

ONE YEAR PROGRESS UPDATE

'CRICKET IS A GAME FOR ME'

*LOCALISING THE ENGLAND & WALES CRICKET BOARD'S
EQUITY, DIVERSITY & INCLUSION ACTION PLAN
IN YORKSHIRE*



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FOREWORD BY BARONESS TANNI GREY-THOMPSON DBE DL INTERIM CHAIR OF THE YORKSHIRE COUNTY CRICKET CLUB

In January 2022, a draft plan localising the England and Wales Cricket Board (ECB)'s national twelve-point action plan on equity, diversity and inclusion (EDI) was put together by The Yorkshire County Cricket Club (YCCC). In response the ECB Board publicly acknowledged the hard work and good progress made by the Club, and assessed that the Club was now able to:

- show a demonstrable commitment to building a culture of EDI
- evidence that it is adopting a zero tolerance approach to discrimination
- commit to identifying and tackling historic cases of discrimination
- ensure that YCCC is a welcoming environment for everyone.

One of the commitments made in the EDI Plan was to publish an annual progress report on its implementation. I am proud as Acting Chair to introduce the first such annual publication, which reports on a great deal of hard work during what has been an undoubtedly challenging year for the Club.



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Our EDI Plan focuses on priorities and activities which, taken together, aim to achieve whole system change. In developing the Plan we identified the populations within Yorkshire – women and girls, South Asian communities, disabled people and less well-off families – for whom there was clear evidence of barriers to progression within cricket, and who are in terms of numbers very significant sections of the local population. We health-checked this prioritisation earlier this year against the local results of the 2021 Census, which confirmed that we had chosen the right priority groups. We set up Board Champions for each of the priority groups; but the leadership for implementation of the EDI Plan is the responsibility of myself as Acting Chair, and the Board as a whole is responsible for its success. Further, the pay of our new CEO is tied to delivery of the EDI Plan.

Agreeing and implementing any plan is not an end in itself – the goal is to make an impact and deliver change. For organisations to know whether or not they have done so, they need to monitor their impact, and adjust what they are doing according to what the monitoring data tells them. For example, one of the key actions within the EDI Plan is to transform the Club's youth talent pipeline. We put granular monitoring in place to tell us the effect of the many changes to, and our additional investment in, our Pathways programme. Because of this monitoring, we know that both the potential talent pool, and those selected for, our youth cricket programme are already considerably more diverse than in the past.



Many of the changes we have made through our EDI Plan are of benefit to everyone. In devising the Plan we took the approach that the Club needed to embody human rights values, which are for people from all groups. As such we aim to be a **safer** and **fairer** place, where everyone is treated with **respect, equality and dignity**. A number of practical examples of this focus are summarised in the final page of this progress report. They include:

- more robust safeguarding systems;
- a more inclusive welcome, along with more robust reporting systems where problems occur, at matchdays;
- appropriate facilities and professional support for both our women's and men's teams;
- removal of barriers and bias within the Pathways programme;
- a number of events actively welcoming community members to our Club e.g.: our first Eid and Diwali celebrations, hosting at Headingley for the first time the Disability Cricket Awards, providing members from under-represented community groups with a VIP hospitality experience at a Hundred game.

The improvements set out in this progress report on the first year of the EDI Plan's implementation have already helped make our Club more fit for. We look forward to making further improvements as we continue to implement our Plan; and develop our Plan further as we, along with the game as a whole, respond to the findings and challenges of the ICEC report.

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CHAPTER ONE: INTRODUCTION

In Spring 2022 the Yorkshire County Cricket Club (YCCC) published *Cricket Is a Game for Me* – its localisation of the national Equity, Diversity and Inclusion Plan (EDI) published by the England and Wales Cricket Board (ECB) in 2021. Our localised EDI Plan made a number of specific commitments, which were to be implemented in three tranches: 0-6 months; 6-12 months; and 12 months+. This report sets out our progress in implementing the 0-6 and 6-12 months commitments, divided across four themes:

- Leadership and Governance (Chapter Two)
- Changing the Game (Chapter Three)
- Customer Experience (Chapter Four)
- People and Culture (Chapter Five)

We then provide in Chapter Six a table summarising the key areas of impact we have achieved over the last year. Our localised EDI Plan was adopted within a specific context. We were determined to learn from the past and to take accountability for the cultural issues that had allowed racist and discriminatory behaviours to go unchallenged at the Club.¹



¹ In 2023 YCCC accepted four charges brought by the Cricket Disciplinary Commission (CDC), relating to conduct between 2004 and 2021 at the Club.

Our Plan set out our vision that sport should be a driving force for good, bringing us together and uniting us; one inspired by the universal values of human rights – safety, dignity, fairness, equality and respect. These values are for all people, whoever they are. In practice this meant that we would work 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; and
- express themselves freely, while respecting the personal dignity of others, and having their own dignity respected in turn.



Haris Rauf and Shadab Khan at the 'Meet the Stars' event at Park Avenue Bradford in 2022



Darren Gough and Lord Patel pictured with Lahore Qalandars COO Sameen Rana

Our vision was also informed by the positive duty placed upon the public sector in the Equality Act 2010. Although this does not apply in law to YCCC, we undertook, as it requires, to take proactive 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 characteristic² under the Act, and those who do not; and
- foster good relations between people who share a protected characteristic, and those who do not.

² The protected characteristics under the Act are: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; & sexual orientation



In adopting the localised EDI plan we recognised that while it represented a strategic opportunity to drive forward improvement in all aspects of the Club's business, real, sustainable change would only be achieved with:

- determined commitment and championship by leaders;
- strengthened governance arrangements;
- improved monitoring arrangements to track progress and learn; and
- a whole system approach rather than scattergun initiatives, with clear priorities identified.

Given our commitment to prioritisation, the localised EDI Plan identified four priority groups who are currently under-represented within cricket, for whom we needed to ensure change was delivered:

- Women and girls
- People from less well-off families
- Disabled people
- Local South Asian communities.

This selection was informed by the then available local demographic data (2011 Census results for Yorkshire), as well as established evidence of barriers to inclusion and progression within cricket being explored nationally by the Independent Commission for Equity in Cricket (ICEC).

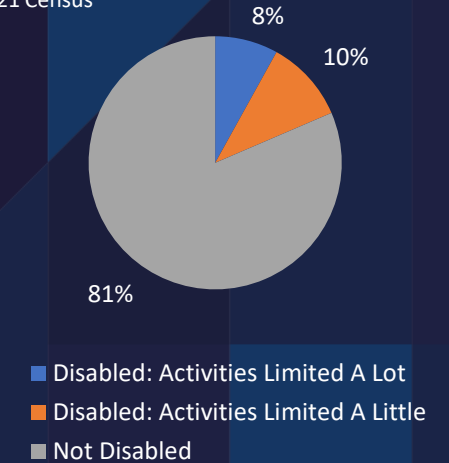


One of the commitments was that we would analyse the Yorkshire results of the 2021 Census once available, to 'health-check' our selection of priority groups. This analysis confirmed our selection. The 2021 Census found that:

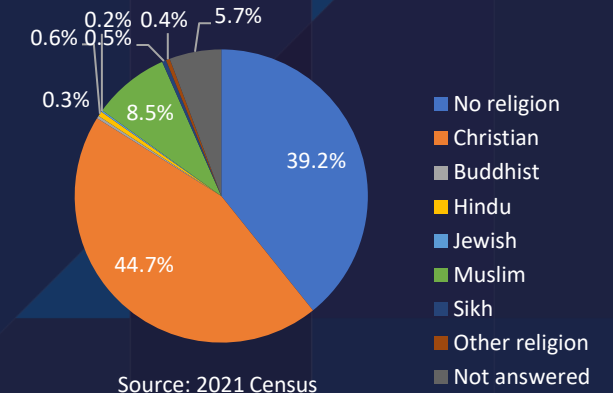
- Women and girls represent 51% of the UK population;
- Disabled people represent almost one-fifth of the Yorkshire population
- People from South Asian communities continue to constitute the largest ethnic minority within Yorkshire as a whole (8%).
- After Christianity, Islam is the largest faith in Yorkshire (8.5% in Yorkshire overall, 30.5% in Bradford, 18.5% in Kirklees).
- We used independent v state education as a proxy measure re less well-off families. Latest Independent Schools Council data³ shows that 6-9% of schoolchildren in Yorkshire are independently educated.

Yorkshire County: Disabled versus Not Disabled

Source: 2021 Census

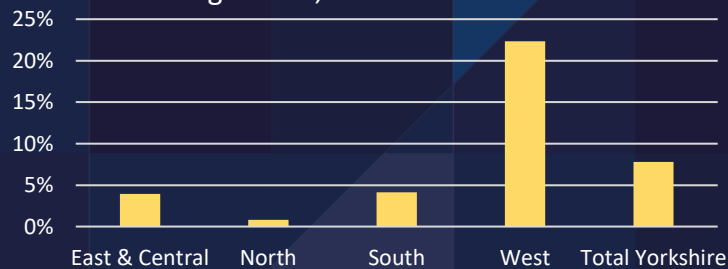


Yorkshire County: Proportional Split By Religion

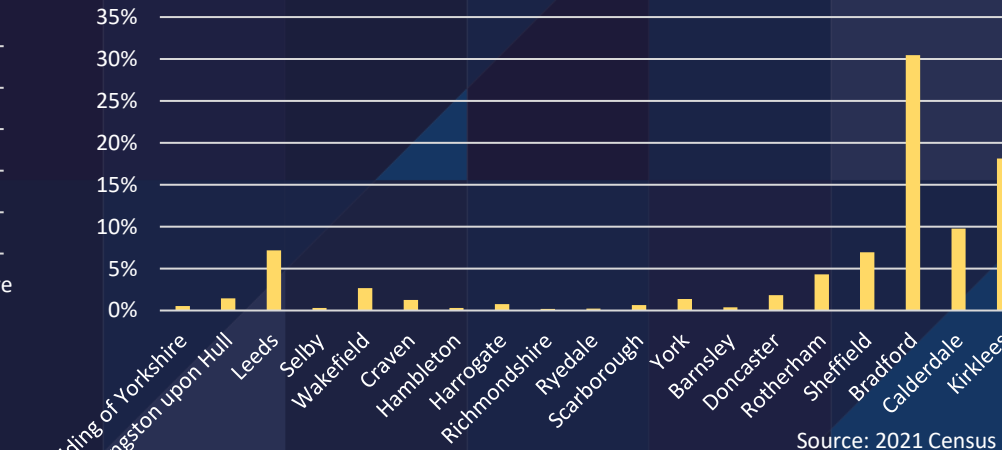


Source: 2021 Census

Yorkshire Regions: Proportion Population Bangladeshi, Indian or Pakistani Asian



Yorkshire Local Authorities: Proportion Population Bangladeshi, Indian or Pakistani Asian



Source: 2021 Census



³ www.isc.co.uk/research

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CHAPTER TWO: LEADERSHIP AND GOVERNANCE

Six new Non-Executive Directors (NEDs) were appointed to the YCCC Board in May 2022. The Good Governance Institute's diversity matrix was applied as part of the appointment process, with interviews undertaken by a diverse panel. A two further NEDs were elected in November 2022 by the Club's membership, to represent them on the Board.

Lord Patel of Bradford was YCCC Chair during 2022-23; replaced in March 2023 by Baroness Grey-Thompson, who is currently Interim Chair while a permanent appointment is sought.

The YCCC has a more diverse Board overall: it now includes members of the Yorkshire Pakistani, Indian, and Jewish communities; and four women, including a former champion disabled athlete.

The Club elected in March 2023 its first female President, former England captain Dr Jane Powell.



President Dr Jane Powell pictured with Managing Director of Cricket Darren Gough.



The 2022 Test Match taking place with Al Murad's branding in the background on the Headingley Pavilion



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EDI Plan: Internal Governance

Lord Patel of Bradford (YCCC Chair during 2022) and Baroness Grey-Thompson (Interim Chair) took personal responsibility over the last 12 months for leading and monitoring implementation. Further, named Board champions were appointed to champion the four priority under-represented groups:

- Baroness Grey-Thompson (women and girls, and disabled people);
- Yaseen Mohammed (South Asian communities); and
- John Jackson (less well-off families).

The Champions form the Board's EDI Plan Champions Sub-Group, which is chaired by the YCCC Chair. This sub-group is responsible for driving forward the commitments in the localised EDI Plan.

The Champions sub-group is also responsible for ensuring that the Board has the information it needs to hold the executive and itself to account for progress. Progress on implementation is also a standing item on the agenda for full Board meetings; a written report is made to each Board meeting by the YCCC EDI Manager.

EDI Plan: External Governance

Our implementation of the localised EDI Plan has also been subject to external monitoring, by the Equality and Human Rights Commission, and the England and Wales Cricket Board. Quarterly review meetings were held over the last twelve months, to which our progress was formally reported.



An action photo from a CAG girl's game in 2022



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CHAPTER THREE: CHANGING THE GAME

All the 0-12 months actions relating to Changing the Game have been **achieved** (either completed, or taking place on an ongoing basis):

- We engaged fully with the ICEC, and with the ECB dressing's room culture review.
- We developed our new partnership with the Pakistan Super League Team the Lahore Qalandars and the South African team Momentum Multiply Titans, to create and deliver a Players Development Programme, player exchanges and scholarships. This has included exchange visits between Headingley, Pakistan and South Africa over the past year.
- We talent spotted, and encouraged the involvement of, women, girls and boys from diverse communities and less well-off areas.

This has included:

- using our community venue Park Avenue Bradford Cricket Ground to inspire people from all backgrounds to become involved in the game and upgrading the facilities provided to the community at Bradford Park Avenue e.g. free covered nets
- listening to and learning from players' lived experience to identify how we can make involvement in cricket more appealing, and how to promote fairness, respect, equality, and dignity within the game. As a result, we have, for example:
 - provided our women's team with more equitable access to physical and psychological support facilities e.g. enabling them to train at the Headingley gym, and have access to sports psychologist support;
 - provided players within the Disability Cricket team with access to the Headingley training facilities;
 - increased the recognition given to our women, ethnically diverse and disabled players e.g. in signage around the venue, our online communications and at recognition events; and
 - improved changing facilities at Headingley to make them more dignified and appropriate for women players; and for Muslim players when manifesting their faith through the use of water.

significantly restructuring and reforming our approach to recruiting and developing our talent pipeline – which is the key to changing the professional game within Yorkshire.

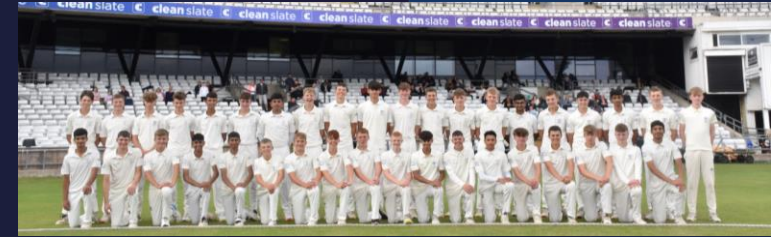


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Talent Pipeline: Boys

Listening and learning

Our work was informed by listening sessions with our boys involved in our Pathways and County Age Group programmes, and their parents. This helped us identify what was going well and what we could do better e.g. in terms of ensuring that: the selection process is both fair and perceived to be fair; and young players are treated with dignity and respect. There is now a collective feeling across players, parents and stakeholders that a better environment has been created for young players to develop.



Yorkshire CAG boy's pictured after a day of playing at Headingley

Promoting safety

We ensured safeguarding practices are 'best in class' and aligned to ECB requirements. We have:

- Established a Yorkshire Cricket Safeguarding Committee, chaired by a former Assistant Chief Constable with expertise in child protection;
- Appointed a Safeguarding Lead on the YCCC Board (Baroness Grey-Thompson, a leading expert on the duty of care within sport);
- Recruited a new senior officer within the Club to lead on our work on Safeguarding
- Developed new policies and procedures to govern our approach to safeguarding children and vulnerable adults at the Club;
- Implemented a new case management system to ensure the robust and effective approach to reporting and investigating safeguarding concerns; and
- Appointed specific personnel across all aspects of the Club (including pathways) with lead responsibility for safeguarding.

Promoting equity

We identified the cost of being involved in youth cricket as a significant barrier to involvement and the promotion of equity.

We addressed this by investing in the programme to:

- Remove match fees;
- Provide kit free of charge;
- Provide winter coaching free of charge;
- Establish an accessible hardship fund; and
- Remove costs of participation in festivals.

We also expanded the ECB Community Talent Champion Programme in ethnically diverse areas within Yorkshire, such as Bradford, Leeds, Kirklees, Sheffield & Rotherham; individual liaison is undertaken with specific families to identify need, barriers and solutions where appropriate.

Promoting dignity and respect

Significant improvements have been delivered to 'inspire' young cricketers and treat them with respect e.g.: awarding them caps, and giving the opportunity to attend player days, watch matches for free as a Club member (with free membership) and being given the opportunity to play at our inspirational venue, Headingley.

We have also introduced levels of support to enable young players to have more options at the end of the junior development programme and enable if appropriate a move into other careers e.g. facilitating coaching qualifications, volunteer coaching opportunities with the Yorkshire Cricket Foundation, and piloting a leadership programme.



Promoting fairness

We removed the nominations process for Boys' Performance Pathways regional observations, so trials are now 'open'. Attendees for regional observations across the whole county rose to 1447, representing a 39.4% increase from 2021. Within our most ethnically diverse area of the county, West Yorkshire, there was a 57.9% increase in attendance.

We held no trials at County Age Group level – this eased stress and removed potential bias. We further reduced the risk of actual and perceived bias by

- removing private 1-1 coaching by staff who are involved with the CAG pathway;
- recruiting four high performance coaches;
- creating more rigorous selection processes and a selection committee; and
- reviewing the application of the talent development framework in selections for the Emerging Players Programme & the County Age Group.

In 2022 we increased the selection to our County Age Group of boys from an ethnically diverse background by 60%, compared to 2021.



Players from the Yorkshire CAG boy's and girl's teams taking part in a lap of honor during a Vitality Blast game in 2022.



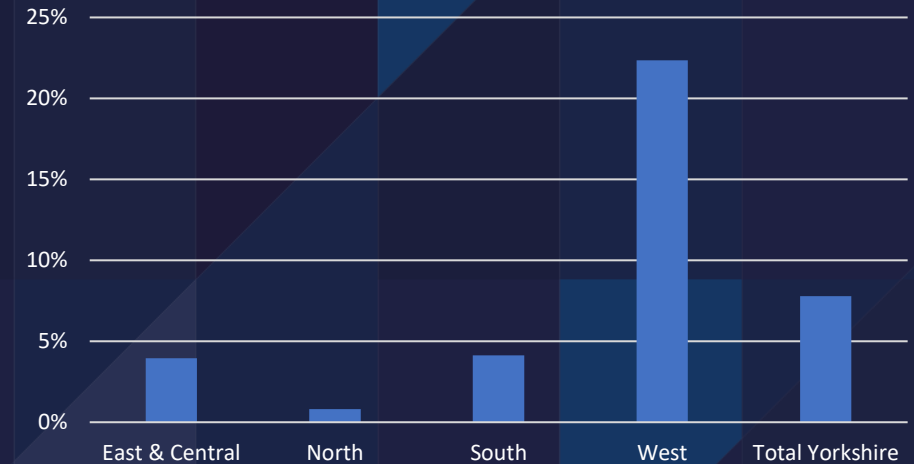
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Improving monitoring

We used our analysis of 2021 Census data for Yorkshire to develop benchmarks against which to track representation in both the observation and selection stages for two of our priority under-represented groups: South Asian groups; and less well-off families. For the South Asian groups, we used sub-regional rather than county-wide basis. This is because the South Asian population is distributed unevenly across the county

While the proportion of children in our County Age Group who are independently educated (our proxy measure for the involvement of less well-off families) has reduced compared to 2021, as the table below shows they remained in 2022 over-represented in our County Age Group, compared to their levels within the Yorkshire population. While we are aware that some children from less well-off families are being independently educated through bursaries, we will continue to take measures aiming to increase the representation of state-educated children within our talent pipeline.

Yorkshire Regions: Proportion Population Bangladeshi, Indian or Pakistani Asian



	Benchmark	Actual
Independently Educated	9%	24%

Source: YCCC internal monitoring data / Independent Schools Council data



As the tables show, the increased representation in 2022 of children from South Asian communities in both the observation (attendance) stage *and* the selection stage, means they are no longer under-represented compared to the Yorkshire population. (NB the South Asian benchmark figures in the table below relate to all age groups within the sub-region. However the representation of South Asians in junior cricket should be, and is, significantly higher as the South Asian population is significantly younger than the White population with an average age of 32, compared to 42; as well as being passionate about cricket.)

Regional / District (U9-15)

	East and Central			North		
	Benchmark	Attendees	Selected	Benchmark	Attendees	Selected
South Asian	4%	20%	26%	1%	11%	8%
Overall Numbers		379	98		389	98

	West			South		
	Benchmark	Attendees	Selected	Benchmark	Attendees	Selected
South Asian	22%	42%	29%	4%	24%	29%
Overall Numbers		327	98		352	98

County Age Group (U12-16)

	Under 12		Under 13		Under 14		Under 15		Under 16	
	Benchmark	Selected	Benchmark	Selected	Benchmark	Selected	Benchmark	Selected	Benchmark	Selected
South Asian	8%	29%	8%	25%	8%	36%	8%	33%	8%	16%
Overall Numbers		38		32		31		30		19



Talent pathway: girls

When the EDI Plan was developed responsibility for the girls' talent pathway lay with the Yorkshire Cricket Board, not YCCC. One of the changes we have made as part of implementing the Plan has been to bring the girls', as well as boys', pathway into the management of YCCC. The Club has recruited a Northern Diamond and Girls' Pathway operations manager and High Performance Coaches to develop and transform the Girls' Pathway in alignment with the Boys' Programme.

The reforms detailed above are now being applied to the Girls' Programme which will henceforth fully align with the Boys' Programme. We are already seeing the benefits – a 62% rise in attendance at regional observations compared to the previous year.



*(TOP) A Girl's CAG team in action in 2023.
(BOTTOM) Girls from the CAG teams picking up their kit in 2023.*



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Diversifying our membership

We decided that another important aspect of this work should be to seek to diversify our Club membership.

We created two Board positions for NEDs who should be elected by the members to represent their views in our decision-making processes – one of whom these has become a member of our Board EDI Plan Champions Sub-Group.

We held a number of listening exercises with groups currently under-represented in our membership (disabled people, ethnically diverse communities, people living in inner cities, and women and girls) to learn about the barriers they faced. These identified the cost of membership to be a major barrier, along with issues such as transport and accessibility.

In response we created in 2023 a more flexible and affordable membership offer, with the price ranging from £20 to £310 for adults, along with free membership for children; and are planning a number of other measures such as transport assistance and improvements to the ticketing system for accessible seats.

Early results have shown a 33% increase in new members; 8% increase in junior membership; and 3% increase in female members. We will continue outreach efforts to diversify our membership.

The infographic is divided into three horizontal sections: Attendance (light blue), Benefits (yellow), and Extra Perks (dark blue). Each section contains icons and text labels for various membership features.

- ATTENDANCE**
 - LV= Insurance County Championship
 - One-Day Cup
 - Vitality Blast T20
 - Northern Diamonds
 - Northern Superchargers
- BENEFITS**
 - Priority International Ticket Access
 - Voting Rights
 - Long Room Access
 - Premium Seating
- EXTRA PERKS**
 - 25% discount on tickets
 - Exclusive discounts at Club Store
 - Affiliate to local cricket club
 - Free Digital Membership



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PARK AVENUE
BRADFORD

THE YORKSHIRE
COUNTY CRICKET CLUB



PRESENTS



TAPEBALL CRICKET FAMILY EVENT

WITH STARS HARIS RAUF & SHADAB KHAN

COME AND MEET THE YCCC STARS WITH PICTURES,
AUTOGRAPHS & A Q AND A SESSION

5PM | 30TH
MON | MAY



ADULT TAPEBALL COMPETITION • 4 CITIES - 8 TEAMS • CHILDREN'S CRICKET
ACTIVITIES • SPEED GUN CHALLENGE • STALLS • THROWSHOW

PARK AVENUE BRADFORD • BD5 0PY

FOR MORE INFO CONTACT: ZAIN UL ABDIN ON 07842313798



(ON THIS PAGE) Yorkshire Cricket's
many community events throughout the
last 12 months

CHAPTER FOUR: CUSTOMER EXPERIENCE

All the 0-12 months actions in our localised EDI Plan relating to customer experience have been **achieved** (either fully completed, or taking place on an ongoing basis):

- We implemented a zero tolerance policy at Headingley of anti-social behaviour including discrimination, poor crowd behaviors and alcohol misuse. This included:
 - training and ongoing feedback with safety and security partners;
 - identifying flashpoints needing enhanced approach;
 - improving our incident reporting system by creating and promoting the RESPECT helpline, a five-digit text code for spectators at Headingley and our outground venues (York and Scarborough) to use to report antisocial behaviour in a safe and discreet way; and
 - improving our non-alcoholic offer at games.
- We raised awareness of Hate Crime at our venues, liaised with police where appropriate and adopted a Hate Crime Policy.
- We invested in upgrades to the kit, recruitment and training for our volunteer army of Yorkies who help ensure everyone feels truly welcomed at our games, including those with particular needs or concerns.



(TOP) A Yorkie wearing the RESPECT branded volunteer T-shirt at Headingley
(BOTTOM) The hate crime awareness banner located on Kirkstall Lane.



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- We sought ECB funding to improve the facilities at Headingley during 2022 and 2023:
 - for individuals with disabilities and their families, including neurodiverse people e.g.
 - creating a free Controlled Audio Visual Environment (CAVE) sensory room to provide a safe haven for visitors on matchdays, helping to reduce social isolation for individuals and families.
 - installing hearing loops in the Cricket Centre, Ticket Office, Club Shop, Long Room & Clean Slate Pavilion reception
 - for parents and carers with babies/young children e.g.
 - improving baby-change and child-accessible sinks provision
 - during the Hundred forming more family-friendly and alcohol-free areas by reconfiguring the ground (including turning the traditional Long Room into a Family Zone)
 - to create a more dementia-friendly environment
 - e.g. refurbishing venue maps and signage around the ground and within toilets, based on our consultation with Headingley customers who have lived experience of living with dementia



Inside the CAVE sensory room

- We formalised our free community tickets programme, ensuring these were allocated fairly and transparently, including to our priority under-represented groups. We also created a special VIP hospitality experience for free community ticket customers at a Hundred game.
- As part of our new Customer Voice programme we have appointed a Customer and Member Liaison Officer, published a Customer Voice Charter, implemented a new case management system that allows us to report and monitor customer complaints and feedback, and developed a staff training programme which includes improved incident response and investigation protocols.



- We improved relationships with local faith communities, to enable us to be more sensitive and responsive to the range of our customers, and expanded our events calendar in line with the diversity of modern Yorkshire. For example:
 - In 2022, the Club hosted its first ever Eid and Diwali events at Headingley, welcoming people from different cultures and backgrounds including representatives from all major faith groups to eat and celebrate together;
 - our traditional Christmas Carol Service was a multi-faith, diverse event bringing the different communities of modern Yorkshire together to hear readings, sing carols and enjoy food together; and
 - In 2023 an indoor cricket finals Iftar event was held at Headingley for the first time, and YCCC professional coaching staff participated in a community tape ball Ramadan Tournament. The Club is about to hold its second community dinner to celebrate Eid.
- We formed an important partnership with Islamic Relief UK:
 - We held a fundraiser event at Headingley in October 2022 and raised £120k towards their Pakistan Floods appeal;
 - Islamic Relief UK have used these funds in Pakistan to create a Yorkshire County Cricket Club village with around 50 units;
 - We have facilitated a partnership between Islamic Relief UK and the ECB which will result in them both working on growing the game in this country as well as projects in Pakistan; and
 - We continue to work with Islamic Relief UK; they are providing volunteers for some of our events, promoting our new membership and acting as a critical friend.



A room full of guests for Yorkshire CCC's 2023 Eid Milan event at Headingley.



- We are delivering on existing and future ECB requirements on accessibility and inclusivity, moving from a compliance- based to experience-led approach.
 - We are improving the accessibility of our ticketing system and website (built to WCAG accessibility standards), and of the Howard Stand at Headingley
 - We have created a new Safeguarding Officer and Member and Supporter Liaison Officer to give customers a more personalised experience, particularly those with accessibility needs who may require greater support; and provided safeguarding training to key matchday personnel
 - We are continuing to develop Headingley Stadium segmentation e.g. the NE Lower Stand will be promoted as a Family Stand for the Vitality Blast
 - We are continuing to identifying individual needs through pre-match surveys and communications for major matches.
- We developed an annual tracking survey of customer experience, disaggregated by protected characteristics.
 - This survey data told us that we need to improve our information on these issues to ticket-buyers with accessibility support needs, who reported significantly lower awareness of the above requirements and reporting mechanisms. This is being factored into our information provision to people with accessibility support needs for the 2023 season.
 - Owing to low response numbers, the survey data was unable to provide statistically reliable information on the experience of ethnically diverse ticket-buyers.
 - This was also the case in our customer survey undertaken as part of our Inclusivity Review (see Chapter Five).
 - This reinforces the need for us to continue to proactively reach out to under-represented communities to diversify our customer base.



Three Yorkies pictured at Headingley during the 2022 Test Match.





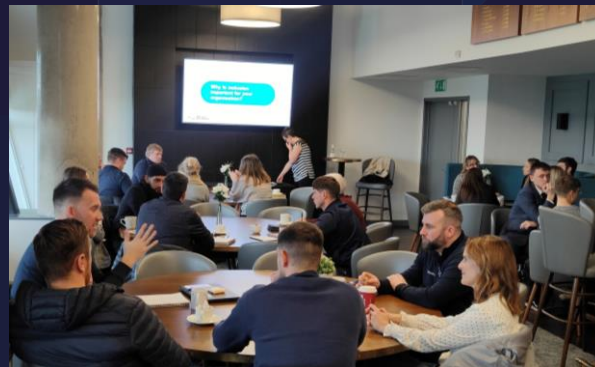
(ON THIS PAGE) Yorkshire Cricket's first Diwali Event



CHAPTER FIVE: PEOPLE AND CULTURE

Nearly all of the 0-12 months actions in our localised EDI Plan relating to people and culture have been **achieved** (either fully completed, or taking place on an ongoing basis):

- We invested in a whistleblowing hotline independently overseen by Mohinderpal Sethi KC, who provides regular updates which can be viewed on the Club website (www.yorkshireccc.com/news).
- We commissioned an independent Inclusivity Review. The actions recommended in the report have been implemented, with the recommendation to undertake an inclusive process across all involved in Yorkshire cricket to create new values for Yorkshire cricket commencing in May 2023 with the Annual Employee Voice Survey;
- We have prepared the ground for implementation of our 12 months+ monitoring commitments relating to staff data by commissioning a new HR database;
- We are working with the National Centre for Diversity towards Investors in Diversity accreditation, and joined Inclusive Employers giving our staff access to extensive training and development opportunities;
- Over 40 new policies and procedures have been or are in the process of being developed including Code of Conduct, Workplace Behaviour Policy, Employee Voice Policy, Conflict of Interest Policy, Employee Grievance Guidelines, family inclusion and recruitment and selection guidelines;



Yorkshire Cricket staff attend EDI Training session



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- A number of improvements have been made in relation to recruitment and selection:
 - We use diverse recruitment panels for leadership and executive appointments;
 - We have partnered with Inclusive Employers to commission recruitment training (fairer and safer recruitment) and identified training gaps among staff. Once this training has been delivered it will be mandatory for any staff taking part in recruitment to have been taken part in this training;
 - EDI responsibilities are now included in job descriptions;
 - Our EDI vision and priorities are included in job advertisements; and
 - We have included EDI in the scoring for all recruitment at management level.
- We are promoting psychological safety within our workplace through a new mental health and wellbeing strategy;
- We issued new transparent guidelines for promotion and remuneration decision-making;
- We have delivered our first annual Employee Voice Survey (in partnership with Two Circles and National Centre for Diversity);
- We have mandated players and other staff to take part in EDI education provided / commissioned by the ECB such as the Nujum Sport Workshops on Islamic inclusion and the Inclusive Leadership programme.
- We have developed and delivered a range of complementary local training and awareness-raising activities in relation to EDI;
- We have made learnings from our EDI activities available to ECB, and YCCC is represented on both the ECB Race Network & the ECB Women Staff Network; and
- We have disseminated learnings from the ECB regarding EDI, and a new EDI Hub page is being developed on our new website.



(TOP) Roland Butcher delivering an inclusivity talk to Yorkshire Cricket staff.

(BOTTOM) Yorkshire Cricket staff enjoying and Iftar event at Headingley in 2023.



CHAPTER SIX: SUMMARY OF KEY IMPACTS

The table below summarises at a glance the key impacts we have achieved over the last year, shown against a) the human rights values of our EDI Plan and b) our priority under-represented groups.

Priority Group	Safety	Fairness	Respect	Equality	Dignity
Everyone	More robust safeguarding system	Pathways observation and selection system reformed to remove bias and improved tracking of results	More welcome atmosphere at matches e.g. Yorkies, TEXT RESPECT, Customer Liaison Officer and Event Safeguarding Officer	More robust governance, People and Culture and monitoring structures	All exiting pathways system are awarded a cap
	Improved reporting, monitoring and handling of complaints (e.g. anti-social behaviour, harassment and hate crime)			Demographic of modern Yorkshire identified to set benchmarks	
	Whistleblower hotline			Priority under-represented groups identified	
	Improved mental health and wellbeing support for players and staff			More diverse leadership, key senior staff and sponsors	
Women and Girls		Pathway reforms extended to benefit girls	Increased celebration of women players e.g. in ground signage and club communications	More equal access for women players to physical and psychological training / support	More dignified player facilities in consultation with the women's team
		Club now responsible for girls as well as boys pathways system			More dignified match day facilities for parents, babies and children
Less Well Off Families		More structured, transparent system for awarding free community match tickets	Upgrading the free facilities including covered nets at Park Avenue Bradford Cricket Ground	Less expensive membership categories created	VIP hospitality experience provided for people with free community match tickets at the Hundred
				Free coaching, uniform and kit for pathways players and Talent Champions liaising with families to identify need	
Disabled People		Accessibility ticketing and information improved on new website (information gap identified in 2022 Ticketholder Survey)	Disability Cricket Awards hosted at Headingley for the first time	Disability cricket teams access to training at Headingley facilities	Improved match day accessible facilities e.g. dementia friendly signage, temporary wheelchair hire and sensory space
South Asian Communities			Non-alcoholic provision improved at Headingley	Scholarships and exchanges in development through Lahore Qalanders and Momentum Titans partnerships	Facilities improvements and training enabling a more dignified expression and increased understanding of minority faiths by players, staff and customers
			Eid and Diwali celebrated at Headingley for the first time		
			Inspirational cricket events at Park Avenue Bradford community venue		

