

THE YORKSHIRE
COUNTY CRICKET CLUB



APPOINTMENT OF DIRECTOR OF PEOPLE AND CULTURE

JUNE 2022



AMERICAS ASIA PACIFIC EMEA

CONTENTS

- 3 WELCOME
- 4 ABOUT YORKSHIRE COUNTY CRICKET CLUB
- 5 THE YORKSHIRE CRICKET FAMILY
- 7 WHO WE ARE
- 9 ROLE DESCRIPTION
- 11 PERSON SPECIFICATION
- 12 HOW TO APPLY



WELCOME

Dear applicant,

The Yorkshire County Cricket Club, and all those associated with it, has been through a painful and difficult period. There is clear and urgent need for significant change, starting from within.

I am determined to lead this Club to a better and more positive future, and to make it the beating heart of English cricket again.

The emotion of Azeem Rafiq's compelling testimony at the Digital, Culture, Media and Sport Select Committee was plain to see, and his experiences are harrowing and upsetting. Nobody should underestimate how difficult it would have been to relive that in public and his wish to bring a 'voice to the voiceless' should be an inspiration to provoke real progress in the sport.

In his testimony, Azeem said that, despite the treatment he received, 'Yorkshire is still my club'. I want to make this Cricket Club a source of pride once again, righting the wrongs of the past and making sure that we are an inclusive home for aspiring players of the future.

Recruiting ambitious, talented and diverse individuals will be vital in enabling the club to set a new bar.

There is much work to be done to ensure that Yorkshire County Cricket Club is an inclusive home for aspiring players of the future, and is a club for everyone in Yorkshire.

Yours,

Lord Kamlesh Patel

Professor The Lord Patel of Bradford OBE
Chair of Yorkshire County Cricket Club

ABOUT YORKSHIRE COUNTY CRICKET CLUB

Yorkshire County Cricket Club is undergoing the most challenging period in its 158-year history following its handling of allegations of racism and discrimination.

Under new leadership, including its Chair and the appointment of a new board of directors, the Club is committed to learning from the past and recognises that significant change is required to make Yorkshire County Cricket Club a place for everyone, from all backgrounds.

The Club is focused on addressing the many long-term challenges which have emerged. It has announced a number of measures to address its culture, processes and procedures, including the introduction of an independently run whistleblowing hotline and an independent governance review, with more initiatives in the pipeline.

The implementation of a broad programme of transformation and improvement will allow the club to move forward, and the recommendations will be central to the remit of the new Board which will shape the Club's future.

The Club is determined to strive for excellence – on and off the pitch – and to drive a positive future as a shining light for real and tangible progress. We want the way the club is run to set an example and to raise the standard across cricket and the world of sport.

Transparency, inclusivity and openness are key to the future of the Club: we must be driven by our vision to be an inspiration across the sporting world, and motivated to go beyond the gold standards for governance.



THE YORKSHIRE CRICKET FAMILY

The Yorkshire County Cricket Club (“YCCC”) is a members’ club established over 150 years ago famed for its history, tradition and passion. Yorkshire cricket is renowned throughout the world.

No other County in the history of the game has won more trophies and produced more players for England. The Club owns one of the premier international cricket venues in the world and hosts international matches on a regular basis. It has also hosted some of the most iconic matches in the history of cricket.

YCCC works closely with the Yorkshire Cricket Board (“YCB”) who are responsible for men’s and women’s recreational cricket throughout Yorkshire. The YCB is passionate about getting more people playing cricket and introducing new generations on how to get involved. The YCB’s key objectives are to promote the game of cricket at all levels across the County, working in partnership with other appropriate agencies and organisations, including schools and local cricket clubs.

There are nearly 800 cricket clubs & teams affiliated to the YCB, with in excess of 1,450 senior recreational teams across Yorkshire playing cricket every weekend.

The Yorkshire Cricket Foundation is the official charity and community arm of The Yorkshire County Cricket Club. Using the power of cricket, the Foundation aims to make a lasting, positive impact on the lives of those living in Yorkshire, working closely with YCCC, the Yorkshire Cricket Board, and other key partners. The vision is to create ‘Community without Boundaries’ and the work of The YCF falls under four core themes which are:

- Health & Wellbeing
- Education
- Heritage
- Participation



THE YORKSHIRE CRICKET FAMILY

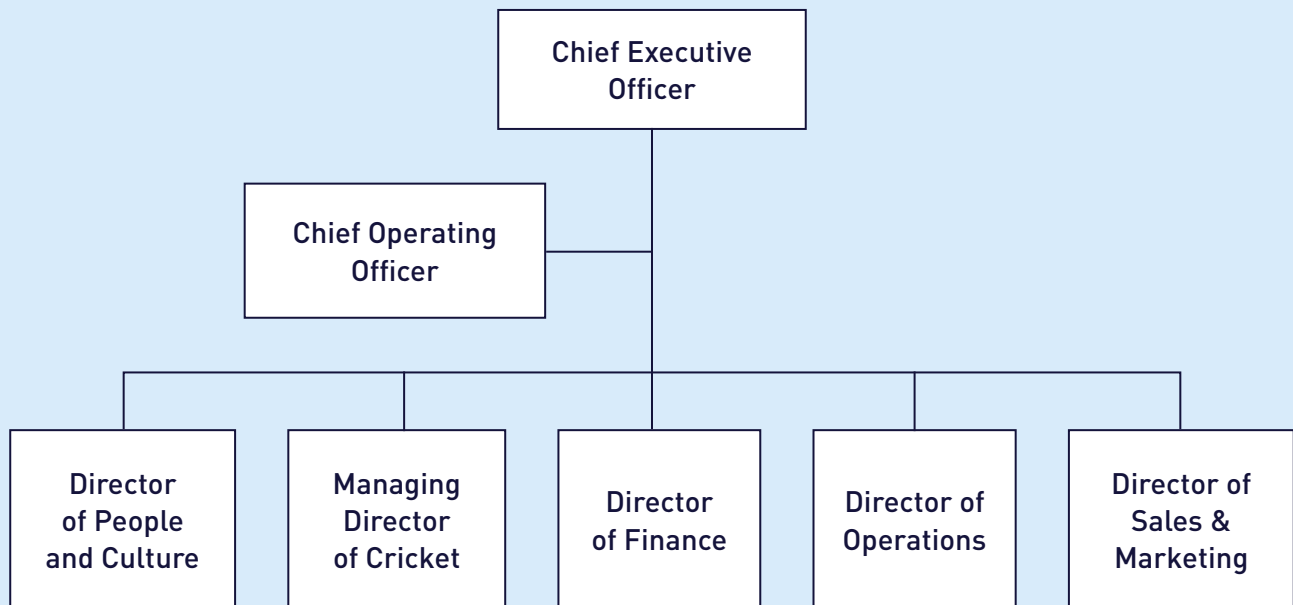
Organisational Chart



WHO WE ARE

ORGANISATION STRUCTURE

Yorkshire County Cricket Club Executive Team:



WHO WE ARE

OUR VISION FOR EQUALITY, DIVERSITY AND INCLUSION

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.

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.

Our full EDI Plan is available online [here](#) for your reference.

ROLE DESCRIPTION

Organisation: The Yorkshire County Cricket Club.

Location: Headingley Cricket Ground, Yorkshire and the Humber, with travel as required.

Position title: Director of People and Culture.

Reports to: initially to Chief Operating Officer of the Yorkshire County Cricket Club; on recruitment of the new Chief Executive Officer, to the CEO.

Remuneration: A competitive salary and benefits package is on offer, commensurate with the skills and responsibilities of a role of this significance.

JOB PURPOSE

The role of Director of People and Culture at the Yorkshire County Cricket Club will play a vital role within the organisation and will be a key driver of evolving the culture and approach to people. The Director will be responsible for delivering and shaping the Club's people strategies and policies and will provide strategic leadership to the Human Resources function during a time of significant transformational change. The Director will lead implementation of the People and Culture strand of the Club's Equity, Diversity and Inclusion Plan which will require the ability to lead transformational change while establishing robust, evidence-based systems.

Working closely with the Board and Senior Management across the Yorkshire County Cricket Club, the successful candidate will be an experienced human resources professional and leader, seasoned in operating and influencing at senior levels in complex organisations where people are at the heart of success. They will bring a strong track record leading cultural transformation and delivering progressive human resources, and a demonstrable commitment to equity, diversity and inclusion. They will demonstrate the appropriate style, stature, interpersonal and communications skills, as well as considerable empathy with the challenges and opportunities within the sporting landscape.

ROLE DESCRIPTION

KEY ACCOUNTABILITIES

- To work as a Senior Manager to protect the best interests of the Club, not just as an HR expert but also as a Senior Leader, collaboratively developing the Club's Values, approach to EDI and the supporting behaviours in leaders, managers and in all employees, contractors and volunteers.
- To ensure that these Values and Behaviours are embedded in all ways of working from all documents, interpersonal interactions, meetings, how people are treated, developed and supported; and are continually reviewed, reported on and improved upon where appropriate.
- To play a leading role in the Club's approach to Equity, Diversity and Inclusion and implement the extensive 'People and Culture' strand of the Club's EDI Plan which will set in place new systems and accountabilities, and will aim to be a beacon for change across the sport.
- To ensure that all stakeholders are involved in developing the above approaches and are kept regularly informed of successes and improvements.
- To represent the Club externally as appropriate, celebrating and championing the Club as an Employer of Choice.
- To continually review and adapt the HR approach and practices including contracts of employment, HR policies and procedures whilst ensuring that the Club's Values and Behaviours and approaches to people are appropriately represented.
- To line manage, mentor and develop the Club's HR resource.
- To ensure effective collaboration with the EDI Manager, Finance, Operations and Commercial teams.
- To establish, develop and improve HR systems, people reporting and GDPR compliance, introducing digitalisation where appropriate.

- To ensure excellence and EDI compliance in recruitment practices, and in developing and assisting in the deployment of the Club's Employer Brand.
- To ensure that Leaders and Managers are supported and developed to lead and manage their people effectively and in alignment with the Club's Values and Behaviours, including goodmental well-being.
- To ensure that people are managed, trained and developed using a wide range of approaches.
- To ensure that Employee Voice is championed and promoted, with all feedback being valued and considered for improvement actions.
- To effectively manage organisational change including re-structures, role changes, consultation and exits.
- To evaluate and input into approaches to remuneration.

KEY RELATIONSHIPS

- Chair
- CEO
- All senior and line management, across Yorkshire Cricket Club
- EDI Manager
- Finance, Operations and Commercial Team
- Players, Academy and Category Age Groups
- Yorkshire Cricket Foundation
- Yorkshire Cricket Board
- England & Wales Cricket Board

PERSON SPECIFICATION

ESSENTIAL KNOWLEDGE AND QUALIFICATIONS

- CIPD qualified or equivalent.
- Level 7 HR qualification or equivalent.
- Evidence of ongoing professional development and current knowledge of employment law and relevant legislative and compliance requirements.

DESIRABLE KNOWLEDGE AND QUALIFICATIONS

- Post Graduate Qualification in Strategic Leadership or equivalent.
- Level 7 Qualification in Executive Coaching and Mentoring.
- Experience of working in elite sport.

EXPERIENCE

- Relevant experience of leadership and management of a Human Resources function in an organisation of relevant complexity and scale.
- A track record of leading major organisational change processes and creating modern, compelling models for organisational culture and values.
- Clear evidence of leading and delivering contemporary approaches to equity, diversity and inclusion.
- A successful track record of modernising and introducing innovative approaches to the design and delivery of HR services, including establishing, developing and improving new systems re e.g. appraisal, reporting, recruitment.
- Clear track record of developing and implementing data monitoring systems which enable the organisation to clearly evidence that it has effective policies and procedures which are fair to all.
- Experience of strategy and policy development and implementation in HR.
- Experience of successfully working in partnership with trade union representatives to address challenges, manage change or resolve areas of dispute.

- An evidence base of excellent achievement in hiring, training and developing a high quality, expert and confident HR.

SKILLS AND ATTRIBUTES

- Exemplary ability to operate at both a strategic and operational level to drive and embed transformational change.
- Excellent interpersonal and influencing skills.
- Pragmatic, positive and supportive attitude.
- Forward-thinking and results-oriented, with an ability to hit the ground running.
- Excellent analytical skills and an ability to present evidence-driven advice and recommendations.
- Ability to adapt to and manage a variety of challenges with creativity.
- A customer-orientated approach to all facets of the work and the Club's operations.
- A demonstrable commitment and track record of promoting equity, diversity and inclusion.
- Strong systems and project management skills.
- Outstanding communication and interpersonal skills, both written and oral.
- Ability to tolerate ambiguity and balance different perspectives.
- High level of professional credibility and an ability to act as an ambassador for the club with a wide range of stakeholders.
- Commitment to work to the Club standards and within formalised rules, regulations, policies and procedures.
- Collegiate approach and ability to work within a team to contribute to the overall success of the team and the Club, as well the ability to work independently and effectively under pressure.

HOW TO APPLY

The Yorkshire County Cricket Club is committed to recruiting ambitious, talented and diverse individuals who will be vital in enabling the club to set a new bar, making sure that the Club is an inclusive home for aspiring players of the future. We therefore encourage applications from all qualified individuals. We value diversity and acknowledge the under-representation of people from certain backgrounds, both within our organisation and across the sector. We particularly encourage applications from women, people with disabilities, and people from Black, Asian and minority ethnic groups; these are currently under-represented.

To apply, please submit a CV and covering letter, detailing how you fulfil the role description and personal specification to [https:// candidates.perrettlaver.com/vacancies/](https://candidates.perrettlaver.com/vacancies/) quoting reference **5892**. Any initial enquiries should be directed to Grace Fakes on +44 (0)20 7340 6221 or grace.fakes@perrettlaver.com.

The deadline for applications is **9am (BST) on Monday 27th June 2022**.

Following this, Perrett Laver will meet with the Selection Committee to agree upon a shortlist of candidates. Shortlisted candidates will be invited to interview with YCCC on Tuesday 26th July at the Headingley Cricket Ground.

ACCESSIBILITY

Should you require access to these documents in alternative formats, please contact Lina Franzen on lina.franzen@perrettlaver.com.

If you have comments that would support us to improve access to documentation, or our application processes more generally, please do not hesitate to contact us via accessibility@perrettlaver.com.

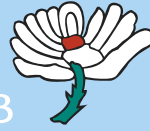
DATA PROTECTION AND PRIVACY

Protecting your personal data is of the utmost importance to Perrett Laver and we take this responsibility very seriously. Any information obtained by our trading divisions is held and processed in accordance with the relevant data protection legislation. The data you provide us with is securely stored on our computerised database and transferred to our clients for the purposes of presenting you as a candidate and/or considering your suitability for a role you have registered interest in.

As defined under the General Data Protection Regulation (GDPR), Perrett Laver is a Data Controller and a Data Processor. Our legal basis for processing your personal data is 'Legitimate Interests'. You have the right to object to us processing your data in this way. For more information about this, your rights, and our approach to Data Protection and Privacy, please visit our website <http://www.perrettlaver.com/information/privacy/>.



THE YORKSHIRE
COUNTY CRICKET CLUB



AMERICAS ASIA PACIFIC EMEA

**One Embassy Gardens,
8 Viaduct Gardens,
London,
SW11 7BW.
UK**

T: +44 (0)20 7340 6200

F: +44 (0)20 7340 6201