to attend a match at Headingley cricket ground. In addition, we will provide opportunities to communities that YCCC works with through our charity arm, The Yorkshire Cricket Foundation, with a particular focus on engaging groups currently under-represented at Headingley matches, including:
 - Women & girls
 - People from minority ethnic and faith groups
 - Disabled people
 - Less well-off families.
- We will report each season on the proportion of free tickets that have been provided to each of these groups.
- We will provide special match day experiences as part of the community tickets programme (e.g. hospitality, meet a player), and monitor how many are provided each season to under-represented groups. We want to use our magnificent venue so it serves as a source of inspiration to become involved in cricket
- We will provide our staff and volunteers with training on how to identify and meet diverse needs sensitively and with respect. We will seek funding to improve facilities at Headingley cricket ground:
 - for individuals with disabilities and their families, including neurodiverse people
 - for parents and carers with babies/young children
 - to create a dementia-friendly environment.
- Our inclusivity review will help us better understand the culture at our club, and the steps needed to be taken to improve it. The exercise will include quantitative surveys with both staff and customers which will give us baseline data on how inclusive our culture is; so that we may continue to monitor our progress.

Lead with accountability and commitment

ECB Action Develop a strong, public and shared commitment to advancing equity, diversity and inclusion across the game

- We will use our leverage to drive up EDI standards across our supply chain. As set out above we will work closely and collaboratively with our outground venues and with our safety and security partners to drive up standards and achieve mutual improvement. We will also work with other key stakeholders and business partners to share mutual learnings around making goods, facilities and services accessible and inclusive.

Actions to be taken forward by relevant YCCC Working Group: People & Culture / Customer Experience / Changing the Game

THEME	MEDIUM TERM EDI ACTIONS (6-12 Months – to be incorporated into DIAP 2022-25)
Empower people to make positive change across cricket	<p>ECB Action Deliver game-wide EDI education</p> <ul style="list-style-type: none"> We will mandate our professional players and our employees to participate in the ECB'S planned EDI education for players / employees. We will in addition develop complementary, relevant local training for all our staff, including volunteers. This training will be undertaken by all new starters and existing employees, with regular refresher training. Evaluating the impact of the training, and any further development needs, will be built into the training follow-up by line managers. Participation levels will be monitored and reported to the Board.
Empower people to make positive change across cricket	<p>ECB Action: Encourage and support personal development and learning across the game.</p> <ul style="list-style-type: none"> We will disseminate information from ECB EDI updates and external resources on our internal and external communication platforms (as relevant per audience). We will make available to the ECB learnings from our own activities which may be of use to other clubs and the wider cricket network: e.g. on how to reach those who are not being involved and/or heard. We would also be keen to work with the ECB to help develop mechanisms such as identifying and sharing good practice, action learning sets and 'buddying' arrangements, so that we may work alongside other cricket clubs and other sports towards achieving real and sustainable improvement within cricket; so that 'the rest are as good as the best'. We will mandate YCCC players and employees to set personal learning objectives around EDI, which contribute to the fostering of good relations between people of different backgrounds and groups. All players and staff will be required to set PLOs which provide them with opportunities for direct and active engagement with people from a group that is under-represented in cricket and/or has lived experience of discrimination. We will develop these opportunities in partnership with our community and recreational cricket arms who work extensively with people from Black, Asian and minority ethnic communities, including asylum seekers and refugees, and with other under-represented groups. Managers will work with staff to identify what delivering the objective meant to them, learnings from it and any further developmental needs. <ul style="list-style-type: none"> Development and delivery of EDI PLOs will be monitored through the line management system, with information collated and reported to the Board.

<p>Empower people to make positive change across cricket</p>	<p>ECB Action Bring people across the game together through game-wide communities</p> <ul style="list-style-type: none"> • We will initially focus on increasing the representation and involvement in cricket of the following groups which are under-represented in cricket: <ul style="list-style-type: none"> • South Asian communities • women and girls • less well-off families • people with a range of disabilities. • We want to build on what we are doing well, and identify and address what we need to do better; and how we need to further update this action plan. We will seek to identify and build on 'what works' in our work already undertaken with under-represented groups, particularly through our Yorkshire County Cricket Club Board and Yorkshire Cricket Foundation. • We have a range of immediate further actions planned including: <ul style="list-style-type: none"> • identifying and encouraging diverse new talent through our new Players Development Programme, player exchanges and scholarships in partnership with Lahore Qalandars PSL Team and South African franchise Momemtum Multiply Titans • proactively supporting local community initiatives such as Bradford Trident's campaign with the ECB to build an Urban Cricket Centre at Parkside Sports Centre in Little Horton Bradford. • We will analyse the detailed 2021 National Census results for Yorkshire (to be released by the Office of National Statistics in Spring 2022) so that we may identify, and develop KPIs for groups which are under-represented at our Club, including in our Pathways, Regional and County Age Group programmes. Progress on these KPIs will be reported to the Board. • We will provide regular updates into the ECB/wider network reporting structure that is established.
<p>Build diverse teams that reflect the communities they serve</p>	<p>ECB Action Strengthen our approach to fair recruitment and work with our partners to help them achieve the same</p> <ul style="list-style-type: none"> • We will include our equity, diversity, inclusion and human rights vision, and our priorities to achieve this, in all role descriptions and advertisements. We will proactively seek applications from people who can help us achieve these. • We will make it mandatory for staff taking part in recruitment and selection to have been appropriately trained to do so.

<p>Build diverse teams that reflect the communities they serve</p>	<p>ECB Action Establish transparent development, progression, and promotion processes and work with our partners to help them achieve the same</p> <ul style="list-style-type: none"> • We are now seeking accreditation with the National Centre for Diversity with a view to becoming Investors in Diversity. • We will continue to use the appraisal process to develop and deliver targeted development and progression opportunities to support groups that are under-represented at YCCC. • YCCC will annually survey our staff, including players. The survey will be devised later this year as one of the outcomes of our inclusivity review. The survey will include the following questions, the responses to which will be published, disaggregated by protected characteristics, the percentage: <ul style="list-style-type: none"> • of staff reporting experiencing harassment, bullying or abuse from other staff in last 12 months • of staff reporting experiencing harassment, bullying or abuse from non-staff involved with YCCC (including spectators) in the last 12 months • reporting personal experience in the last twelve months of discrimination at work from a manager, leader or other colleagues • believing that YCCC provides equal opportunities for career progression or promotion. • We will analyse the data to identify any gaps between the reported treatment of different groups of staff and what we need to do to close them, particularly targeting substantial gaps.
<p>Develop inclusive environments where everyone feels welcome and safe</p>	<p>ECB Action Conduct a full review of our HR policies and work with our partners to help them deliver the same</p> <ul style="list-style-type: none"> • Our Governance review is currently reviewing all our organisational policies and will make recommendations on how to create policies that are fit for purpose. We will use these recommendations to update our organisational EDI policy to ensure it reflects the requirements and aspirations of this plan, and of our new Board. This policy will be communicated to all staff and also published on our website.
<p>Develop inclusive environments where everyone feels welcome and safe</p>	<p>ECB Action Drive out discrimination across the game</p> <ul style="list-style-type: none"> • We will implement fully the game-wide Anti-Discrimination Code and welcomes its enforcement by ECB as a means of driving improvement across our game. Reports on YCCC performance against the requirements of the Code will be regularly collated and reported to the Chair and CEO. • We will use our inclusivity review as an opportunity to better understand the customer experience on the ground at our professional cricket venues: what to preserve and build on, and what to improve. We will develop actions in response which will be incorporated into our updated plan. This will include baseline data for, and development of, an annual tracking survey of the customer experience which will be disaggregated by protected characteristics. We will identify any gaps in experience and take action to close them, targeting substantial gaps.

Develop inclusive environments where everyone feels welcome and safe	ECB Action Work with the game to create a welcoming culture that is consciously inclusive at all levels <ul style="list-style-type: none"> • We welcome and will implement planned ECB guidance on creating welcoming environments, and the funding that is to be available. • We welcome and commit to meeting the ECB's new 2025-31 requirements regarding inclusivity, accessibility and sustainability for these matches (once published). • We will continue to develop relationships with local faith communities to better understand and support how they may feel welcomed and included at our venues; building on existing initiatives such as our multi-faith room and diverse food provision. We will seek relationships with appropriate support / kitemarking organisations. • We will take positive and proactive steps to support community tickets customers, members of fan groups and people with disabilities and their families to become involved (should they wish) in our match day volunteer 'Yorkies' programme.
Lead with accountability and commitment	ECB Action Ensure the Independent Commission for Equity in Cricket reports publicly and transparently <ul style="list-style-type: none"> • YCCC welcomes and is keen to engage fully in the work of the ICEC. The ICEC report, and YCC's response to it, will be published on the YCCC website, along with any updated actions within this plan that arise from the work of the ICEC.
Lead with accountability and commitment	ECB Action Publish an annual EDI progress report and lead on evolving and updating the whole game's plans YCCC <ul style="list-style-type: none"> • We will commission an independent process and impact evaluation of the DIAP 2022-25, and publish interim and final reports.

Actions to be taken forward by relevant YCCC Working Group: People & Culture / Customer Experience / Changing the Game

THEME	<u>LONGER TERM (12 MONTHS+) ACTIONS - TO BE INCORPORATED INTO DIAP 2022-25</u>
Empower people to make positive change across cricket	ECB Action: Bring people across the game together through game-wide communities <ul style="list-style-type: none"> • We will set a target to increase our employment of female coaches • We will develop our use of Bradford Park Ave to make it a regional centre of excellence for women and girls' coaching and player development.
Build diverse teams that reflect the communities they serve.	ECB Action Establish transparent development, progression, and promotion processes and work with our partners to help them achieve the same <ul style="list-style-type: none"> • mandating senior staff and leaders to mentor an individual who is from an under-represented group / has lived experience of discrimination; and also to take part in reverse mentoring • establish and give time and facilities to a Black, Asian and Minority Ethnic staff network (including players). We aim for this network to provide: <ul style="list-style-type: none"> • the Club with an important source of knowledge and experience • staff with a safe space to share their concerns and be listened to, including direct conversations with the Chair and the CEO. • We will evaluate the impact of the above measures and, if found effective, will extend these activities to other under-represented groups and roles. • YCCC will set up new systems so that we may annually publish on our website the following information (disaggregated by protected characteristics): <ul style="list-style-type: none"> • pay gaps (both mean and median) in our workforce, including players, broken down by grade and role • relative likelihood of staff being appointed from shortlisting across all posts • relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation • relative likelihood of staff accessing non-mandatory training and development opportunities.

Build diverse teams that reflect the communities they serve	ECB Action Improve diversity in leadership and governance positions across cricket <ul style="list-style-type: none"> • YCCC has set targets to achieve by 2025 a Board whose independent non-executive membership is composed of at least 50% women, and at least 20% people from Black, Asian and Minority Ethnic Groups. • We will track and annually publish on our website the following information disaggregated by protected characteristics: <ul style="list-style-type: none"> • pay gaps (both mean and median) in our Executive and Leadership teams • comparison of demographic composition of Board membership, and of overall workforce. • We will use this data to identify what action we need to take to close any gaps, particularly targeting substantial gaps. These actions will be incorporated into our updated plan.
Develop inclusive environments where everyone feels welcome and safe	ECB Action Conduct a full review of our HR policies and work with our partners to help them deliver the same <ul style="list-style-type: none"> • We will set KPIs for the percentage of people who strongly agree, or agree, with the above. We will use the data to identify, and take action, to close any gaps, particularly targeting substantial gaps. These actions will be incorporated into our updated plan. • We welcome the planned provision of ECB learnings on EDI to county cricket clubs, and will incorporate them into our own plan as it develops. • We would be keen to work with the ECB to benchmark our progress against that of other county cricket clubs.
Develop inclusive environments where everyone feels welcome and safe	ECB Action Work with the game to create a welcoming culture that is consciously inclusive at all levels <ul style="list-style-type: none"> • We will work with community partners to support the development of specific 'fan groups', including from under-represented groups. We will establish arrangements with fan groups for the provision of free / discount tickets, and special experiences / days. • We will support the development of customer forums from across under-represented groups, and an umbrella 'Fans for Inclusion' forum, to meet regularly and act as 'critical friends' about what we are doing well, and what we are doing less well. This will include opportunities to have direct conversations with our leadership. • We want to enable everyone to come and watch our matches in a way which feels and is safe, relaxing and dignified. We will provide our staff and volunteers with training on how to identify and meet diverse needs sensitively and with respect. We will seek funding to improve facilities at Headingley cricket ground: <ul style="list-style-type: none"> • for individuals with disabilities and their families, including neurodiverse people • for parents and carers with babies/young children • to create a dementia-friendly environment.

Lead with accountability and equipment	ECB Action Develop a strong, public and shared commitment to advancing equity, diversity and inclusion across the game <ul style="list-style-type: none"> • We will use the findings of our inclusivity review, and other initiatives such as our whistleblower hotline (with informed consent and appropriately anonymised unless specific informed consent given to waive anonymity), to develop stories that can be used in our communications and training at all levels within the Club, including for and by our leadership, to advocate for inclusion. We will develop a programme of engagement with the wider cricket network and with local communities, and will encourage participants to tell stories around EDI which can be used in our communications and training to help make the case for inclusion.
Lead with accountability and equipment	ECB Action Publish an annual EDI progress report and lead on evolving and updating the whole game's plans <ul style="list-style-type: none"> • We will set YCCC leaders objectives tied both to this EDI plan and our wider ambitions around improving governance. Executive pay will be tied to achieving these objectives. • We will publish an annual progress update on our website with transparent data showing our progress made against specific actions, and how we propose to adapt our plans.

ANNEX B: METRICS TO BE REPORTED TO BOARD

People And Culture Metrics

Participation levels in the ECB's EDI training for professional players and for employees (100%)

Development and delivery of annual EDI personal learning objectives by players and employees (100%)

Anonymity used in recruitment of Board and executive appointments (100%)

Panels for leadership and executive appointments include at minimum one woman and one member of a minority ethnic group (100%)

Inclusion of our equity, diversity, inclusion and human rights vision, and our priorities to achieve this, in role descriptions and advertisements (100%)

Proportion of staff taking part in recruitment and selection who have been appropriately trained (100%)

Participation of senior staff in mentoring scheme (100%)

Disaggregated by protected characteristics::

- pay gaps (both mean and median) in our leadership and workforce, including players, broken down by grade and role
- relative likelihood of staff being appointed from shortlisting across all posts
- relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation
- relative likelihood of staff accessing non-mandatory training and development opportunities

Staff Survey (including players) responses, disaggregated by protected characteristics: percentage of staff experiencing harassment, bullying or abuse from other staff in last 12 months

- percentage of staff experiencing harassment, bullying or abuse from non-staff involved with YCCC (including fans) in the last 12 months
- percentage believing that YCCC provides equal opportunities for career progression or promotion
- percentage reporting personal experience in the last twelve months of discrimination at work from a manager, leader or other colleagues

Percentage difference between Board membership and overall YCCC workforce, disaggregated by Board voting and executive membership.

Percentage of NEDs who are women (target 50% by 2025)

Percentage of NEDs who are from Black, Asian and Minority Ethnic Groups (target 20% by 2025)

Number of female coaches employed

Staff Survey: agreement levels with the following statements (disaggregated by protected characteristics)

- "I feel welcome, included, and like I belong at YCCC"
- "I understand and feel educated across the breadth of equality, diversity and inclusion"
- "YCCC is inclusive"
- "The leadership of YCCC is committed to action, not just words, when it comes to equality, diversity and inclusion"

Number of communications received by the whistleblower hotline; + results of investigations and analysis.

Number of YCCC executives with objectives and pay tied to EDI plan (100%)

Changing The Game Metrics

• Involvement levels of under-represented groups in our new Players Development Programme, player exchanges and scholarships in partnership with Lahore Qalandars and Momentum Multiply Titans

• Once developed, progress on KPIs re involvement of under-represented groups in our Club, including in our Pathways, Regional and County Age Group programmes

• Benchmarking results against those of other county cricket clubs (once available).

• YCCC performance against the requirements of the game-wide Anti-Discrimination Code

• Number of staff and volunteers trained to work at match days

• Results of customer survey (disaggregated by protected characteristics)

• Number of 'fan groups' from under-represented groups supported by YCCC.

• Number of customer forums supported – for specific under-represented groups, and umbrella 'Fans for Inclusion' forum

• Proportion of community tickets provided to under-represented groups each season.

• Number of special experiences provided to people from under-represented groups each season.

• Proportion of our 'Yorkies' volunteers who are from under-represented groups.

• Reports on management of safety and security contracts for use of outground venues, reinforcement of zero-tolerance standards and of contracts/service level agreements



YORKSHIRE CRICKET BOARD

ANNEX C: YORKSHIRE CRICKET BOARD

BAME ENGAGEMENT AND SUPPORT PROGRAMMES

YCB – General Background

The Yorkshire Cricket Board is responsible for all recreational cricket from the school playground to the Academy covering 1818 primary schools, 350 Secondary schools, 100 Special Needs Schools, 750 cricket clubs (including 110 “One team” Urban clubs) and 80 leagues which includes 4 Premier Leagues, the South Asian Leagues and the BAME Management Group. The majority of clubs affiliate through the YCB to access support. Leagues do not affiliate to YCB as they are constitutionally and legally separate.

YCB is also in charge of facility development, the education and development of all coaches, umpires, scorers, groundsman and volunteers and runs an extended disability development programme. The Pathways Scheme at the end of 2020 accommodated 921 players annually.

The YCB deliver **all aspects** of recreational cricket in Yorkshire. This includes Club and League Development, School Development, Player and Player Pathway Development, Adult Player Participation and Retention, Workforce Development (volunteers & professional), Facility Development, Strategic Action Planning and Procedures and Key Partner Liaison at county, regional and national levels to enable the county to deliver the ECB strategy “*Inspiring Generations 2020-2024*” at a local level.

The YCB have **5 employees from BAME communities** (3 Managers -incl 1 female and 2 Core Cities Engagement officers and 2 White British female Community Cricket Officers) and they are supported by the County's Equity and Diversity Officer.

The YCB currently have 10 Directors including 3 BAME Directors incl. 1 BAME female.

The YCB came into existence on 1st October 1996 (just prior to ECB commencing) and it follows its predecessors the Yorkshire Cricket Association (1971-2011) and the Yorkshire Cricket Federation (1960-1971).

SCHEMES

ECB CITY CUP (formally Wisden City Cup)

Yorkshire were the 4th county to be involved with this scheme, which was endorsed by ECB. Initially it was to give the BAME communities opportunities to play cricket District v District followed by

City v City for the ages between 18 years-25 years and for the County Clubs to be in attendance. The winners of each city/region would then play off in a final at Lord's (or another suitable venue). During the last 3 years ECB have lowered the age group to U15-U18 which has enabled the scheme to dovetail into any County's Pathways Scheme.

Aims:

- Identify high potential 15-18-year olds from non-traditional environments
- Provide an exit route into the existing talent pathway

Qualification Criteria:

- 15-18-year olds
- Maximum of 3x 18 Year olds in any starting eleven
- 15-man squad Identified, 13-man squad at events, play 12 per game
- Not playing in CAG or above
- Has not been involved in CAG for last 2 seasons
- District level and Premier League players are ok
- Players must be recruited from the City's defined postcode (exceptions to be agreed by ECB)

Teams in Yorkshire:

- 3 x Teams: Bradford, Leeds, Sheffield
- 1x (Additional team in Kirklees to cope with demand but not an official ECB City cup team)

Number of young people at trials in Yorkshire in the last three years:

- 1200 Young people attending trials across the Yorkshire City Cup areas
- 45 Young People selected to represent City Teams per year (130 over 3 years)
- Sheffield v Bradford final in 2019 at Grace Road
- 8 players over the last 3 years selected to go to ECB National centre of excellence for testing and development

ANNEX C: YORKSHIRE CRICKET BOARD

- Squad Of 15 players selected from across Yorkshire to represent a Yorkshire City Cup Team vs Yorkshire Academy at Bradford Park Avenue.

Notable key partners:

- Allama Iqbal Sunday League
- Pakistani Muslim Centre Sheffield
- BBC Radio Sheffield Asian Network
- Bradford Sunday Mutual League
- Quaid E Azam League
- SYSCL
- ECB PLS
- Bradford League
- Central Yorkshire League
- Huddersfield League
- Caribbean Sports Club Sheffield
- Leeds Caribbean
- Khamond Centre
- Bradford Park Avenue
- YCF
- YCCC
- Dewsbury & District Cricket League

CHANCE TO SHINE – STREET

Chance to Shine Street brings cricket to thousands of young people in urban areas. It uses the game

to increase aspiration, promote social cohesion and create opportunities in diverse communities.

There are 165 Chance to Shine Street projects across the country.

It's a fast-paced version of the game played with a tapeball - a tennis ball wrapped in electrical tape - in small, enclosed spaces. With six players per team and 20 balls per innings, it's cricket's answer to five-a-side football.

We feel that every child, no matter where they live, should have the opportunity to play cricket. *Chance to Shine Street* is a counter for a lack of accessible clubs and green spaces in inner-city areas and aims to make cricket accessible to young people throughout the country.

Street cricket offers a different way into the sport, with **87%** of players not part of a traditional cricket club when they joined the sessions. Some - around 1 in 10 - do go on to play at a traditional cricket club or enter park-based T20 leagues but for most the Street project becomes their club.

In Yorkshire we ensure that players migrate to local clubs if they so wish. A programme for the community!

The projects run after-school or at weekends, they are completely free, players don't need to bring any equipment and can wear whatever they like. The sessions run in sports halls, youth clubs, parks and community centres for two age groups - **Youths (eight-16) and Young Adults (16-24) - and in some locations we run female-only sessions.**

- 11 projects across Yorkshire
- Sheffield (3), Leeds (4), Kirklees (3), Hull, Middlesbrough
- Average attendance is 20 per Centre of which 80% have never played cricket before
- Age range is 8 – 13 years
- Engaged with key partners to ensure the right children are targeted and in the right demographic.
- Notable key partners:
 - Local authorities, CSPs, SSPs, Mosques, community leaders, police, councilors, local MPs, Sport development teams.



Cricket Is A Game For Me

THE YORKSHIRE
COUNTY CRICKET CLUB

ANNEX C: YORKSHIRE CRICKET BOARD

- Training for young volunteers and coaches is key for sustainability of the project.

NB - If funding permitted there is demand to expand programmes across West Yorkshire, please see WY specific for more details on how these programmes link to the wider core cities initiative and player pathway for non-traditional cricket.

CRICKET TO THE MOSQUES

- Running for 10 years
- Partnership with 3 mosques in Sheffield & Rotherham
- Average weekly attendance 30 – 50 participants
- Engagement and partnership built with local Imam
- Driven from within and by key partners and community leaders
- Promoted within the community by the community
- Inter linked competitions between the mosques
- Training for local activators within the mosques
- Courses run within local parks and community centres
- Linked to BAME development centres
- Children feeding into local clubs and junior leagues
- 15 - 20 children engaged per centre
- On average 60 across the centres

REGIONAL – SOUTH YORKSHIRE

ECB Non-Turf pitch programme

- 11 Non turf pitches installed in partnership with Sheffield City council to engage South Asian & BAME communities
- £150,000 on Non turf pitches

- £25,000 on community activation
 - Pitch hire
 - Equipment
 - Coach and volunteer activation
 - Players supported through the program to date.
 - 1000 players engaged to date

Rotherham Non turf Pitch Programme:

- The total project cost: £295,055 + VAT (or £354,066 including VAT)
- Outcomes resulting from investment:
 - Providing opportunities for informal play in park settings
 - Maintaining existing membership within clubs
 - Improving income streams, to benefit long term financial sustainability
- Increasing number of players, expected growth to include over 2000 new participants to the game in Rotherham within 2 years, by when the investment is projected to double club membership.
- Improving the quality of pitches, grounds, and practice facilities
- Creating a family friendly environment
- Enabling improved use of existing Cricket facilities
- Each area of funding used by clubs, will be linked to a club, player, members & volunteer survey conducted and aligned to the club development plan. In accordance with standard ECB requirements, each club would be required to obtain 2 quotes from an ECB approved recognised supplier. An audit relating to the development plan would be overseen by YCB on behalf of ECB and RACDG.
- Focus on engagement after consultation with the South Asian community to provide free non turf pitches for:

ANNEX C: YORKSHIRE CRICKET BOARD

- Rotherham Super League
- Tape Ball Cricket league – Rotherham
- Informal cricket for the community
- ASC & DC in the community
- Development of W&G cricket for SA women in Rotherham

Cricket to the Mosques:

- Running for 10 years
- Partnership with 3 mosques in Sheffield & Rotherham
- Average attendance 30 – 50 participants

Pop up cricket:

- 3 centres running for the last 6 years
- 2 x Sheffield
- 1 x Rotherham
- 30 Participants per centre

BAME Development centres: for the last 12 years

- 2 x Sheffield
 - 30 participants per centre
- 1 x Rotherham
 - 20 -40 participants
- *Some of the programs are funded through YCB, other BY: LA's, or CSP's.

Street cricket:

- Running for the last 3 years
- 1 x Boys Session

- 28 participants
 - Note 11 of these boys are now entered Into the Ben Jessop Junior League U13s
- 1 x Girls session:
 - 12 – 6 participants
- 4 x ECB Level 2 coaches funded to coach on CTS Street program
 - £1000 – CTS funded

Allam Iqbal Sunday Cricket League – League engagement & Support

- £6,600 of grants brought in during COVID-19 19 pandemic to support league and clubs
- White balls supplied for the league
 - 240 balls supplied
 - £1680 funded through ECB NTP initiative
 - 14 club supported
 - 140 players
- Pink balls funded for 2021 cup competition
 - 50 balls supplied
 - £375 brought in by GD form Local Authority ward pot
 - 14 clubs supported
 - 140 players
- Free umpires' course for 14 volunteers (level 1)
 - Funding brought in to cover costs – Awards for all funding
 - £500
- 6 x Coach education places
 - £1500

ANNEX C: YORKSHIRE CRICKET BOARD

- Funded by ECB NTP initiative
- Grounds found for 14 clubs each year, with discounts either with Sheffield City council pitches or privately owned grounds through partnership work
- 10 x NTP sites used by AISCL since 2015
 - 2 years free usage
 - £10 per pitch now for South Asian community partnership agreement
- Participants engaged – 140 Players
- New Club linking (Buddy System) with existing private grounds:
 - Aim: To create an environment where AISCL clubs are linked to a private club to create
 - More playing opportunities
 - Ground sharing
- Grounds course in conjunction with league to be held March 2022 to be held at Whiston PC

Rotherham T20 & T10 League - League engagement & Support (grounds used across Sheffield & Rotherham)

- 10 x NTP sites used by Rotherham T20/10 league since 2018
 - 2 years free usage
 - £10 per pitch now for South Asian community partnership agreement
- Participants engaged: 100 Players

Makki Mosque:

- First Mosque nationally to enter into a Junior League
- Playing equipment provided for free from CTS
- Entry to the league wavered by BJL

- Free ground provided at Don Valley Bowl
- 15 new participants

Club Support - 1-1 engagement with clubs

- Caribbean Sport Club Sheffield: Key Focus club for BAME dev in SY
 - Funding: £16,000 brought into the club by GD during the COVID-19 pandemic
 - Club Mark Accreditation in 2019, first time in the club's history
 - Coach/volunteer development – 6 coaches trained in last 5 years
 - 6 x £250 - £150
- Additional Clubs Supported 1-1:
 - 14 x AISCL
 - new: clubs support and ground found
 - Sheffield Super Kings CC
 - Sheffield Strikers CC
 - Waverley CC

Watch Video link below

[YCB's Johnny Younis talks cricket in South Yorkshire | Cricket Yorkshire](#)

REGIONAL - WEST YORKSHIRE

Chance to Shine-Street

8 projects, 2 of which have been going for 10 years now (Dewsbury and Batley)

- Dewsbury
- Batley

ANNEX C: YORKSHIRE CRICKET BOARD

- Batley girls only
 - Huddersfield
 - Leeds Bilal
 - Leeds Bilal – Heera Ranis – girls only
 - Leeds Urban
 - Leeds Chapeltown
-
- Average attendance is 30 per session (aged 8-15) and all of these projects aside from the 2 most recent (Chapeltown and Huddersfield) have annually attended and hosted both Regional and National competitions. All coached/run by south Asian people from the local communities (apart from Heera Ranis, but they have a recent qualified female south Asian CSW supporting, with plans to qualify with a Foundation 1 this year).
 - Attendance at a number is 'capped' due to space and coach /player ratios.
 - **Heera Ranis was awarded the CtS Street Project of the Year in 2019**

Core Cities - Kirklees

Information provided here dates back to April 2019 when Soyeb Kayat was employed but is currently furloughed.

24 individual projects delivered since April 2019, these include Back to Cricket, Indoor & Outdoor Tapeball, Over 50s, female softball, Cage Cricket, Introduction in Mosque, U15s competition, Taxi Drivers Cricket fit, Christmas Day Indoor 6 a side. F4R funded All Stars and Sky funded Dynamos Intros programmes delivered in both club & community (6 programmes, 180 children, 90+ Activators trained and kitted out).

Over 3500 participants have taken part in these projects, aged between 15-62.

Other programmes include:

- X 2 first aid courses (32 participants, half of which are female)

- X 6 female Coach Support worker qualified (and delivering/supporting both Batley girls Street and Women's softball)
- X 18 Foundation 1
- X 2 Female L2 qualified (run Batley girls Street and Women's softball)
- A female scorer's course (18)
- Currently planning a F1 & Core Coach for local community people.

Huddersfield has just completed its first ever Indoor Tapeball Competition, 8 teams took part, demand was higher but capacity limited it to 8. Plans afoot for further competitions throughout winter and moving outdoors in Summer, also looking at the prospect of hosting a National Competition.

As the initiative has developed CCBs were challenged to introduce a 'Hub' concept, whereupon we created a clear pathway for children aged 5 through to senior cricket, within communities, outside of traditional format (but to include an exit route into club cricket where appropriate). A mix of All Stars/ Dynamos/Street/U14 Indoor Tapeball/Introductory Mosque sessions, through to a variety of Adult offers. We currently have 6 'Hubs' at various stages with plans for a further 4 this season. To complement this we have identified 11 key sites for ECB NTP investment (in the main community venues as opposed to club) and are working with the local authority to secure tenure/develop ancillary facilities.

Substantial work ongoing with Kirklees LA to provide more facilities and access to, to enable us to deliver more programmes, for the first time the Playing Pitch Strategy has a devoted section to non-traditional/community venues and a commitment to protect and develop these – also wholly these relate to South Asian communities.

Leeds Interfaith Project

One of the most groundbreaking projects ever undertaken during last decade. Launched in 2010, it was superseded in 2013 by the ECB's SAC Project funded by Sport England as part of Cricket's Whole Sport Plan which then merged into the Core Cities Programme. The results of this project paved the way in what we have today.

"To use cricket as a vehicle for bringing together communities of different faiths and those from a

ANNEX C: YORKSHIRE CRICKET BOARD

disadvantaged background in order to break down perceived barriers and encourage friendships”

Purpose of the Project

The Leeds Inter Faith Cricket Project was initially a partnership between the Leeds Jewish Representative Council, The Yorkshire Cricket Board, YCB BME Forum and community key stake holders including the Sikh and Muslim communities of Leeds

The aim of the project is to use cricket as a vehicle for bringing communities of different faiths together in order to break down perceived barriers and encourage friendships.

Following the inaugural Leeds Inter Faith Day on 15th June 2008, when young people and their families attended, it was decided to increase the Inter Faith activities and provide a robust support structure to enable the project to develop and grow.

On a national level, the project connects with “the Inter Faith Network links national faith community representative bodies; national, regional and local faith bodies and educational and academic bodies with an interest in faith issues.

The purpose was to identify, bring together different faiths and communities. It seeks to set down agreed strategic priorities, ways of working, decision making processes, coherent investment framework, integrated reporting and shared ownership of success.

An Operations Group and a Leadership Academy was set up with 12 young people sharing their beliefs and ideas and running programmes for all diverse communities.

- Develop confidence and skills to bridge and link
- Support interaction and social action
- Develop structures and processes which support dialogue and social action
- Improve opportunities for learning which builds understanding

Although participation increased in all activities (4 activities per year for 4 years in different communities in Leeds with 25-30 young people attending), it was the bringing together of different faith communities to understand each other’s cultures and beliefs – ***the measure of the cultural change, their beliefs and attitudes and understanding that made the difference.***

Club and League

Batley CC: numerous meetings discussing and supporting various elements of development,

including:

- CtS/All Stars & Dynamos support
- Developing a Women's section
- General club development – support in writing a development plan/attaining Clubmark status/ junior recruitment
- Attended various events including presentation evenings, Gala Days (provided SLZ for one such day, free of charge), schools comps, Cricket World Cup event
- Arranged for juniors to attend YCCC and an England International at Headingley
- Provided tickets for YCCC T20 and 50 over games for club fundraisers
- £500 emergency grant offered when the club was vandalised (not sure if they took it)
- Supported and Endorsed 2 ECB SGS applications – 2014 - £1,100 for windows/security, 2018 - £2,400 for internal refurb
- Currently supporting a £10k ECB CGF application to improve facilities – awaiting club to submit but it will be approved by YCB.

Mount CC – as above regards numerous meetings,

- CtS/All Stars & Dynamos support
- Developing a Women's and Girl's section
- General club development – support in writing a development plan/attaining Clubmark status/ junior recruitment
- Met and advised on facility development plans
- Supported club application to join Halifax League
- Recently supported the club with concerns around COVID and the impact on their league position (direct liaison with LA and league on their behalf, including a meeting which finished at 9.45pm!)
- Attended various events including presentation evenings, Gala Days, schools' comps, All Stars recruitment and launch day

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- Provided tickets for YCCC T20 and 50 over games for club fundraisers
- £500 emergency grant offered when the club was vandalised (not sure if they took it)
- Supported and Endorsed ECB SGS application – **2017** - £1,650 covers

General:

- Met with Bradford Sunday School Mutual League and both Quid-e-Azam leagues and offered support to leagues and their member clubs
- Similar with Dewsbury & District League– supported and had direct input to them having access to Leeds Rd so they could run the league in 2020 – worked up a RTC grant application for toilet hire to enable them to run the league also (not sure if they took it, but it was confirmed as being successful, issues over their constitution). Also organized a Groundsman's course for the league to be run in March 2022 at Bradford PA.
- 7 SAC Bradford based clubs successfully awarded a total of £9k RTC grants this year, also the BSSML league were awarded a grant
- Supporting Allerton CC after their changing facilities were destroyed in an arson attack - £500 Emergency Grant and currently working with ECB to plug a substantial funding gap to replace due to being underinsured- £18k + was granted to the club, only by nature of YCB involvement & endorsement.
- Salem CC – met numerous times to offer guidance and support, discussions are ongoing.
- SGS other – Bowling Old Lane £1k covers/ Crofton Phoenix £1k covers / Great Horton Church £1,600 Internal refurb.
- Supported Great Horton Church CC with a £40k NHS bid to deliver a 'Get Active' programme which was successful. Manager attendance at a presentation with NHS to offer support and also letters of support etc.
- 22 additional Sky Dynamos Intros, and 7 F4R All Stars (fully funded) programmes allocated to community projects across Bradford & Leeds, all authorised by YCB – estimated investment is £20k, includes free places for 24 children, marketing/admin direct to those running the programme, £240.00 per programme coach mentoring, free training etc. This cost doesn't include

free kit value £180 per programme and free kit for each Activator signed up (200+ on these programmes).

- Bradford Urban Centre development, £1.8m investment, 54% secured, YCB have contributed by nature of advising/inputting into development/business plan.
- Leeds Urban Centre proposal, Bilal Centre – identified as key site in the City by YCB, meeting taken place to begin discussions and feasibility study, YCB will be heavily involved in this project.

Non-Turf Pitches – all to complement support Core Cities

- 7 installed in Leeds, another 2 due at Roundhay
- 7 confirmed as meeting criteria in Bradford, currently out to tender, 5 previously installed in 2015 - notification received that work will begin on all 7 in 2022.
- Kirklees – 11 proposed sites, still to be assessed for compliance.

REGIONAL – EAST YORKSHIRE

Hull Indoor Cricket League run throughout the winter in the form of a 12-team league including local-cricket clubs as well as 5-teams from the Sri-Lankan and Pakistani community. The league is played over 16-weeks and is always a highlight of the year. Following the conclusion of the league many of the players from these communities liaise with clubs to agree summer cricket provision at local-clubs.

COUNTY WIDE

COACH DEVELOPMENT

Instrumental throughout all our development programmes from Playground to the Academy is Coach Education. Over the years this has been to ensure that **all coaches are qualified and supported regardless of gender, diversity etc.** There have been many “open” Coach Education Programmes over the years, which encourages anyone to take a coaching course and is delivered on demand.

ANNEX C: YORKSHIRE CRICKET BOARD

During the last 5 years, assisted by Core Cities Programme in Leeds, Bradford, Kirkless and Sheffield we have delivered the following bespoke BAME courses:

- These are courses that have been run specifically for the BAME community
- All the places on these courses have been funded through various projects run by the YCB and the YCF
- These courses have been linked to the development of cricket in the BAME communities and the 12 BAME Development Centres.
- Numbers don't include funded places for the BAME community on club/open community courses
- There have also been a number of fully funded Emergency First Aid courses run alongside the L2 coaching courses to support the completion of the qualification.

ECB Coach Support Worker Course	No of Attendees
Halifax October 2015	6
Spen Valley (Female) Feb 2016	16
Batley Feb 2017	16
Bradford 2018	18
Harehills Oct 2018	10
Hamara Leeds Sep 2018	16
Bradford Oct 2019	11
	93

ECB Coaching Children's Cricket (L2) ECB Coaching Coaching Young People & Adults (L2)	No of Attendees
Wakefield Jan 2016	13
Sheffield Jan 2016	10
Bradford Nov 2015	18
Bradford Nov 2016	18
Bilal Centre Oct 2018	10
Bradford Feb 2019	19
Bradford Feb 2020	16
	104

ECB Foundation I Coach	No of Attendees
Batley Dec 2019	18
Bradford (female) Feb 2020	22
Roundhay Oct 2019	16
Roundhay Jan 2020	18
	74

PATHWAYS/REGIONAL/CAG CRICKET

ANNEX C: YORKSHIRE CRICKET BOARD

Pathways

The Flagship of Yorkshire Cricket. Since its inception in 1985 the aim is to “**To encourage young players to achieve their potential and also to produce young players for Yorkshire County Cricket Club and England**”.

The scheme has undergone changes over the years developing previously in 1989 from 1 Centre of Excellence based at Headingley, 2 Regional Silver Centres (York & Harrogate) and 6 Sub-Regional (District) Bronze Centres across the county, accommodating a total of **252 young players of which 8% came from the BAME Communities** which fed into County Age Group Cricket with teams at U11, U12, U13, U14 U15 previously run by Yorkshire Schools.

Our catchment of junior players through all our development work in clubs, schools and communities is currently **22,000 young people**. The system could not accommodate the massive growth of players that we were producing, **therefore since 2015 the Pathways/CAG system has been expanded and increased to:**

3 Gold Centres (including skill sets), 4 Regional Elite Centres, 24 Regional District Centres (11 sites accommodating the 24 sessions), resulting in:

- 921 young people in the system
- Regional Elite – 419 players (15.6% BAME)
- District Centres – 328 players (15.6% BAME)
- Silver & Gold – 174 players (14% BAME)

From winter 2021-22 this is now 4 Elite Performance Centres one each for U13,14,15 plus 16’s and over based at Headingley. Skillsets, plus S&C sessions are also included.

Regional Cricket

A new additional step to the structure was developed and implemented in 2017 to support the player pathway from Pathways to County Age Group Cricket

3-Year Regional BAME Overview

The numbers below are based on **550 Players** per year across the age-groups of **U9-U15** as well as **54 Coaches & Managers** within the system for the last 3-years.

- Regional Cricket Players (BAME) – 17.36%

- Regional Cricket Coaches (BAME) – 20.37%

County Age Group Cricket

U10 (2 teams), U11 (2 teams), U13 (2 teams), U14 (2 teams), U15 (2 teams) feeding into ECB regional and national squads and the Yorkshire Academy through a trials system.

Current stats from 2016 – year on year team by team:

2016

Group	Total No	No BAME	%
U10	27	6	22.2%
U11	27	2	7.4%
U12	28	3	10.7%
U13	26	2	7.7%
U14	30	3	10.0%
U15	26	4	15.4%
Total	164	20	12.2%

2017

Group	Total No	No BAME	%
U10	27	3	11.1%
U11	13	3	23.1%
U12	27	2	7.4%
U13	32	5	15.6%
U14	28	2	7.1%
U15	28	2	7.1%
Total	155	17	11.0%

2018

Group	Total No	No BAME	%
U10	27	3	11.1%
U11	30	4	13.3%
U12	27	8	29.6%
U13	27	4	14.8%
U14	28	5	17.9%
U15	30	3	10.0%
Total	169	27	16.0%

2019

Group	Total No	No BAME	%
U10	30	2	6.7%
U11	0	0	0.0%
U12	0	0	0.0%
U13	30	6	20.0%
U14	31	6	19.4%
U15	37	6	16.2%
Total	128	20	15.6%

ANNEX C: YORKSHIRE CRICKET BOARD

2020

Group	Total No	No BAME	%
U10	28	7	25.0%
U11	34	2	5.9%
U12	33	7	21.2%
U13	33	7	21.2%
U14	26	5	19.2%
U15	22	3	13.6%
Total	176	31	17.6%

10 BAME Development Centres are generally based around South and West Yorkshire (Leeds, Bradford, Halifax, Keighley, Kirklees, Wakefield, Sheffield and Rotherham) culminating into an U11/ U13 Indoor competition around Easter at the Yorkshire Cricket Centre – From 2019 this competition was transferred outside to Bradford Park Avenue so that more age group teams and centres could attend and enjoy the new outdoor facilities.

The Centres provide short winter junior cricket programmes (Jan-March) each year at venues within communities with concentrations of BAME populations. The purpose is to engage juniors in cricket who are not currently attached to a club or receiving any cricket coaching. Centres provide a mixture of hardball and softball sessions. There is no charge to participants and programmes generally run for 8 weeks. The age group is basically **8- 16 years** attendances are high with in excess of **30-80 children** attending each of the centres.

BAME Open Days at Headingley. As part of the BAME Development Centre Programme all participants and coaches are invited to an open day at Headingley where they can meet the players, receive some indoor coaching and watch a T20 Match at no cost.

There has been a massive expansion of development of the SAC over recent years and the BME Forum needed to reflect the changes within Yorkshire Cricket and ECB – here are some current initiatives:

- Core Cities Programme with related activities and initiatives
- Chance to Shine
- Chance to Shine-Street
- Wicketz
- Breaking Boundaries
- Additional activities/programmes through the new ECB Strategy – County wide plans



Annual Report

2021



Yorkshire Cricket Foundation - Community Without Boundaries

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Vision: Our vision is that we are here to create Community Without Boundaries.

Mission: Our mission is very simple. We use the power and brand of Yorkshire Cricket to support people and communities to be the best they can be.

How we work: The Yorkshire Cricket Foundation, the charity and community arm of Yorkshire County Cricket Club, works with local partners to transform people’s lives for the better through the power of cricket.

We are not about elite sport - we are about creating a Community Without Boundaries.

Across all of our themes and work, we strive to provide an offer that is open and accessible to all. We target unreached groups and diverse communities, making sure there is equality of opportunity for everyone to enjoy, learn and take part. We are passionate about what we do and support the delivery of a whole range of events and programmes. We work with partners across Yorkshire with a focus on Education, Health & Wellbeing, Heritage and Participation.

We bring people together to make Yorkshire a happier and healthier place. Join us.

Chair's Foreword

It is a pleasure to welcome you to the Yorkshire Cricket Foundation Annual Report for 2021. Having served as a Board member since 2019 and appointed as Chair from March 2022, I am delighted to share with you the positive impact of our work over what has been a challenging 12 months.

Our vision to create Communities Without Boundaries across the region to support people and communities to be the best they can be remains our clear ambition. Since the launch of the Foundation in 2012, it has been truly exciting to look back on the remarkable evolution of the organisation and see the increased positive impact the Foundation has had in communities year on year and especially over the last 12 months.

The COVID-19 pandemic provided a huge test and I am extremely proud of the way we responded. When the UK and many other parts of the world entered lockdown early in 2020, we adapted quickly to help meet this unprecedented challenge through a range of programmes and partnerships across Yorkshire and further afield.

We tackle some of the most important issues that people face through our programmes, taking into consideration the differences across different geographical areas and demographics. Therefore, to make the most impact, informed by applied insight and an evidence-based approach, we focus on the following themes to help people across the county; Education, Health & Wellbeing, Heritage and Participation.

Looking forward, Yorkshire Cricket Foundation is at an inspiring time in its development. As the widespread benefits of the activities we undertake across the region become clearer and clearer, we are extraordinarily well positioned to continue to help improve the lives of people now and in the years to come. We are working to expand our reach and to support even more disadvantaged people

and communities, in-line with the Yorkshire Cricket Foundation Game Plan 2024 (see page 5). As part of this plan, we will continue to work with existing partners and also look to forge new and innovative partnerships to develop opportunities for those who are most in need in the region.

As you read the pages of this report I hope you are inspired by the stories of how people in the region of all ages, backgrounds and abilities are benefitting from our programmes including Eric, a 95-year-old Walking Cricket participant, more than 150 Afghanistan refugee families, who we have helped navigate their way safely and positively in society in the region, to motivated young people making a serious difference to their local communities through our educational National Citizen Service (NCS) scheme.

I would like to take this opportunity to thank our Managing Director, Will, all our talented and passionate Foundation team and my fellow trustees, both past and present for their ceaseless efforts and dedication. I must also thank all our supporters and partners for their ongoing help in making a real difference across our region.

The values and resilience which underpin our Foundation remain as strong as ever — and our commitment to being a positive force in the communities we engage with the basis of all that we do.



Caroline Darnbrook

Chair of The Board for
Yorkshire Cricket Foundation



Yorkshire Cricket Foundation

Game Plan 2020-2024

It's a very exciting time for Yorkshire Cricket. The four organisations involved in the sport in the county (Yorkshire County Cricket Club, Yorkshire Cricket Foundation, Yorkshire Cricket Board and Pro Coach) have come together to work in close partnership, helping to develop the game at all levels as part of the game wide strategy, "Inspiring Generations".

1. Access For All

We will ensure that people are able to access cricket in whatever way they wish. Our offer will also target unreached groups and diverse communities, making sure there is equality of opportunity for everyone to enjoy, learn and take part.

2. Education

Provide high quality learning and teaching opportunities as a means for providing a better future for our communities.

3. Health & Wellbeing

Support people in Yorkshire's communities to lead healthier, happier lives.

4. Heritage

Care for, manage, develop and promote Yorkshire Cricket's rich history and heritage. To increase partnership with businesses and encourage them to support physical activity and community sport in Yorkshire

5. Participation

Connect, influence and provide opportunities for all, using the power of sport and physical activity to changes people's lives.

6. Monitor & Evaluate

We will use the best tools for monitoring and evaluation of our work, showing the impact we are having as a charity on our communities.

Word from the Managing Director

2021 was another significant year for the Yorkshire Cricket Foundation. As we began to come out the other side of the pandemic our community work had never been more important and the need across the county had increased significantly.

Despite the restrictions and the uncertainty that brought, I am very proud of the work the team did and the impact we as a charity managed to have. Our work focuses on underrepresented groups and providing opportunities to those that often wouldn't be able to access them otherwise, as we continue to strive for our vision of "Community Without Boundaries".

Throughout the year there have been many highlights and ways we have supported the communities. During the pandemic we held weekly sporting reminiscence sessions on zoom, with over 850 attendances, targeting older adults at risk of isolation and welcomed many special guests to support this. We also managed to continue with the education of young people who are part of our Yorkshire Cricket College. The college team which included excellent coaching from Pro Coach and tutors from our education partner SCL, worked incredibly hard and achieved fantastic results, with an 100% pass rate maintained and 76% achieving distinction grades. This resulted in the college been selected as one of The Cricketers top 100 schools in 2021.

Partnerships have been key and we were incredibly fortunate to have Morrisons join us in the fight against holiday hunger and support our Crick-EAT programme. This brilliant initiative provided over 14,500 meals and 800+ hours of cricket to young people during the school holidays.

As the country opened up we were able to bring back face to face delivery and the response was amazing. In particular the engagement

with our diverse community's programme and Walking Cricket, which attracted huge numbers. In total, our participation programmes engaged over 8,500 participants. In addition the work of the Foundation generated nearly 9,000 hours of volunteering to support our communities.

Telling the story of the Foundation's work and the impact we have has always been critical and an area we prioritised in 2021 to raise awareness and I am delighted with the significant rise in coverage in print, online and in the written press.

Moving forwards in 2022 we are focussed on growing our work further and ensuring we have an offer that is open and accessible to all. We will target unreached groups and diverse communities, making sure there is equality of opportunity for everyone to enjoy, learn and take part. This will be backed up by a culture of integrity, inclusion and insight at the heart of everything we do.

Finally, we unfortunately lost our greatest supporter in 2021 as Dr Keith Howard sadly passed away. Without his and Emerald Foundation's support, YCF would never have been created and positively impacted the many thousands of lives. He will be greatly missed by all, and on a personal note I will miss all the advice and support he has given me. But I am delighted we are still working with his foundation, now named the Keith Howard Foundation.



Will Saville

Managing Director of the Yorkshire Cricket Foundation



Our Team

Will Saville Managing Director

Ruth Dacey Marketing & Communications Manager

Ben Wickett Designer

Mick Rickaby Admin Assistant

Nick Robinson Education Manager

Jon Ford Yorkshire Cricket College Tutor

Chloe Precious Yorkshire Cricket College Tutor

Alex Hipkins NCS Manager

Rachel Hildreth NCS Coordinator

Peter Keighley Cricket in the Classroom Tutor

Jack Harris Marketing Assistant

Beth Cook Health & Wellbeing Manager

Ben Tyler Crick-EAT Officer

Paul Goodman Heritage Manager

Mel Reuben Tour Guide

Kendal James Participation Manager

Izzy Bunn Participation Officer

Ben Fraser Wicketz Development Officer - Leeds & Bradford

Rick Robinson Wicketz Development Officer - Hull

Zain Ul Abdin Community Development Officer - Bradford

Sohail Raz Diverse Communities Manager

Jake Littleton Community Activator



Highlights

It's been a brilliant and busy year for Yorkshire Cricket Foundation.

Take a look at some of our favourite moments and thanks to those who have made the challenging last 12 months a success!



Afghanistan refugees were welcomed to Leeds in a special event organised by Yorkshire Cricket Foundation at Monk Bretton CC.



Leeds Mayor Councillor Asghar Khan helped out at one of our busiest Crick-EAT hubs – the Bilal Sports Centre, in Harehills.



Wicketz and Super 1s came together for an action-packed day as part a special indoor participation event at Headingley.



We helped host a special Walking Cricket match in Barnsley, which was enjoyed by the local community after lockdown, as they returned to physical activity.



Rishi Sunak visited one of our NCS programmes and praised the passion of the students who gave up part of the summer holiday for their local community.



Bowling Old Lane's veteran side retained the Grey Fox Trophy 2021 – our fantastic over 50s cricket trophy.



As part of Black History Month we showcased several black players including Garry Sobers, considered by many as the greatest-ever all-round cricketer.



We empowered women and girls across Leeds through our Cardio Cricket programme.

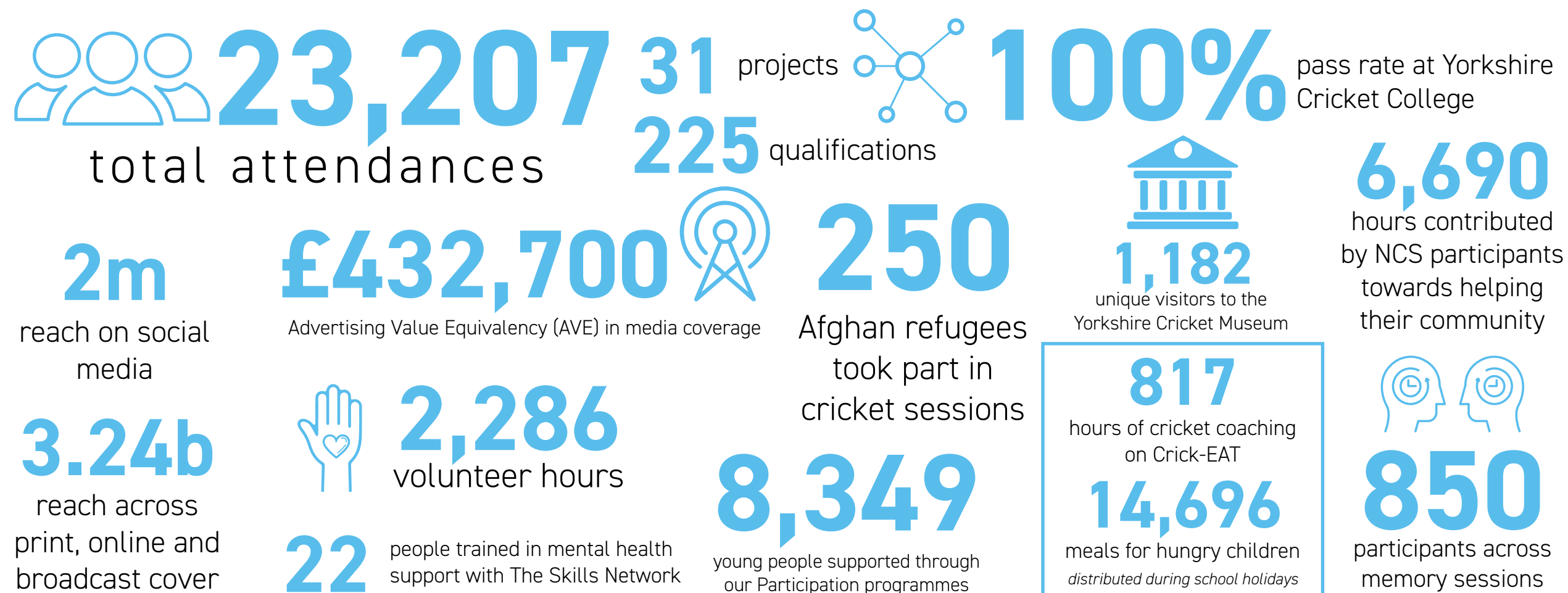


Leeds Gladiators retained the LPL Hundred Trophy after beating Men in Blue at Castleford Cricket Club.



The Yorkshire Cricket College joins forces with The Gym Group with students benefitting from the new facilities.

Reach and Impact



Media Coverage



135
Total mentions



17
Print



9
Broadcast



108
Online

Publications include:



Social Media:



99,448 reach - up **26.8%** on 2019



56,531 reach - up **141.6%** on 2019



4,445 followers - up **6.6%** on 2019



645 followers - up **46.3%** on 2019



Views: **1,882,226** | Likes: **144,100**
Followers: **2,562**

2020-2021 Impact



Education

The Yorkshire Cricket Foundation's educational programmes use cricket and the aspirational environment and facilities at Headingley to give young people an inspiring educational and sporting experience which provide a better future for our communities.



Education

Yorkshire Cricket College

Using the power of cricket to create an aspirational wrap around educational offer that facilitates academic achievement, offers unique opportunities and experiences and enhances employability of young people and adults.



College Video



54 students

up 238% on 2017



76% Distinction



100% pass rate

across all students



75% progress

onto higher education



"Our principal aim is to provide the best possible education for our learners. Small class sizes enable our tutors to spend quality time working with their students, ensuring they are fulfilling their potential during the two-year programme. Our level 3 coaching team have years of experience and ensure that training is always engaging and focusing on the holistic development of our learners. At the Yorkshire Cricket College, we strive to provide a rounded experience where our students grow academically, opening doors to higher education or a successful career."

Nick Robinson, Head of the Yorkshire Cricket College



National Citizen Service (NCS) has become the country's fastest growing youth movement with more than 600,000 graduates to date.

The programme is a once in a lifetime opportunity that you cannot miss if you are aged between 15 and 17 years old. It is your chance to take part in adrenaline-fuelled adventure activities, make new friends, learn about yourselves and make a positive change in your local community.

2 WEEK EXPERIENCE

- Helping build key skills and confidence
- Adrenaline-fuelled adventure activities
- Creates life-long connections
- Develops independence
- Making a difference in the local community

252 participants

up 581% on 2020

6690 hours

towards social action projects

"It's an amazing opportunity to grow your confidence, meet new people, improve yourself and have your voice heard within the greater community"

James Lunn, NCS Summer Graduate 2021

"I was most impressed by the enthusiasm of the students for the projects – which were their own ideas – and the determination with which they pursued their objectives"

Chancellor Rishi Sunak



“I’m really proud to be an ambassador for the Yorkshire Cricket Foundation. Sport is such a powerful tool in supporting communities and the Foundation does a great job using cricket for social good.”

Joe Root, Yorkshire Cricket Foundation Ambassador



Health & Wellbeing

Supporting people in Yorkshire's communities to lead healthier, happier lives.

Taking a life course approach, we will improve physical, mental and social health to improve wellbeing outcomes, focusing on specific areas of health across the lifespan.



Health & Wellbeing



14,696

meals delivered up
5574% on 2019

2,286

voluntary
hours

65

unique volunteers
involved

817

hours of cricket
coaching

22

people trained on online
mental health courses for free

19

new active families in
Bradford

"Most of our families live in houses with little indoor space and limited gardens so offering two hours exercise in a fun and friendly environment will support their mental and physical health. Our community has benefitted by seeing these young people occupied and playing together - a real success!"

Jill Harland, Headteacher, Brudenell Primary School



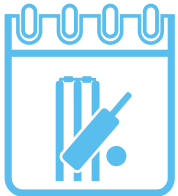
Supporting our Volunteers

Volunteers play a vital role in enabling activity delivery within Yorkshire Cricket and across the four themes of work at the YCF. Not only within a sporting context, but by contributing to the delivery of many social action projects.

We want to empower more people through meaningful and enjoyable volunteering opportunities to become involved with the charities aims, imparting their experiences and knowledge on service delivery, as

well as developing personally through being involved with social action.

We promise to create an environment where all volunteers feel welcomed, appreciated, and recognised for their contribution to YCF and Yorkshire's communities. We want to create a diverse team who all share the same passion for volunteering within Yorkshire's communities. Our volunteer programme focuses on:



Assisting on match days



Supporting social action projects



Helping out communities

"Being part of the Yorkies is like a sense of belonging, meeting other like-minded people and having fun."

Haroon Nadat, Yorkie (Match Day Volunteer)

Tackling Food Poverty: Crick-EAT

Our Purpose

We help families most in need and most at risk of experiencing holiday hunger across Yorkshire by working collaboratively to change lives for the better through our healthy holidays programme.

We provide opportunities for young people to get involved in activity for enjoyment and receive nourishment to help with wider health and social outcomes.

Our Vision

Supporting families most in need in Yorkshire during the holidays and creating healthier and happier communities.

How We Work

The Yorkshire Cricket Foundation - the official charity and community arm of Yorkshire County Cricket Club – works with Morrisons to transform people's lives for the better through the healthy holidays programme, Crick-EAT.

Currently in West Yorkshire areas of Leeds and Bradford are home to some of the most in need, with almost 22% of children in Bradford and 21% of children in Leeds living below the poverty line. The average family is only ever one month away from needing financial support, and after the past 18 months Crick-EAT is needed more than ever.

We are passionate about what we do and aligning to Marcus Rashford's recommendations to Government, we deliver two hours of cricket by qualified cricket coaches, a healthy free lunch provided by Morrisons, and free toothbrushes and toothpaste kindly provided by Palmolive.

We bring people together to make Yorkshire a happier and healthier place.

For The Future

We want to roll this out every school holiday and expand into areas that most need it across the county.



"Universal credit cuts, increases in energy prices and the aftermath of the pandemic has left many families in a situation where they need further support.

"Although we can't tackle all of these issues head on, we can relieve some of the stress around food insecurity and availability by delivering Crick-EAT over school holidays."

Beth Cook, Health & Wellbeing Manager, Yorkshire Cricket Foundation



**Crick-EAT
Summer 2021**





BAT AND BALLS

FANCY THAT!

Heritage

Yorkshire Cricket Foundation celebrates Yorkshire Cricket through a successful heritage programme that cares for, manages, develops and promotes its rich history and heritage.

Heritage



Yorkshire Cricket Museum

Through an innovative and engaging blend of exhibits, artefacts, interactives and moving images, our museum showcases the history and development of one of the greatest and most successful names in world sport: The Yorkshire County Cricket Club.

Reminiscence Sessions

We run weekly memory sessions which use the power of cricket heritage to stimulate memory, discussion and social engagement.

Stadium Tours

Our stadium tour gives you an exclusive behind-the-scenes view of Headingley Cricket Ground, allows you access to restricted areas and gives you an insight into what goes on at Yorkshire County Cricket Club.

"The highlight of my week during lockdown was joining with like-minded people to talk about cricket...it was an absolute lifeline."

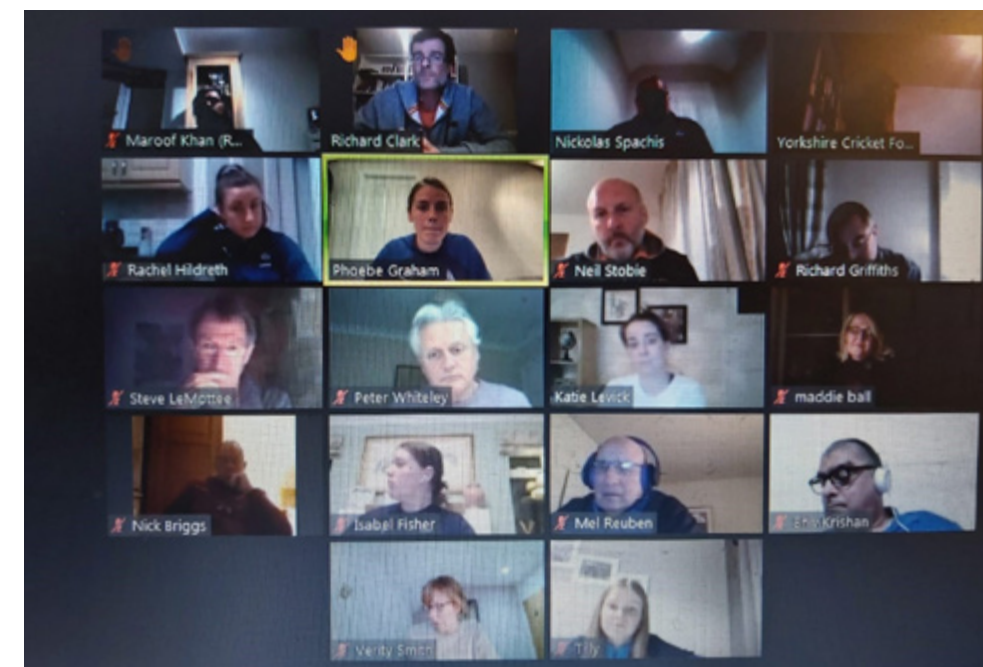
Neil Stobie, YCF Reminiscence participant based in Scotland

"There's been a long history of women's cricket at this county... now young girls growing up can get into the game knowing it's a viable career option."

Katie Levick, Northern Diamonds Bowler

We are proud to have worked with the following partners to deliver our heritage projects:

- West Yorkshire Archives Service
- National Heritage Lottery Fund
- Sporting Heritage CiC
- Sporting Memories Foundation



In the spotlight:

Reminiscence Sessions



The weekly sessions, provide a safe environment for older people to catch-up, have a cake and a coffee and chat about cricket among other things. The sessions have been developed to use Yorkshire Cricket heritage as an aid to help tackle mental health challenges in the community, combat social isolation and encourage social inclusion, while contributing to the Foundation's role as a 'social prescriber' in the community.

It was originally envisaged that this programme would take place in care/residential homes and community centres but the introduction of stringent Covid controls meant that a remote model needed to be implemented, so the delivery of sessions went online during the pandemic.

For the future the sessions will be rolled out in care homes across the county and we want to be a blue print for other counties to follow.

"It's given people a focus, something to look forward to on a weekly basis when there wasn't a lot else people could do. For me personally I just retired before covid so what this has allowed me is something to look forward to each week."

Richard Griffiths, Reminiscence participant

"The reminiscence sessions represent a great opportunity for those who suffered from social isolation or loneliness particularly during the pandemic."

Paul Goodman, Heritage Manager for the Yorkshire Cricket Foundation

**850 participants across
76 online sessions**



**Reminiscence
Sessions**



“To be involved with Yorkshire Cricket Foundation is fantastic. To see the work that they do in the community - giving others an opportunity, across all ages, and backgrounds to get involved in cricket - is inspirational.”

Katie Levick, Yorkshire Cricket Foundation Ambassador



Participation

Through our participation programmes, Yorkshire Cricket Foundation is helping support youth to make positive choices and have a sense of belonging in their community. We aim to tackle inequalities in sport and physical activity, whilst decreasing inactivity particularly in older adults, and help to build a community workforce.

Yorkshire
**WALKING
CRICKET**
Getting back into the swing of things

ngdecor
professional decorators
www.ngdecorltd.co.uk

Participation

Youth



7248

Total Participants



7099

Pop-Up & Enjoy Cricket



149

Wicketz Yorkshire



Inclusion

848

New Participants

10

Competitions

6

Leagues

Hard to reach groups



513

New participants



640

Sessions

21

Hubs



In the spotlight: Walking Cricket

Kate Mason, 78, has suffered from depression since adolescence.

Despite trying a spate of treatments including drugs, counselling and several different therapies, nothing was able to help improve her "inner core of sadness".

During the pandemic Barnsley-based Mrs Mason, a retired secondary school teacher, and university lecturer, also found her mental health began to worsen.

But after stumbling upon an advertisement for the YCF Walking Cricket programme in her local community, Mrs Mason said her life has been transformed after taking a "leap of faith" and taking up the game.

Mrs Mason said: *"Up to this point, I had never touched a cricket ball or bat in my life, never mind taking part in a game, so this was a leap of faith on my part."*

Walking Cricket has changed my outlook on life and myself."

Since Mrs Mason, originally from Sheffield, and her husband attended the course in Barnsley 14 months ago she said her mental health has improved "drastically" and she will shortly be heading to Headingley Stadium to play in a match.

She said: *"How's that for an achievement!"*

241 participants across 12 hubs in Yorkshire



Walking Cricket
Video



In the spotlight:

Hundred Competition

The LPL Hundred is an action-packed 100 ball cricket competition made simpler – 100 balls per team, most runs wins, run by the us in partnership with Leeds Premier League (LPL).

The competition played a very important part this year as the local communities came together to put the previous years' pandemic troubles behind them and focus on their mental and physical health getting them to feel some sort of normality and staying active.

Towards the end of the 2021 season we organised and ran the Leeds Hundred competition in partnership with the Leeds Premier League and it was fantastic to see so many people back with a smile on their face playing the sport we all love. The competition was run across six different grounds with umpires used that we upskilled in our workforce project.

The LPL Hundred Finals day 2021

This year's final saw Leeds Gladiators retain the trophy after a narrow victory over Men In Blue (MIB) at Castleford Cricket Club on Sunday, 12 September, 2021.

As part of the special showpiece event the crowd enjoyed some exciting cricket, delicious food and plenty to do for all the family.

A highlight was the Yorkshire Cricket Throwshow inflatable to keep the kids entertained and improve their throwing.

While people also enjoyed a once in a lifetime opportunity to see the ICC Men's and Women's Cricket World Cup trophies on display as part of the two trophy West Yorkshire leg of the tour, run by Sports Management Consultancy – STREETS in collaboration with the English Cricket Board (ECB) and Yorkshire County Cricket Club (Yorkshire CCC).



**Interview with
Gopi Chemudupati,
Leeds Gladiators**



"This competition has mentally helped us a lot, brought us back into society and has helped us grow and we have helped cricket grow within our communities."

Gopi Chemudupati, Leeds Gladiators

"With the uncertainty looming over us earlier this year due to the pandemic it was refreshing to see our communities provided with the opportunity of getting together."

Sohail Raz, Diverse Communities Manager

10

Teams

120+

Participants

48

Games

100%

Want to play again in 2022



Supporting Women & Girls



Cardio Cricket Coaching

We helped select seven women from the Cardio Cricket sessions to go onto the ECB Foundation I Course.

"I thoroughly enjoyed this course, not only was it informative it was great fun! I definitely felt it in my arms and legs the next day (or 3)!"

Zahira Khaliq

"The experts really supported us individually and not only worked on our cricket skills and coaching techniques but also on building our confidence and learning from one another. Really enjoyed it!"

Sadiya Salim

"It was fun and very informative. Learnt lots of new skills and were given lots of tips and ideas throughout every session."

Tahira B

- Welcoming
- Safe
- Health & wellbeing benefits

- Sociable
- Meet new people
- Community feel
- Accessible

About

Cardio Cricket is an initiative set up to help individuals who would not usually take part in sport or physical activity, to make a change and start to engage in sporting activity.

The fitness aspect focuses on basic cricket related exercises, mixed with playing cricket to help encourage people to take part in the sport. It is an alternative format of cricket at grassroots level for men, women, girls, boys fitting in perfectly with making cricket more accessible for all and helps to connect communities and to discover and showcase their passion for cricket.

Cardio Cricket is made up of two parts, we have some beginner fitness fun with some cricket related exercises then play some enjoyable games of cricket.



143 participants across 3 hubs in Yorkshire



"I really enjoyed the session and feel we were missing something like this where we can join in with our daughters and have fitness, fun and play together."

Asma Alam, a Harehills Cardio Cricket participant

"I have always had the love for cricket but never really had the time or suitable environment to play however these sessions are perfect with an all-female enclosed setting."

Dal, a Beeston Cardio Cricket participant & coach

Helping families navigate their way safely and positively in society

Supporting Refugees

The Taliban takeover of Afghanistan in August 2021 caused tens of thousands of Afghans to flee the country, often by taking desperate measures and captured international attention.

More than 15,000 Afghans were helped to safety by the UK Government in what has been recognised as the biggest and fastest emergency evacuation in recent history.

Many across the country rallied, including Yorkshire Cricket Foundation, to support the families and help them to navigate their way safely and positively in society in the region.

Through an innovative collaboration with several organisations including Mein Charity, World

Cup Legacy and Yorkshire Cricket Board (YCB), YCF have supported more than 150 refugees across Yorkshire since September, through cricket coaching sessions, welcome events and coaching and education opportunities, providing the refugees with the opportunity to play the sport they love, while helping them integrate into society and socialise.

Following this successful venture, the project has been extended into 2022, and operations have been scaled up to help more families. This collaboration has combined resources and support from each organisation to provide a surrogate family to hundreds of refugees in a country where they have no-one else.



Afghanistan Refugees
at Scarborough College



“Now Afghanistan is dangerous to live there but the UK system is very good... We came here to play cricket and it was fun... and we have been offered opportunities to help change our life.”

Afghanistan refugee, who attended cricket sessions in Scarborough

Meet the Board

The current Board of Trustees consists of individuals from the public, private and voluntary sectors. They bring the necessary skills and experience to the Trust to ensure sound governance, probity and excellent advocacy of the charity's aims and objectives.

The organisation would like to welcome Caroline Darnbrook in her appointment as chair (March 2022). The Board would also like to take this opportunity to thank outgoing Chair Robin Smith for his tenure (2015-2021) and Andrew Watson and Hanif Malik OBE for their invaluable support.

For accounting periods starting on or after 1 April 2008, there is a requirement for the Trust to report on how it satisfies the 'public benefit' test introduced

by the Charities Act 2006. Activities undertaken by the Trust to further its charitable purposes for the public benefit are clearly illustrated by the strategic framework and impact infographics displayed throughout the annual report. This report is a summary of the Trust's objectives and activities, as well as its achievements and performance during the reporting period. Accordingly, the trustees hereby declare that they have complied with the duty in Section 4 of the Charities Act 2006 to have due regard to public benefit guidance published by the Charity Commission.



CAROLINE DARNBROOK
CHAIR



DAVID EDMUNDSON
VICE CHAIR



COLIN PHILPOTT
SENIOR INDEPENDENT TRUSTEE



SIMON WALTON
TRUSTEE



YASEEN MOHAMMED
TRUSTEE



PROF. MICHAEL MORGAN
TRUSTEE

Diversity and Inclusion Statement



Yorkshire Cricket Foundation Statement of Intent

At the Yorkshire Cricket Foundation, diversity, equity, and inclusion are fundamental to who we are and what we do as a charity. They are central to our vision and to our impact.

We welcome and encourage job applicants from people from all communities – both nationally and locally, recognising that a diverse workforce is beneficial for the organisation and the communities it serves

It is our responsibility to ensure that no job applicant, employee or volunteer receives less favourable treatment on the grounds of age, gender, disability, race, ethnic origin, nationality, colour, parental or marital status, pregnancy, religious belief, class or social background, sexual preference or political belief.

Yorkshire Cricket Foundation is committed to achieving greater diversity on its board, including, but not limited to gender, Black, Asian, minority ethnic, diversity, sexual preference and disability.

Diversity on the Yorkshire Cricket Foundation Board

Going forward Yorkshire Cricket Foundation wants its Board and Staff team to reflect the population they serve and to ensure the Board considers all aspects of Yorkshire society when we make decisions about the allocation of resources.

Yorkshire Cricket Foundation is committed to having a Board representative of society without

prejudice to gender, age, sexual orientation, disability, gender, religion or race.

We will ensure any Board vacancies receive the widest possible coverage to guarantee that opportunities are seen and available to all.

We will use fair and transparent processes when recruiting, using diverse panels in terms of ethnicity and gender wherever possible.

Yorkshire Cricket Foundation Staff & Board Equality

This year YCF will complete a Staff & Board Equality Audit – which will be used to benchmark key findings, going forward.

Our Commitment to Supporting Diverse Ethnic Communities It is our aim to help drive change locally with regards to addressing health and wellbeing inequalities in our communities through the power of cricket, however this also starts with reflecting on ourselves and our own practices to ensure we are equitable

As a team we will focus on evaluating our policies, our internal processes and training, as well as our external work and communications, to ensure we In this drive for change we will focus on our:

- Work plans
- Prioritising funding
- Learning from others
- Training
- Recruitment procedures

Tackling Inequalities

A big part of improving health and wellbeing in Yorkshire means levelling the playing field for those groups who haven't had the same opportunities to be active as others.

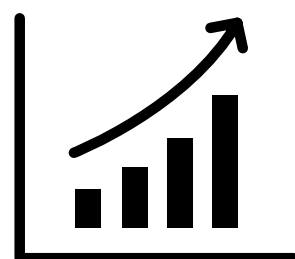
We work with partners to ensure that our programmes are accessible to all.

Yorkshire Cricket are working with the National Centre for Diversity (NCFD) to improve equality, diversity and inclusion practices.

The Foundation is an anti-racist organisation working towards racial equality across Yorkshire, and although as an organisation we have been working on this issue for some time, given the size and scale of the challenge, we recognise the need to do more than we've ever done before.



Looking Ahead



First Annual Conference

The Yorkshire Cricket Foundation is proud to announce the first annual Community Without Boundaries conference, which will be held at the iconic Headingley Stadium in September this year.

The conference will look at how collaboration and partnerships between different organisations and sectors can support social cohesion and reduce inequality.

Research

We are teaming up with the University of Huddersfield, who will be conducting a research project, to examine the health and wellbeing benefits of our Walking Cricket programme.

Social Prescribing

In the future the foundation team will work alongside local agencies to increase social prescribing – where signposting is given to some of our initiatives including Reminisce sessions and Walking Cricket. This is to support the health and wellbeing of a wide range of people, including people:

- with one or more long-term conditions
- who need support with their mental health
- who are lonely or isolated
- who have complex social needs which affect their wellbeing

Increasing Impact

We are working alongside consultancy firm Oaks to expand our reach and support even more disadvantaged people and communities, in-line with the Yorkshire Cricket Foundation Game Plan 2024 which is enabling us to focus on achieving that.

NCS

Following a successful two years of delivering the National Citizen Service (NCS), next year we are contracted to support a 41.3% increase intake for next year and will be delivering the programme to more than 300 young people in a number of schools across West and North Yorkshire.



Supporters



Ghausia Mosque Armley | Scope Leeds | West Bowling Youth Initiative | Bradford Trident | Manor and Castle Development Trust | Feel Good Factor Leeds | Rotherham U3A | Rotherham United Community Trust | SJD Sports Coaching | Allamaiqbal Cricket Club | Sheffield Caribbeans Cricket Club | Whiterose Education | Woodsley Community Centre | Chapeltown Youth Development Centre | Afghan Refugee Team | Carr Manor High School | Good Deeds Charity | Anand Milan Centre | Highfield Centre | Saltaire Cricket Club | Bradford Jaguars | Parkside Community Centre | Bradford College | Keighley Youth Centre

Get Involved

We are grateful to our many supporters who help Yorkshire Cricket Foundation each year in supporting people across the region.

If you'd like to get involved with the Foundation, click on the button below.

DONATE



@yccc_ycf



@YorkshireCricketFoundation



@YCC_YCF



@yorkshirecricketfoundation



@Yorkshire Cricket Foundation

Yorkshire Cricket Foundation

Official charity and community arm of Yorkshire County Cricket Club

Edited by: Ruth Dacey

Designed by: Ben Wickett



ANNEX E:



YORKSHIRE CRICKET BOARD

DISABILITY CRICKET

STRATEGIC PLAN

2021 - 2025

VISION

To be the leading cricket board in the UK in terms of the provision of opportunities for those with a disability and to create an inclusive environment in Yorkshire where people with disabilities can participate, compete, and excel at a level of their choice.

OBJECTIVES

To ensure all disabled people residing in Yorkshire can access a diverse, sustainable, and inclusive cricketing offer that caters for all abilities, ages, cultures, and genders by changing preconceived perceptions and social barriers

To build and sustain a strong participant pathway for disabled people starting from grassroots cricket all the way to the professional elite game

To grow and strengthen Yorkshires links with funding / operational partners that directly impact the success of our programmes

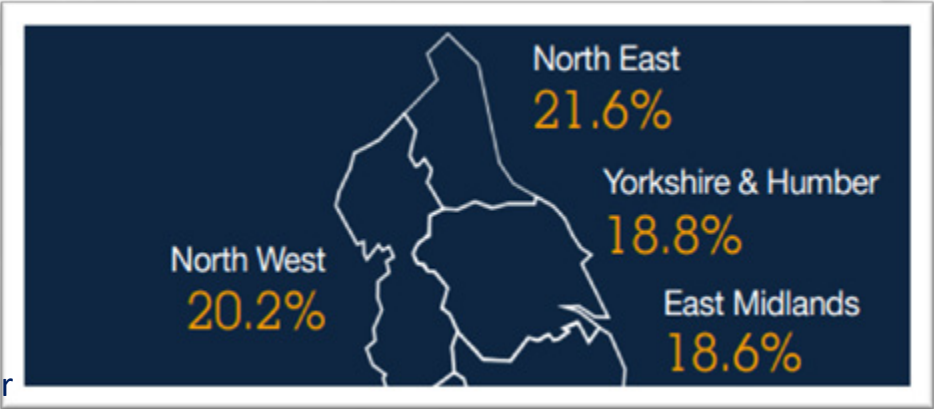
To implement an internal disability cricket offer at as many of Yorkshires 650+ local cricket clubs as possible

To Improve the commercial prospects in Disability Cricket by using targeted marketing techniques

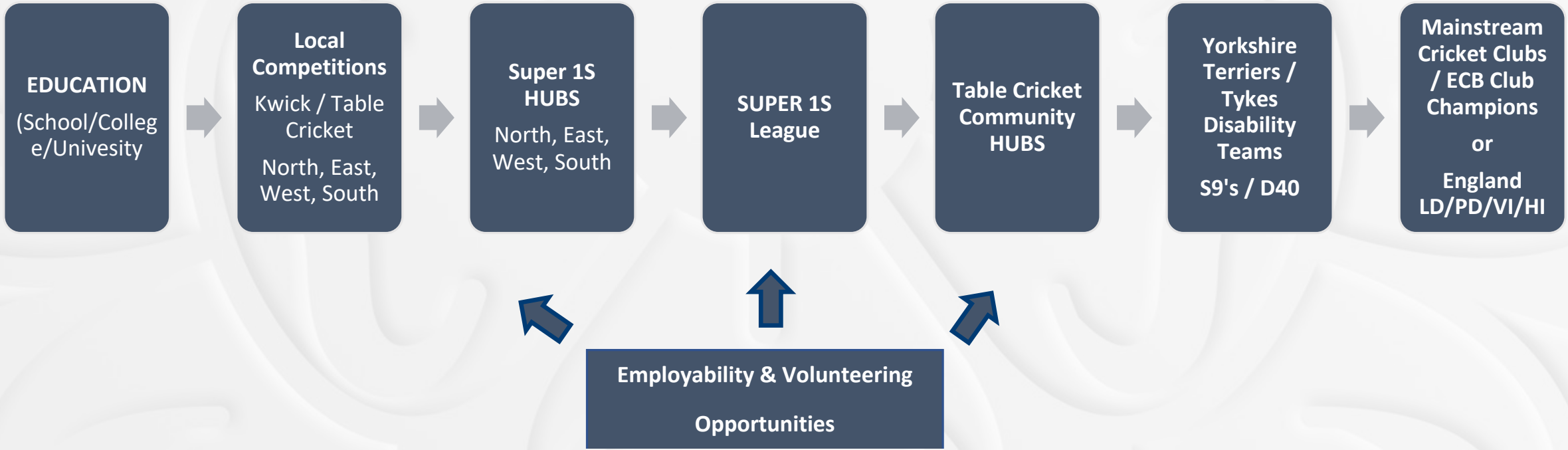
Introduction

There are estimated to be 11.5 million people in England with a disability (Activity Alliance, 2020) with Yorkshire being home to 18.8% of the country’s disabled population. The Yorkshire Cricket Board facilitate an extensive disability cricket offer for all abilities across the county and it is extremely crucial to the thousands of participants depending on cricket as their only source of physical activity and social interactions available to them.

The YCB offers available to the disabled community includes the Lords Taverners SUPER 1S programme, Table Cricket Schools Programme, Community Table Cricket, and the Yorkshire Terriers disability county squads. As Yorkshire is the largest county in England there are still several areas, we wish to grow including supporting more of our 700+ cricket clubs to create their own specific disability offer within their local communities through the ECB Disability Club Champion Scheme.



The Pathway



Start of the Journey (Educational Provision)

	LORDS TAVERNERS- SCHOOLS TABLE CRICKET PROGRAMME
	<p><u>Overview</u></p> <p>The Table Cricket programme in Yorkshire has been a crucial part of the disability plan for several years and recently hit its most successful delivery year to date in 2019/2020 with over 1,500 participants, 50 schools and community centres taking part in the initiative by receiving of free coaching from our professional coaching staff.</p> <p>The programme covers all regions of Yorkshire (North, East, South and West) where our team of dedicated coaches are allocated a set number of schools each to deliver to throughout the year. Another major aspect of the programme is to upskill both young leaders and teachers to achieve the Lords Taverners Gold award in officiating and volunteering on competition days. We have provided this crucial experience for over 100 young leaders since 2018 to help sustain the game for years to come. Furthermore, we have also upskilled more than 100 teachers in Yorkshire to deliver table cricket to their pupils independently.</p> <p>Due to Covid our community table cricket offer is yet to get underway but will be started in 21/22 and will link directly in with our schools table cricket projects offering exits routes to participants county wide ensuring the game stays sustainable for years to come.</p> <p><u>Competitions</u></p> <p>The competition framework in Yorkshire consists of hosting a total of five regional Table Cricket Finals county wide that all have an exit route to the one county final played at Headingley stadium annually. The winner of the county final is then privileged with an invitation to Lords Cricket Ground for the national final. On average we invite between 8-10 schools who enter each competition and an average number of 80 participants per competition that results in over 450 participants taking part in our table cricket competitions across the year alone.</p> <p><u>Partnerships</u></p> <p>Yorkshire CB has developed valuable and trusted partnerships with all SEND schools and community centres throughout the county through its successful delivery of the programme over recent years which has allowed us to build a strong reputation and relationships between ourselves and schools to deliver a high-quality table cricket experience for their participants every year. Local Councils, SGOS'S and CSP'S continue to help push the programme in their individual areas which has resulted in further outreach.</p>

	Action	How	Annual KPI Tracking
	Increase the number of Table Cricket Coaches by 50%	<ul style="list-style-type: none"> Frequent online adverts Approach unsuccessful applicants from other YCB roles Recruit capable coaches from young leaders courses 	Y1 – 8 Coaches Y3 - 12 Coaches Y4 - 15 Coaches
	Upskill more Young Leaders & Teachers through hosting regular online courses	<ul style="list-style-type: none"> Upskill more YCB staff to deliver disability workshops to their areas Liaise with Lords Taverners and gain assistance from their team to roll out courses 	Y1 – 6 Courses Y3 - 12 Courses Y4 - 20 Courses
	Engage with a total of 80 schools & community centres annually by 2025.	<ul style="list-style-type: none"> Benefit from a larger workforce Deliver sessions through online methods for hard-to-reach areas 	Y1 - 60 Y3 - 70 Y4 - 80
	Hit a target of 3,000 disabled participants playing table cricket in 2025.	<ul style="list-style-type: none"> Take advantage of increase in coaches Deliver TC in more areas throughout the county 	Y1 – 2,000 Y3 - 2,500 Y4 - 3,000

YCB SEND KWICK CRICKET COMPETITIONS PROGRAMME

Overview

- We currently host **six outdoor and six indoor** kwick cricket regional county competitions annually that are spread county wide and hosted all year round to keep all schools engaged throughout both summer and winter.
- The competitions have been used as marketing opportunities to sign post participants to their nearest SUPER 1S HUBS via flyers and other marketing tools to ensure that we are getting a constant flow of new participants on the programme.
- There are on average 8 schools at each competition / 10 players per team which equates to 80 SEND pupils attending each competition which totals **960 SEND pupils playing kwick cricket competitively every year.**
- All competitions are coordinated by the majority of the YCB CCO staff and coordinated by the YCB Disability Development Manager taking the lead on organisation and team entries on the day.

Partnerships

- We have created strong partnerships and links with SSP's, CSP'S and SGO'S to help the build the connections between us and the SEND schools in each region of Yorkshire.
- This teamwork has made reaching over 50 SEND schools county wide a seamless process and a successful proven strategy that we will keep utilising in the future.

Joe Brown – SEND Lead at Southfield Grange School

"These competitions are one of the main things our students look forward to every year, it's difficult for us as a school to find sports organisations such as YCB to host mass events where the students can meet new people but still get that taste for competition. There's has already been 6 players from our school that have gone on to attend the SUPER 1S HUB in Bradford which is fantastic"

Action	How	Annual KPI Tracking
Increase our reach to 2,000 participants through our schools KWICK Cricket competitions by 2025	<ul style="list-style-type: none"> • Host bigger competition days that include more than ten schools by utilizing more YCB staff members • Using cricket clubs with two back-to-back pitches for use of space on competition days 	Y1 – 1,000 Participants Y3- 1,500 Participants Y4- 2,000 Participants
Increase our annual SEND KWICK competitions to 20 by 2025	<ul style="list-style-type: none"> • We will host events on a more frequent basis by engaging the help of partner organisations to assist on regular competition days 	Y1 –14 Comps Y3- 16 Comps Y4- 20 Comps
Increase transition of participants from local comps to SUPER 1S HUBS	<ul style="list-style-type: none"> • All players will never leave our competitions without a flyer to their nearest SUPER 1S HUB • All parents get emails from their schools on HUB details 	Y1- 10% Transition Rate Y3- 25% Transition Rate Y4- 50% Transition Rate

The Next Step (Community Provision)

	LORDS TAVERNERS SUPER 1S PROGRAMME
	<p>Overview</p> <ul style="list-style-type: none"> The SUPER 1S programme continues to progress successfully with a total of 8 SUPER 1S HUBS county wide covering all regions of Yorkshire. The programme has a consistent cohort of over 120 participants of which 30% are female who regularly attend over 250 weekly sessions that YCB host annually. This increase in the number of participants across all HUBS on a regular basis evidence that the programme is becoming a real staple of many communities across Yorkshire. Through a difficult period, due to COVID we were able to adapt and manoeuvre to ensure that we stayed connected and engaged with participants through online activities. The programme developed in ways that we didn't know was possible before COVID hit. We took all our activity online over the over the 12-month period and it created endless opportunities to learn about new topics and keep the HUBS engaged in ways we wouldn't have been able to beforehand. We saw a high level of commitment and loyalty levels from the participants for the SUPER 1S project across the COVID period with the engagement remaining high across the county. The SUPER 1S is a major part of these participants lives and it has been evident that it means more to them than just playing cricket on a weekly basis, but it is a big part of their lifestyle. In 2022 our aim is to create a specific SUPER 1S league that will have a set number of fixtures all year round. This will be split in to a North and South division with the winners of both leagues being able to meet in a county final. This format will solidify a competition structure for the participants giving them an aim to work for at their weekly sessions. The SUPER 1S league will then provide an extra additional place to source new players for our Yorkshire disability county sides and adds more depth and strength to our already strong disability pathway. Yorkshire has been recognised by Lords Taverners and ECB as one of the top performing counties delivering the programme nationwide by gaining very crucial impact across each region of the county and by gaining sufficient traction across all our social media platforms, we are able to showcase our important work to people across the county.

- Please see **‘Appendix 1a’** for locations of each HUB across the county

Partnerships

All the below partners have played an active role to influence, engage, and sustain our HUBS county wide and continue to do so, our aims align with these above groups, and this has helped us massively to progress HUBS at a rapid rate

- Disability Sport Yorkshire & Disability action Yorkshire
- Local business & Local Governors
- Yorkshire Sport Foundation
- ECB
- Local Councils
- Huddersfield Town Foundation
- Sheffield Wednesday Foundation
- IMAS
- York St John University
- Sheffield Hallam University
- SGO Networks
- County Sport Partnerships
- Royal Mencap
- SNAPPY
- Downs & Special Friends
- Sunshine & Smiles
- Local cricket clubs (ECB Champion Clubs)
- Sheffield Futures

How Does Super 1s Fit in To the Wider County Board Strategy?

- Yorkshire being a very large county with over 700+ cricket clubs it’s imperative that all county board staff support the SUPER 1S programme as its spread across over the county with many miles between each HUB centre.

- Each of the 4 Heads of Region and the 7 local Club & Community Development Managers (CCDMS) play a valuable role in guiding disabled participants to their local HUB in the area using their knowledge of the local community. They also help to host taster days, competitions, and festival days throughout the year to engage further participants.
- The staff also help in linking with crucial partners to help with using facilities, equipment, partnerships with local partners and councils that all make this programme sustainable in Yorkshire for years to come.
- The 7 CCO'S are the feet on the street and are in local schools surrounding HUB centres daily, the schools that they work often have at least 1-5 special needs children attending them, and this then provides the opportunity for the CCO's to sign post these participants to their local HUB that has work fantastically over the past few years.

We engage participants through the following-

- Social Media
- Schools Tasters
- School Games Organisers referrals
- School Competitions
- College / Universities
- Table Cricket Sessions
- Day Care Centres
- Council Disability Day Services
- Partnership links to community organisations such as SNAPPY, Sunshine & Smiles and Downs & Special Friends
- These partnerships we have created with organisations such as SNAPPY (Disability Day Care Service) have been invaluable to us as they provide us with new participants on a frequent basis through referrals and they also support us in terms of staffing at HUB venues when we have large groups that is very important due to safeguarding and health safety for vulnerable groups.

	<p>Increase the number of SUPER 1S participants to 300 by 2025</p>	<ul style="list-style-type: none"> As we increase the number of HUBS countywide this will result in a natural participant increase with increased marketing and social media exposure the target of 300 participants is achievable 	<p>Y1- 150 Participants</p> <p>Y3- 225 Participants</p> <p>Y4- 300 Participants</p>
	<p>Upskill & Assist 100 SUPER 1S participants to seek volunteering / employability opportunities by 2025</p>	<ul style="list-style-type: none"> We aim to put as many participants through coaching qualifications such as the ECB support coach and other CPD opportunities We will host centralised YCB workshops throughout the year expanding on participants skills and abilities in all areas of their lives including their social skills and confidence etc. 	<p>Y1- 25 Participants Upskilled</p> <p>Y3- 75 Participants Upskilled</p> <p>Y4- 100 Participants Upskilled</p>

	ECB Disability Club Champions											
	<u>Overview</u> <ul style="list-style-type: none">The ECB Disability Champion scheme aims to support clubs In Yorkshire to provide regular cricket opportunities for individuals with disabilities within their local communities, each of these clubs in Yorkshire are granted with a ring-fenced pot of seed funding for £500 to spend on coaching, equipment, and marketing for any disability events to ensure their club is inclusive as possible for years to come. In 2021 we had the first batch of 10 clubs in Yorkshire who signed up as club champions as seen below: <table><tr><td>Club Champion Clubs</td></tr><tr><td>Bawtry CC</td></tr><tr><td>Skipton CC</td></tr><tr><td>Clayton CC</td></tr><tr><td>St Chad’s Broomfield CC</td></tr><tr><td>Higham CC</td></tr><tr><td>Cottingham CC</td></tr><tr><td>Skelmanthorpe CC</td></tr><tr><td>Aston hall CC</td></tr><tr><td>Sowerby Bridge CC</td></tr><tr><td>Thongsbridge CC</td></tr></table> <u>Partnerships</u> <ul style="list-style-type: none">In the next 4 years its crucial that we not only boost our national programmes such as SUPER1S but to also ensure we get buy in from local cricket clubs across the county to hit our target of ensuring that every single disabled person in Yorkshire has a chance to play cricket no matter which part of the county they reside in. We want all disabled people across the county to understand that cricket is a game for them and only through these crucial partnerships with local clubs across Yorkshire that goal will be achieved. Several the above champion clubs have hosted disability county matches and SUPER 1S sessions and festivals throughout the year, this work will continue in to 2022 for these clubs and we aim to introduce another 10 clubs to the programme in 2022.A highlight from the Champion Clubs in 2021 was St Chads Broomfield CC in Leeds who host our Leeds SUPER 1S HUB	Club Champion Clubs	Bawtry CC	Skipton CC	Clayton CC	St Chad’s Broomfield CC	Higham CC	Cottingham CC	Skelmanthorpe CC	Aston hall CC	Sowerby Bridge CC	Thongsbridge CC
Club Champion Clubs												
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Higham CC												
Cottingham CC												
Skelmanthorpe CC												
Aston hall CC												
Sowerby Bridge CC												
Thongsbridge CC												

sessions. The new Leeds HUB based at St Chads Broomfield CC that started in 2021 is also an ECB club champion club and is a perfect example of the new partnership work between Lord's Taverners and the ECB with the SUPER 1S and Club Champion initiative working hand in hand to ensure cricket remains an inclusive sport for everyone.

- Paul Berry the chairman at St Chads said-**
“Bringing disability cricket to our club has been fantastic, and it has been our pleasure to work with the YCB and a wonderful group of volunteers, parents and most importantly children with disabilities. We hope to build on this over the coming years”
- We aim to use St Chads as a great example of how our champion clubs and SUPER 1S can work in harmony and create wonderful partnerships that will overall make disability cricket across Yorkshire sustainable for the future which is our aim to spread this exact method county wide.

Action	How	Annual KPI Tracking
<p>Increase the number of Club Champions in Yorkshire</p>	<ul style="list-style-type: none">Advertise club champion status for clubs via email and social mediaSelect the clubs that are most in need of club champion status and most proactiveSupport all club champion	<p>Y1 –15</p> <p>Y3- 25</p> <p>Y4- 40</p>

		clubs to be sustainable in making their club inclusive	
	Ensure there is valuable links between all Club Champions and Local Super 1s HUBS	<ul style="list-style-type: none"> Select potential club champions that are located close to SUPER 1S HUB Educate local clubs on the YCB disability pathway and the benefits for their club 	Y1 –3 HUBS Linked Y3- 6 HUBS Linked Y4- 8 HUBS Linked
	Increase the number of Disabled people playing cricket In Yorkshire by 50%	<ul style="list-style-type: none"> Ensure there is an even spread of club champion clubs county wide Spread awareness of our disability cricket offers through website, social media, email, and other marketing streams 	Y1- 15% Increase Y3- 25% Increase Y4- 50% Increase

	<i>Yorkshire Disability County Teams</i>
	<p><u>Overview</u></p> <ul style="list-style-type: none"> • The Yorkshire Disability County Teams have come a long way in terms of the development since their humble beginnings and now have two separate teams that include a Hardball D40 Squad and a Softball S9'S Squad that both compete in the ECB National Disabled Cricket League. The team is supported by a group of volunteers and directly supported by the YCB through the Disability Development Manager. The Disability Development Manager also sits on the committees for the Yorkshire VI and Yorkshire Deaf teams to advise and aid them in their development respectively. • The D40 & S9'S squad now has over 30 playing members that are a diverse mix of all abilities, ages, and genders. The squad plays their matches across the county visiting many local clubs and inspiring hundreds of people on their journey. The teams are always actively recruiting new players and is fantastic addition to the Yorkshire Disability Cricket Pathway. • Yorkshire have had several players who have started in our county teams and progressed on to represent England Disability squads and this is something we are extremely proud of as a county and aim to create more future stars through our current pathway. The county has also most recently had 5 Yorkshire players represent the county in the brand-new Disability Premier league ran by the ECB that has been a fantastic success and has provided us another step on the ladder to progress our county players. • The squads have worked to fundraise in recent years to keep supporting the growth of the teams and these efforts from the committee and players have seen over £3,000 raised in 2021 that has gone towards brand new kit and equipment for the team. <p><u>Steve Jordan - Sowerby Bridge Cricket Club Chairman</u> <i>"When we did get in touch with the Yorkshire Disability Team offering to help, it was clear they were a group of very keen cricketers not only looking for grounds to host games on but to also try and raise the profile of disability cricket and get more people involved. I'd encourage any club to get behind these teams and show them some support"</i></p> <p><u>Dan Bamforth - Higham Cricket Club Director of Cricket</u> <i>"It was an absolute privilege to host Yorkshire vs Lancashire. The game was played in excellent spirits Lancashire recalled a Yorkshire batsman when given out LBW – the fielders in close saw that he had got some bat on it. The standard of the game surprised many of us, with both sides showcasing some unbelievably gifted cricketers. We'd love to host again, and it was a great day for all involved."</i></p>

	Action	How	Annual KPI Tracking
	Increase the Size of the Yorkshire Disability Squads	<ul style="list-style-type: none"> Actively recruit more players through our pathway from our SUPER 1S HUBS Encourage recruitment through social media and our club network 	Y1- 40 Players Y3- 55 Players Y4- 75 Players
	Establish Development Teams for Both D40 & SUPER 1S	<ul style="list-style-type: none"> As our squad grows larger this will create more playing opportunities Ensure the sustainability of our current teams before progressing with new squads 	Y1 – Focus on Recruitment of Players Y3- D40 & S9's Dev Teams in Operation Y4- Sustain all 4 county Teams
	Sustain & Grow Our Volunteer Network	<ul style="list-style-type: none"> Encourage volunteers to support our teams from the local cricket community Use current resources and skills of parents and coaches to support teams Grow the 'Friends of Yorkshire Disability Parent Group' that supports in gaining funding 	Y1- Recruit 10 new Volunteers Y3- Recruit 25 new Volunteers Y4- Recruit 50 new Volunteers

Other Areas of Improvement	How
Enhance Match Day Experiences for Disabled People at Emerald Headingley	<ul style="list-style-type: none"> • Book in for an independent access audit • Look to develop disability friendly areas in the stadium / stands • Ask Disabled YCCC fans on ways to enhance their experience through a questionnaire
Ensure our Recruitment Process is Inclusive as Possible	<ul style="list-style-type: none"> • Introduce anonymous screening for our recruitment process • Ensure our policies are conscious of disabled people
Embed and Integrate Yorkshire Disability Teams into the current club network	<ul style="list-style-type: none"> • Invite Yorkshire Disability sides to train at Emerald Headingley • Invite Yorkshire Disability sides to play YCCC out grounds • Showcase disability cricket on official YCCC social media channels • Subsidised official YCCC Kit to be worn by all players

Improve Non-Playing offers and Pathways for Disabled People	<ul style="list-style-type: none"> • Ensure there are non-playing offers such as umpiring, coaching, scoring that are accessible to all disabled people across Yorkshire • Ensure the YCCC / YCB / YCF Websites are disability friendly and up to date with the latest information for disabled people to access • Ensuring our coaching & officials education courses are disability friendly and that we can offer the correct support when needed for disabled people with different needs



**NORTHERN
DIAMONDS**

Yorkshire CB: Women & Girls Insight and Data Audit – Participation & Growth

JAMES MARTIN

25TH MARCH 2021

Yorkshire 2019/20 – Women & Girls

Yorkshire
65 Clubs (Female Offer)

Women ONLY
35 Clubs

Girls ONLY
12 Clubs

Women & Girls
18 Clubs



Numeric Insight

Key Findings

- Biggest growth areas being 5-8 (All Stars Cricket) & 16+ (WSCFs)
- 71% of clubs have no softball offers at 9 – 11, this at the same time of having 1457 Girls in All Stars Cricket.

87% of clubs don't not offer softball or hardball offers for girls 12 – 15.



All Stars Cricket (Girls)

Yorkshire 2019 – 230 All Stars Centre

1457 Girls at 5-8yrs within clubland

Breakdown of Girls in All Stars Cricket – Yorkshire				
Region	East	North	South	West
ASC Centres	30	58	54	88
ASC Girls	234	291	510	399



Girls Playing Offers

71% of clubs have no softball offers at 9 – 11, this at the same time of having 1457 Girls in All Stars Cricket.

Girl focused playing offers are a huge opportunity to grow the game within Yorkshire at present there is a clear outline and drop off at the 8-15 & 11-15 age-groups, this is showed below.

Numbers of Girls in Clubs → Age Group	
Age 5-8	636
Age 8-11	301
Age 12-15	181
Age 16+	298

Women & Girls Club – **Forecast** (65 Clubs)

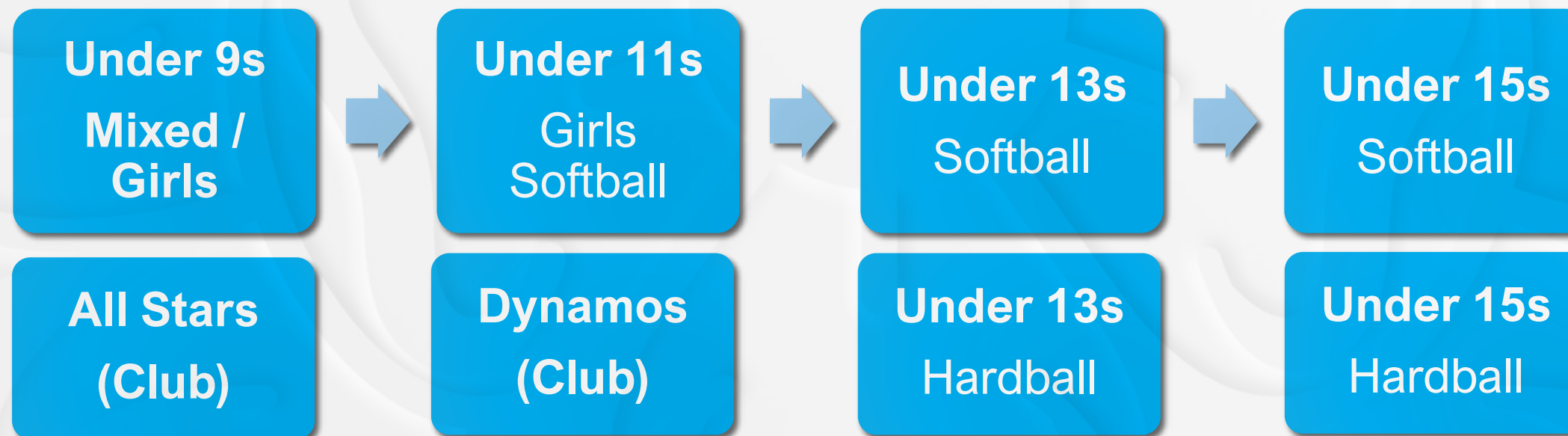


Upscaling Playing Offers

- Insight has suggested a need for a 'Girls' specific playing offers due to high amount of churn (seen below) and clear outline in drop off from 8-15 & 11-15 age-groups. (CCDM Driven)

Yorkshire 2018 - 61% Churn

Yorkshire 2019 - 47% Churn



Upscaling Girls Playing Offers

Yorkshire 2019
30 Clubs



Yorkshire 2025
163 Clubs
(Girls Playing Offer)

East

21

North

41

South

39

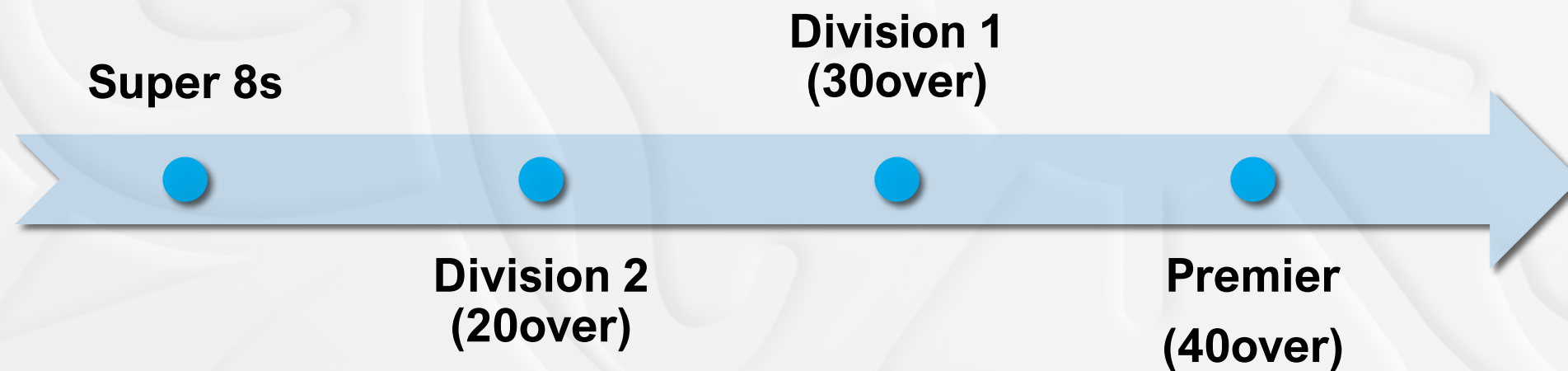
West

62



Yorkshire Womens League – 2019

Yorkshire Women's League Breakdown				
League	Super 8s	Division 2	Division 1	Premier
Num of Teams	9	6	8	4



Yorkshire Womens League Insight

Evidence has shown from the 2019 Season of significant increase in Womens Softball Teams transitioning from WSCFs in 2019/20.

Common trends from insight showed once women experience Super 8s, 33% of teams participated within Division 2 of the league

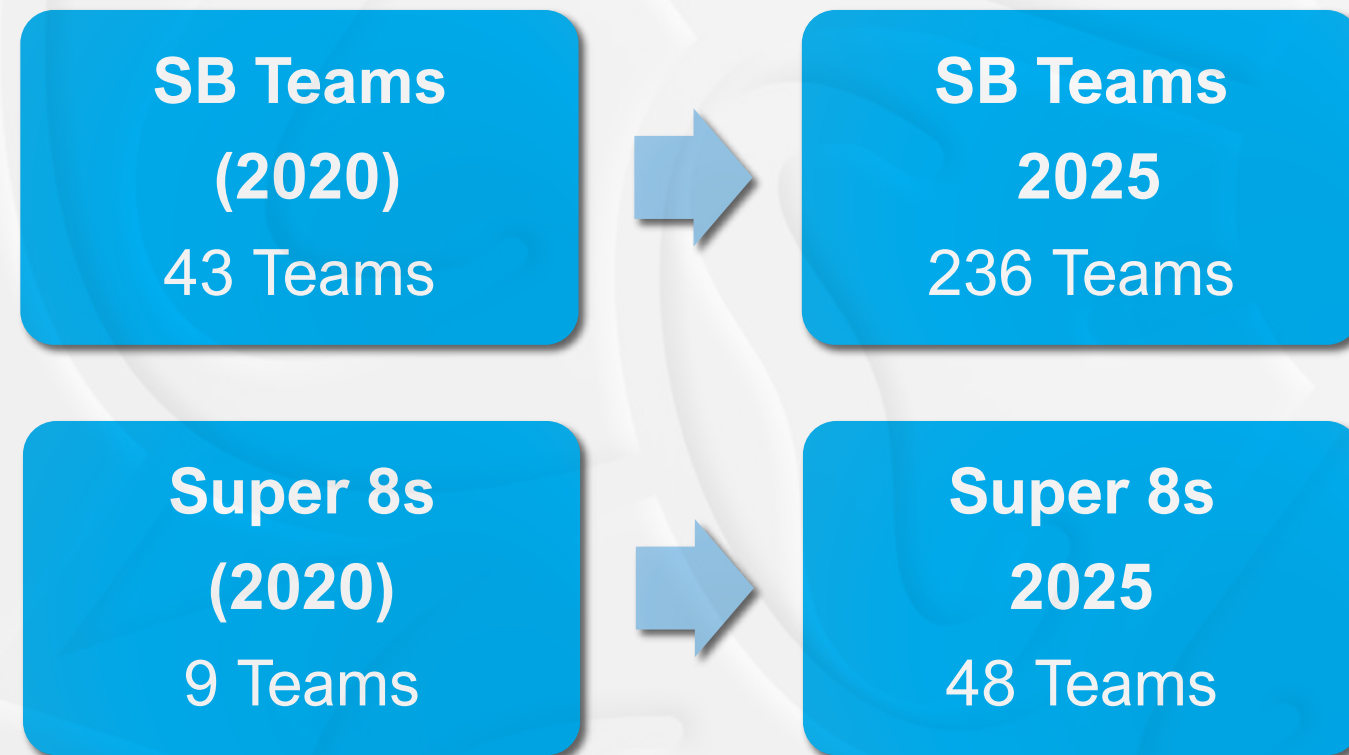
“Increase Super 8s from 9 teams (2019) to 48 teams by 2025” Yorkshire Women's Plan

“Increase Softball Leagues from 2 Leagues (2019) to 10 Leagues by 2025” Yorkshire Women's Plan



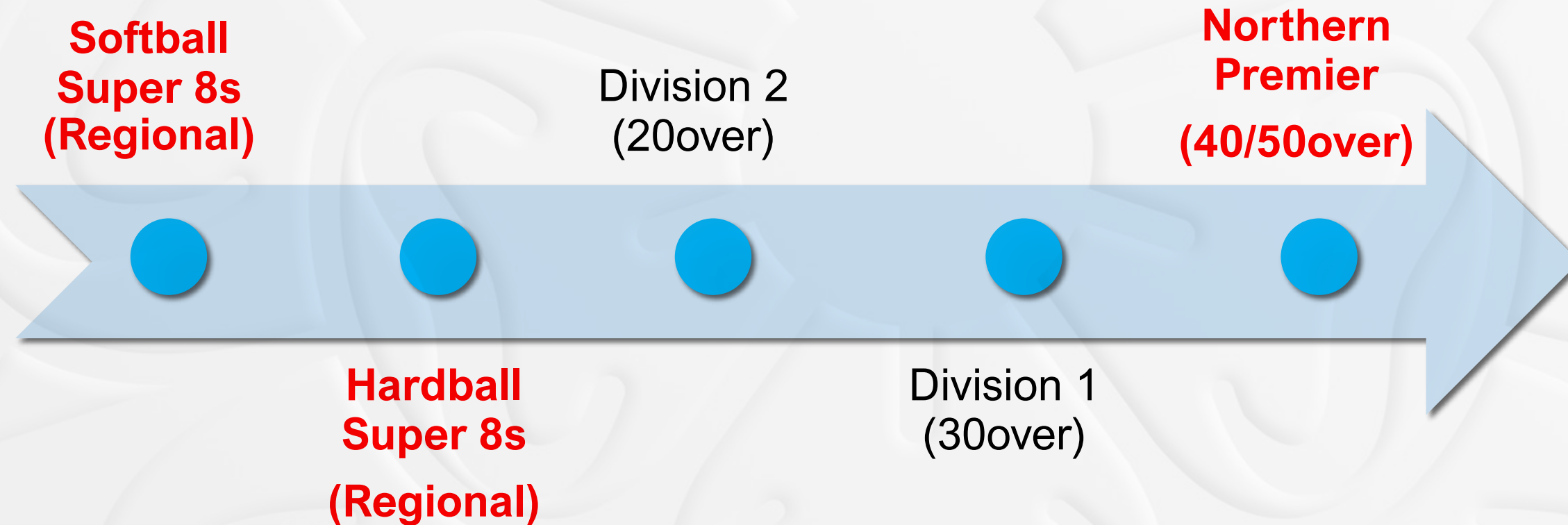
Upscaling Yorkshire Womens League

Through the insight and evidence of potential growth across the county through the current Yorkshire cluster clubs and wider women and girls clubs, forecast has been made to the upscale in both **Softball & Super 8s Teams**.



Upscaling Yorkshire Womens League

Following the upscale in Softball & Super 8s Teams from insight and evidence, there is a possibility to link together these teams under the banner of the Women's League through Regional Leagues (to include on the ground knowledge through HoRs).





**NORTHERN
DIAMONDS**

Yorkshire CB: 2021 Progress

JAMES MARTIN

25TH MARCH 2021

ECB Strategic Investment

Given the ECB Strategic Investment into Women & Girls this has allowed us to employ dedicated workforce in the form of 3 x Women & Girls Club and League Managers:

- Rob Johnson – East & North Yorkshire
- Dean Smith – South Yorkshire
- Katie Stewart – West Yorkshire

Furthermore the 7 x Club and Community Development Managers also have clear objectives to grow this area of the game and will provide vital links to clubs, communities, schools and NPs.



Increasing Women Section & Clubs

“Increase Super 8s from 9 teams (2019/20) to 48 teams by 2024” Yorkshire Women's Plan

“Increase Softball Leagues from 2 Leagues (2019) to 10 Leagues by 2025” Yorkshire Women's Plan

- Increase of Super 8s within 2021 to 18 Teams
- Newly formed Womens Softball Leagues across the county in alignment with strategical need
 - 6 New WSBLs in 2021

Wider work and governance piece is on-going in shaping the Yorkshire Women & Girls League to form a clear pathway from SB to Premier HB. Conversations have been held in brief with James Carr to allow Yorkshire CCC Womens 1st XI players an appropriate club platform.



Increasing Girls Sections & Clubs

“71% of clubs have no softball offers at 9 – 11, this at the same time of having 1457 Girls in All Stars Cricket”

Bespoke playing-offers have been set-up within junior leagues to allow for Girls Only participation. For example:

- East Yorkshire Junior Cricket League – Primary Softball League & Under 15s Girls
 - Strong Core of Girls
 - Open Age Group Primary Girls (8 – 12)
- Ben Jessop Junior Cricket League – Girls Softball League

Yorkshire 2025
163 Clubs
(Girls Playing Offer)



Increasing in number of Girls in NPs

“71% of clubs have no softball offers at 9 – 11”

Introduction of Dynamos Cricket has allowed us to extend the SB offer for girls linking to the junior player pathway. Developments in Girls Playing Offers in club and league land which will give further opportunities for participation.

- 24 Girls Only Dynamos Cricket Centres
- 4 Girls Only All Stars Cricket Centres



Increasing Club Support & Governance

Given opportunity to create 1-1 personal relationships with clubs

- Increasing reform in club governance – ‘Representation on the club committee with decision making authority’
- Tailored guidance for clubs to achieve goals
- Increase in ambition due to front facing Yorkshire CB women and girl's support
 - Volunteers more empowered



THE YORKSHIRE
COUNTY CRICKET CLUB

