

# **EQUITY, DIVERSITY AND INCLUSION STRATEGY**

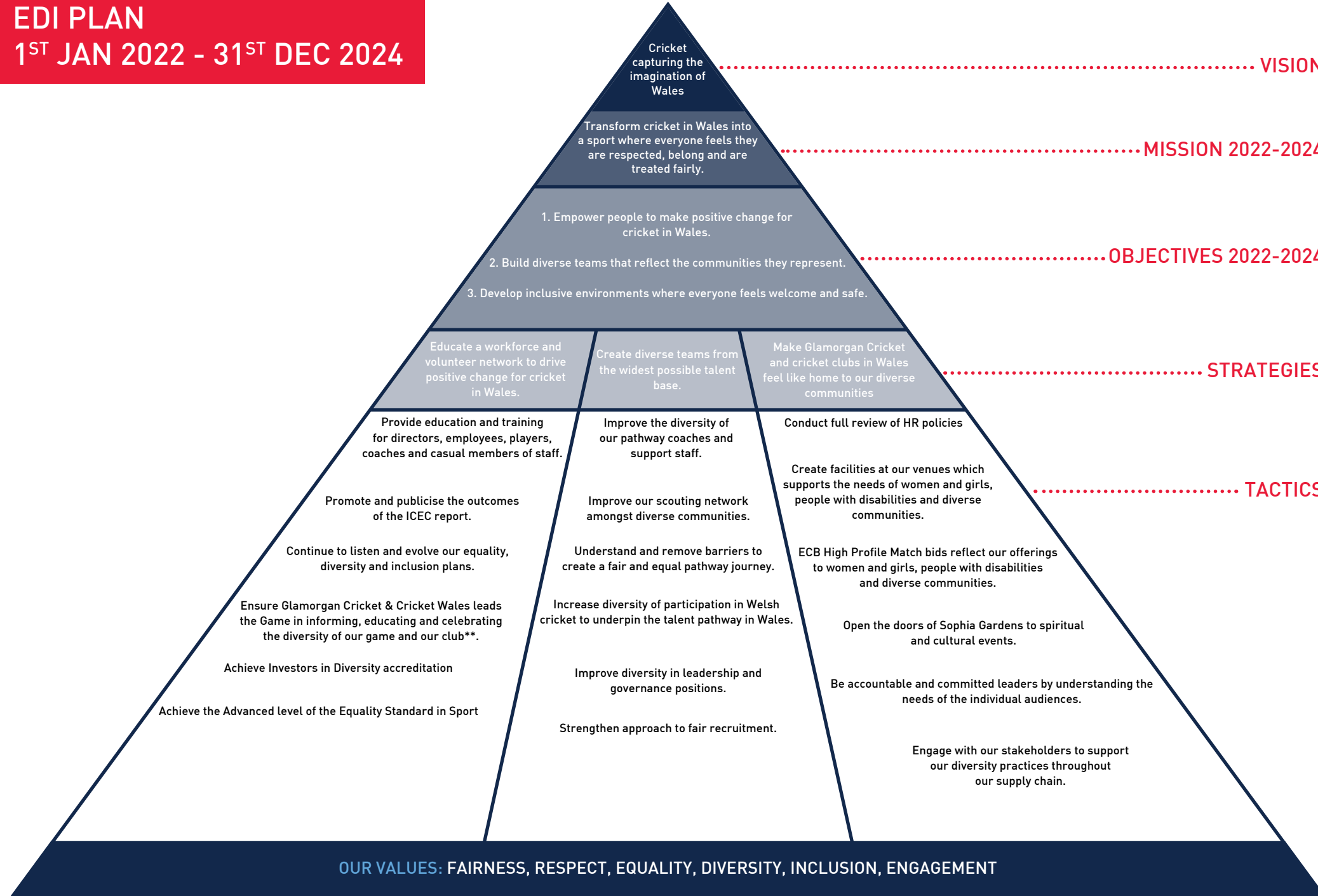
## **STRATEGAETH CYDRADDOLDEB, AMRYWIAETH A CHYNHWYSIANT**

**2022 – 2024**



# EDI PLAN

## 1<sup>ST</sup> JAN 2022 - 31<sup>ST</sup> DEC 2024



## INTRODUCTION



**As a Welsh Pakistani I can speak from first hand experience the challenges that exist to transform inclusivity and diversity in today's world.**

2021 has shown us that we have so much work still to do, and I'm really proud of the universal support I see and feel from the cricketing family in Wales to transform our approach to this critical agenda. The time for words and statements is over, and now our actions will speak louder than our words.

This is essential for us to unlock the best talent, attract new audiences and transform our game to capture the imagination of Wales. Only together can we be stronger and I'm looking forward to leading the change that we very much need in our beautiful game in Wales.

### Rezwan Hassan

Chair, Equity, Diversity and Inclusion Sub-Committee,  
Glamorgan CCC



**In 2021 the shocking and moving revelations from those with lived experience shone a light on the urgent need for the game of cricket to examine and overhaul its culture so that it becomes one that is relevant, fair and open to all.**

There is no doubt that sport has power to connect, energise and inspire but if cricket in Wales is to achieve its vision 'Capturing the imagination of Wales', it has to reach out to and include the many, not the few. As Chair of the EDI Sub-Committee I can pledge that Cricket Wales, through its Board, employees and volunteers, is committed to make a stand against discrimination, listen to those who feel excluded or marginalised, and explore the most effective ways to translate learnings into real, measurable action.

Working collaboratively and pro-actively with colleagues at Glamorgan, we will create and deliver an action plan that clearly outlines our joint ambitions to promote and celebrate diversity, connects communities and re-builds trust in our game.

### Sue Phelps

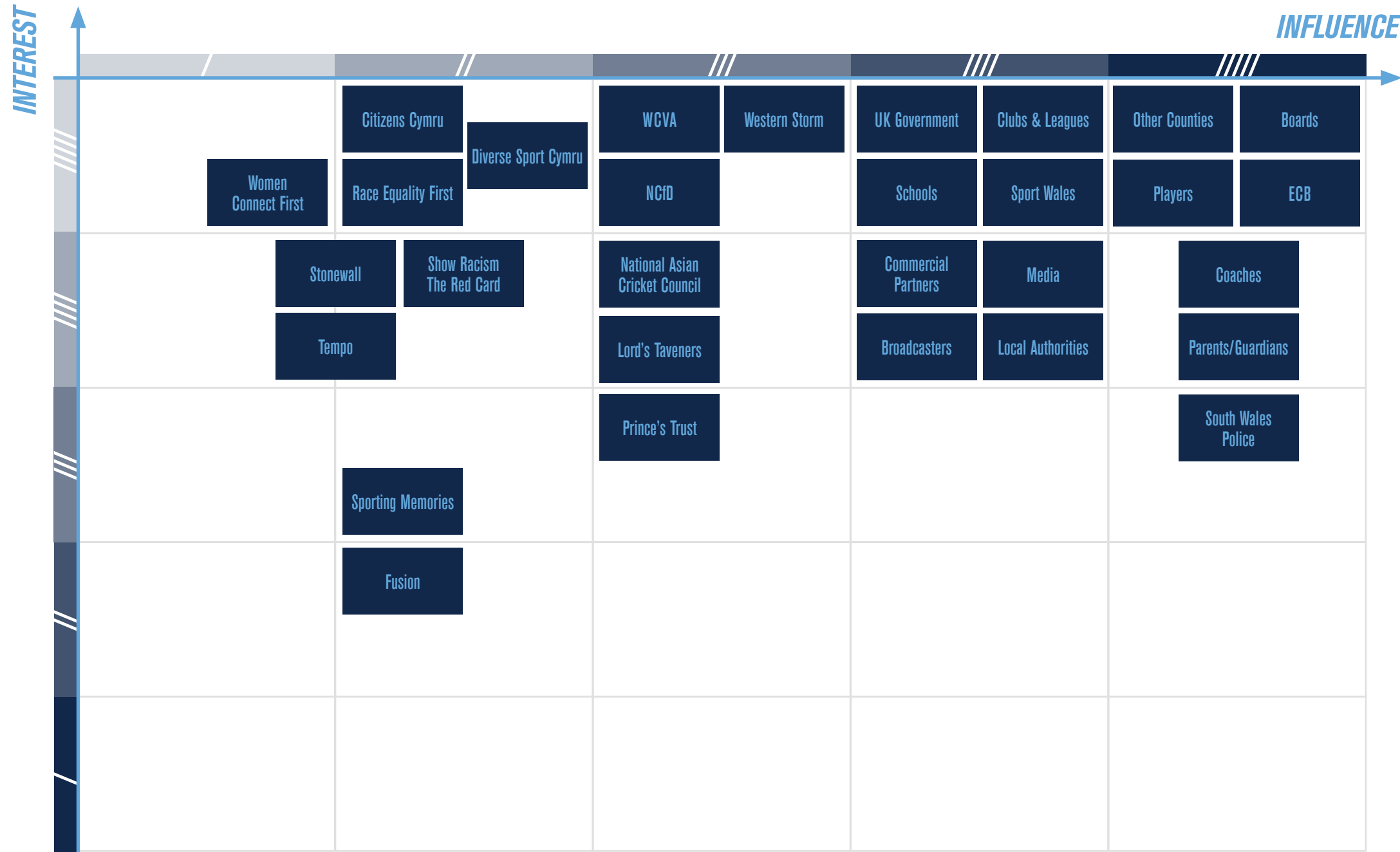
Chair, Equality, Diversity and Inclusion Sub-Committee,  
Cricket Wales





## STAKEHOLDER ANALYSIS

Glamorgan County Cricket Club and Cricket Wales are two separate bodies working together to deliver the professional and recreational games in Wales. We work closely with many other stakeholders to achieve our goals and have engaged with a number of these key partners in developing our Equity, Diversity and Inclusion strategy 2022 - 2024.







## EXTERNAL FACTORS DRIVING CHANGE FOR EDI IN WALES

### POLITICAL FACTORS

**The Equality Act came into force from October 2015 providing a modern, single legal framework with clear law to better tackle disadvantage and discrimination. In Wales, we are also subject to legislation laid down by the Welsh government including the Well-being and Future Generations Act (2010). The following provides an overview of the political factors currently impacting Equity, Diversity and Inclusion in Wales.**



#### LAW MAKING

The Equality Act (2015) places a duty on the public sector when carrying out its work, to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equity of opportunity between persons who share a relevant protected characteristic and those who do not
- Foster good relations between those who share a relevant protected characteristic and those who do not



#### WELSH LANGUAGE

The Welsh Language Act 1993, is an Act of the Parliament of the UK, which puts the Welsh language on an equal footing with the English language in Wales with regard to the public sector.



#### WELSH GOVERNMENT

The Government of Wales Act 2006 and sets out the equality legislation into Welsh Government's policies and practices, in particular the Public Sector Equality Duty (PSED) and the Welsh Specific Equality Duties, The Act (2006) places a duty on the Welsh Government to have due regard to the principle that there should be equality of opportunity for all people.



#### SPORT WALES

Sport Wales take a close interest in the delivery of diverse communities activities in cricket but do not currently invest directly in diverse communities cricket programmes. Sport Wales alongside other UK Sports Councils commissioned Tackling Racism and Racial Inequality in Sport Review (TRARIIS) research to better understand if the Councils were doing enough to understand the context and tackle the issues involved



#### WELL-BEING OF FUTURE GENERATIONS ACT

The 'Well-being of Future Generations Act is unique to Wales and requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change.





## EXTERNAL FACTORS DRIVING CHANGE FOR EDI IN WALES

### ECONOMIC FACTORS

The economic factors impacting Equity, Diversity and Inclusion in Wales are significant as we live in one of the most challenging economic environments anywhere in the UK which influences the choices many people have to make with lower than average disposable income.



The Equality and Human Rights Commission in Wales report "Is it fairer?" shows that life can be harder for people from some minority ethnic groups. People from some ethnic groups are more likely to:

- Live in poverty with not much money
- Be treated badly or in an unfair way
- Feel lonely



Wales has the lowest GVA per head out of all the countries and regions in the UK at £19,899 compared with £25,485 in Scotland and £28,096 in England.



Since 1999, Wales' GVA index of the UK average is 75% and has recently fallen to 72.8% of the UK average. Way below Scotland (91.7%) and England (108%).



Average earnings in Wales have been below the UK average for decades and are now 84.6% of the UK average. Way below Scotland £33,409 (94.3%) and England £36,107 (101.9%)



50% of the diverse community population of Wales live in rented properties compared to just under a third of the white ethnicity population



Almost 11% of the people living in the most deprived 10% of small areas are from diverse communities



The ethnicity pay gap in Wales in 2018 was 7.5 per cent. This means employees from diverse communities in Wales earned, on average, 7.5 per cent less per hour than White British employees. (gov.wales/sites/default/files/statistics-and-research/2020-06)



Employment rates in Wales are highest among individuals with white ethnicity (72%) and lowest amongst individuals from diverse communities





## EXTERNAL FACTORS DRIVING CHANGE FOR CRICKET IN WALES

### SOCIAL FACTORS

Social factors include different cultural and demographic aspects of Welsh society as well as age distribution and population and its growth rate. It provides us with an understanding of the future needs of our communities.



**3.1 MILLION**

Population of Wales.



**5.2% BAME POPULATION**

Recent estimates from the Annual Population Survey (APS) show that: 5.9% of the Welsh population described themselves as Asian, Black, 'Mixed/Multiple ethnic group' or 'Other ethnic group'. However, the proportion of the population identifying as diverse communities vary considerably by local authority – from 1.7% in Wrexham to 19.8% in Cardiff. Of the 1,462,000 people currently in employment in Wales, 5.2% identify as diverse communities.



**444,700**

Cardiff is forecast to be the fastest growing city in the UK between 2020 and 2039 with a population growing from 360,000 to 445,000 adding to an already diverse community speaking more than 100 languages and a student population of 75,000.



**PRIORITY CITIES**

ECB has identified key priority cities in England to deliver the South Asian Action Plan but not included any cities in Wales



SOCIAL FACTORS CONTINUED



13.5%

School Sport Survey shows 13.5% of school children playing cricket are from diverse communities and a latent demand for 60% (ECB South Asian Action Plan)



35%

35% of cricket played in England and Wales is played by South Asian players (ECB South Asian Action Plan). Partnership with Prince's Trust has provided underprivileged children with work experience and employment'



67%

Wales is ready for the Street Cricket programme. 67% of Chance to Shine Street' participants from 2016/17 were S Asians (ECB South Asian Action Plan). This project is currently only delivered in England



INDOOR CRICKET

Players from South Asian families are twice as likely to play indoor cricket (ECB South Asian Action Plan)



63%

Of S Asian fans stated that a devoted family offer at cricket matches, including a family ticketing offer and family sections within the ground, would make attending matches more appealing (ECB South Asian Action Plan)



28%

28% of cricket pitches are located in public park sites, owned by Local Authorities and subject to maintenance budget cuts. (ECB South Asian Action Plan)



64%

64% of S Asians would play more recreational cricket if the right offer were available. (ECB South Asian Action Plan)



2/5

we are only able to visit 2/5 of primary schools in Wales and very few secondary schools thus there is little cricket played in schools. Funding constrains us to only be engaged with 2/5 primary schools however we want EVERY child to have a good bat and ball experience.







## EXTERNAL FACTORS DRIVING CHANGE FOR CRICKET IN WALES

### TECHNOLOGY

**Technology is evolving at a rapid pace along with consumer expectations. The global broadcasting of cricket is a powerful attraction for diverse communities in England and Wales.**



#### CRM

Combines practices, strategies and technologies to manage and analyse customer interactions and data in order to improve customer relationships, assisting customer retention and driving sales growth. Data on diverse communities is sparse across the game in England and Wales



#### 42%

of people from S Asians communities are Sky Sports subscribers (v 27% of the national population)  
(ECB Consultation Findings, 2019)



#### 40%

Of S Asian fans find cricket matches that feature international superstars more appealing  
(ECB Consultation Findings, 2019)



#### IPL

The proportion of S Asian TV viewers varies significantly across domestic tournaments and Indians overwhelmingly favour watching IPL (ECB)





## EDI MARKET FORCES IN WALES

In preparing this strategy, Glamorgan CCC and Cricket Wales has reviewed the diverse community sector in Wales to consider the demand and supply of cricket for the community







## CRICKET IN WALES TODAY

### PLAYING THE PROFESSIONAL GAME IN WALES BY NUMBERS

Glamorgan CCC has been a First Class County for a hundred years and despite attracting some of the world's finest players from different communities around the world, the club has some way to go to tap into talent from local diverse communities.



#### 2 CURRENT PLAYERS

The Glamorgan professional staff includes 2 players from the diverse community out of 22 professional players



#### 21 OVERSEAS PLAYERS

Glamorgan has recruited 21 black and South Asian players as overseas players including some of the most famous players of all-time



#### 10 PLAYERS FROM DIVERSE COMMUNITIES

Glamorgan has recruited 4 players from diverse communities in Wales and recruited 10 players from diverse communities in England



#### 5 STORM PLAYERS

Welsh-born players in the Western Storm women's senior squad in 2021/22



#### COACHES & MENTORS

Glamorgan CCC employs 12 people in the cricket department including a female Physio, a female administrator and a part-time Women's Coach. The Club also engages a mentor from diverse communities to support the Academy programme.



#### PCA EDUCATION

All current professional players are enrolled on a series of PCA education workshops including Safeguarding and diversity training.



#### 5 ENGLAND PLAYERS

5 Welsh Women have played for England and only 2 in this Millennium.





## CRICKET IN WALES TODAY

### PLAYING THE TALENT DEVELOPMENT PATHWAY IN WALES BY NUMBERS

Glamorgan CCC and Cricket Wales are working together to grow participation throughout Wales and provide a talent pathway for aspiring young cricketers, male or female, and from all walks of life, to achieve their potential in the game.

### GLAMORGAN ACADEMY

One of the 6 players (17%) from diverse communities have been recruited onto the Boys Academy Programme in 2021/2022

Five players recruited from Wales onto the girls' Western Storm Academy in 2021/22

All current Academy players are enrolled on a series of PCA education workshops including Safeguarding and diversity training.

### WALES AGE GROUP

Of the 78 players recruited onto the Boys Wales Age Group programme 8 are from diverse communities (10.25%)

The Wales Age Group / Academy programme for boys engages a talent scout / mentor from diverse communities

Of the 90 players on the Wales women's and girls' pathway 5 are from diverse communities (5.26%)

3 girls from diverse communities currently supported through talent development bursaries, but no boys from diverse communities are supported through talent development bursaries

### REGIONAL AGE GROUPS

Of 646 players recruited onto the Boys Regional Age Group programme 94 (14.55%) are from diverse communities

Of 126 players recruited onto the Girls' Regional Age Group programme, 24 (19.05%) are from diverse communities

Of 74 coaches engaged on the Regional Age Group programme for boys and girls, 8 are female coaches (10.81%) and 4 are from diverse communities (5.41%)

Regular access to high quality facilities is a significant challenge for diverse communities, women and girls and disabled cricketers





## CRICKET IN WALES TODAY

**PLAYING**  
THE RECREATIONAL GAME IN WALES  
BY NUMBERS

**64%**

Junior participation across Wales is up 64% since 2013  
Cricket Wales Club Audit, Oct 2021

**1,481**

496 U18 boys and 92 U18 girls from diverse communities play cricket in Clubs in Wales  
816 over 18 males from diverse communities and 77 over 18 females from diverse communities play cricket in Clubs in Wales  
Cricket Wales Club Audit, Oct 2021

**10.17% & 9.54%**

10.17% of cricket played by adults in Wales is by diverse communities and 9.54% of cricket played by juniors in Wales is by diverse communities

**CHANCE TO SHINE**

The Chance to Shine schools programme delivers cricket sessions in 300 schools in Wales pa including 40,000 children in the programme

**STADIUM TOURS**

Local schools are invited to Sophia Gardens for a combination of cricket skills and education lessons including a high proportion of schools from local diverse communities. Numbers have been restricted in 2021 due to COVID but currently 1,000 pupils have been on tours, 30% of which are from diverse communities.

**INTER FAITH LEAGUE**

The new weekly Inter Faith Indoor Cricket League for Sikhs, Hindus and Muslims at Sophia Gardens has been established by the Diverse Communities Cricket Officer

**RIVERSIDE FESTIVAL**

The Riverside Festival was launched in 2016 to engage diverse communities from Riverside, Cardiff, and has engaged 250 players in the programme pa

**ECB CITY CUP**

The competition is for the most talented players from diverse communities between the ages of 18 and 25 and is played by 14 cities in England and Wales. Cardiff is the Welsh representative in the competition.

**POP UP CLUBS**

'Pop up' cricket programmes are delivered in 4 centres in Cardiff

**COHESION CUPS**

Cohesion Cup competitions established in Cardiff and Swansea include teams from diverse communities, local police forces and former Glamorgan Cricketers

**SCHOOL HOLIDAY ENRICHMENT PROGRAMME**

SHEP is a school-based education programme, which is supported by Glamorgan CCC and provides food and nutrition education, physical activity, enrichment sessions and healthy meals to children in areas of social deprivation during the school summer holidays

**WELSH MUSEUM OF CRICKET**

Podcasts and website features to recognise the contribution of diverse communities to Glamorgan CCC and cricket in Wales

**CITIZENS CYMRU**

Glamorgan CCC has partnered with Citizens Cymru to support food banks, particularly in diverse communities, throughout Wales

**CRICKET FESTIVALS**

Boys & girls junior festivals (now called Dynamos Schools) held all over Wales including 700 schools with regional finals played in venues in North Wales and Sophia Gardens





## CRICKET IN WALES TODAY

### PLAYING THE RECREATIONAL GAME IN WALES BY NUMBERS



**658%**

Women's participation is up 658% since 2013

[CW Club Audit 2021]



**249%**

Participation in girls cricket has grown in Wales by 249% since 2013.

[CW Club Audit 2021]



#### SOFTBALL FESTIVALS

40 women's softball festivals are currently held each year with 1,400 female participants, with additional competitive softball leagues in north and south Wales with 50 teams



#### ALL STARS / DYNAMOS

In 2021, 1,163 girls between ages of 5 and 8 were registered by Club for the All Stars Cricket programme and 785 girls between the ages of 8 and 11 were registered for the Dynamos Cricket programme.

[CW Club Audit 2021]



#### % PARTICIPATION

In Wales, 22% of junior club players are girls and 13% of adult club players are female.

[CW Club Audit 2021]



#### CLUBS WITH WOMEN'S AND GIRLS' SECTIONS

42 cricket clubs in Wales have dedicated girls' sections and 64 clubs in Wales have dedicated women's sections.

[CW Club Audit 2021]



#### FEMALES IN CLUBS

There are 860 female members of clubs under the age of 18 and 1,137 female club members over the age of 18 in Wales.

[CW Club Audit 2021]



#### DYNAMOS SCHOOLS FESTIVALS

720 schools participate in 70 annual festivals across Wales introducing 7,500 boys and girls' pa to the game of cricket.



#### LORD'S TAVERNERS WICKETZ PROGRAMME

Wicketz is a community cricket programme targeting young people aged 8-16 living in areas of deprivation without access to sporting opportunities and the benefits sport can bring. The 3 hubs in Wales are in Llanrumney, Ely, and Rhondda.





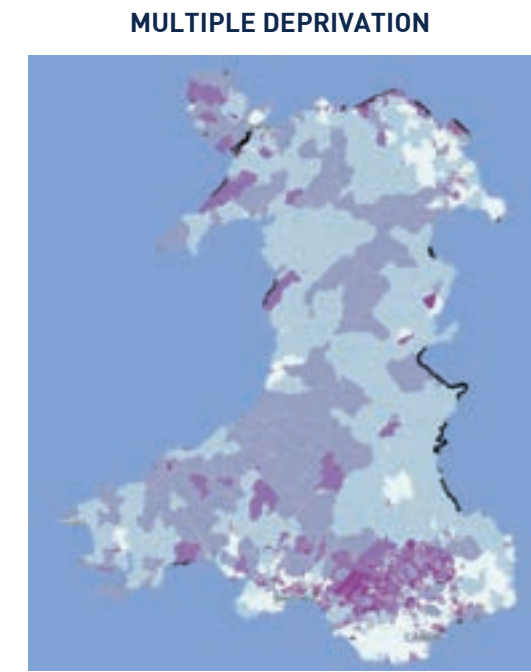
## CRICKET IN WALES TODAY

### PLAYING THE RECREATIONAL GAME IN WALES



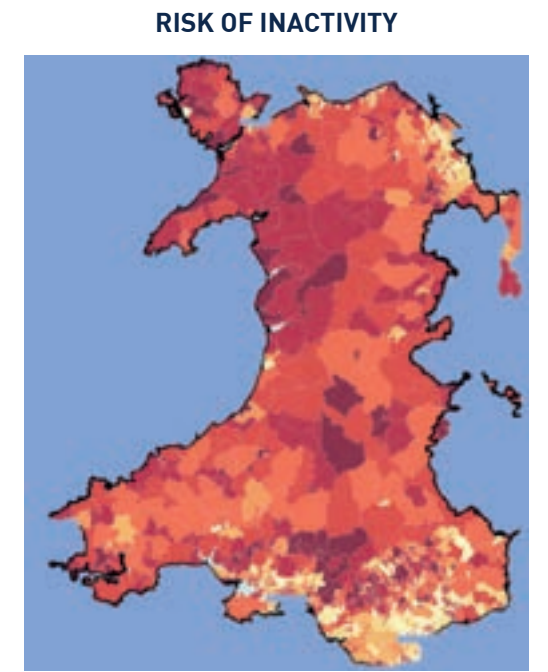
c50% of affiliated clubs have Clubmark  
Basic affiliation and some Safeguarding  
assurance required for non-Clubmark clubs.  
There are many midweek non-affiliated clubs

**Key:**  
Black – Clubmark  
Blue – Non-Clubmark



Wales has higher levels of deprivation  
than the National Average

LOW HIGH



Some of these are highly concentrated in  
the south Wales valleys

LOW HIGH





## CRICKET IN WALES TODAY

### PLAYING

The Recreational Game in Wales –  
Cricket for people with disabilities.



#### DEVELOPMENT CENTRES

Cricket Wales currently have 4 development centres running in Haverfordwest, Llanelli, Cardiff and Swansea for Disability Cricket and an elite players development programme. We also have 10 Cricket clubs where players with a Disability are playing mainstream cricket.



#### CHAMPION CLUBS

The Disability Cricket Champion Club Programme supports cricket clubs through guidance, resource and equipment, enabling them to welcome individuals with additional needs and varying abilities to support them to play, follow, officiate and volunteer. There are currently 5 disability Champion Clubs in Wales at; Lisvane; Whitchurch Heath; Colwyn Bay; Haverfordwest, and Port Talbot Town



#### LORD'S TAVERNERS SUPER 1S

Super 1s gives young people with a disability aged 12-25 the chance to play regular, competitive cricket.

By creating community cricket hubs where young people can receive coaching, we give participants the chance to compete against their peers and enjoy the benefits of playing sport.

The 3 hubs in Wales are in Pembrokeshire, Conwy, and Newport, Gwent.



#### TABLE CRICKET

Table cricket is an adapted version of cricket, played on a table tennis table and specially designed to give young people with a disability the chance to play the game. 15 schools across Wales currently play Table cricket and a finals day is held at the National Cricket Centre, Sophia Gardens.



#### GLAMORGAN GREENCAPS

The Greencaps are a mixed disability club based in Sophia Gardens and play friendlies in the summer.



#### HIGH PROFILE MATCH EXPERIENCES

Boys and girls from diverse communities and the disabled community, are invited to experience High Profile matches at Sophia Gardens including acting as 'Guard of Honour' for the teams entering the field of play.





CRICKET IN WALES  
TODAY

ATTENDING

Sophia Gardens is an extremely popular host venue for High Profile Matches and we have some work to do to ensure we provide outstanding experiences for people from all communities visiting the venue.



INTERNATIONAL MATCH  
ATTENDANCE

International occupancy for High Profile Matches higher than comparable group average across all formats



MATCH DAY EXPERIENCE

Glamorgan match day experiences scores for Vitality Blast, Internationals and The Hundred were slightly below the sector average. 6% of ticket buyers for The Hundred from diverse communities.



IT20 MATCHES

There is an imbalance between public demand for IT20 matches and revenue generated. On average IT20 generates 30% less revenue than ODI whilst both formats attract the same audience and both are sell out products



CROWD BEHAVIOUR

For high Profile Match days, Glamorgan has a roster of 335 stewards, 232 (69%) are male, 103 (31%) female stewards and one steward with a disability (0.2%). Eighteen (5.3%) of the stewards are from diverse communities. They are briefed on crowd behaviour and signage at each entry gate and messages on the in-bowl screens confirm anti-racism, homophobia and discrimination of any kind will not be tolerated



LEVEL PLAYING FIELD

Glamorgan CCC is an member of Level Playing Field and has completed a disabilities access audit with them. The Club has an access statement and policy which is published on the website.



PRAYER ROOM

For specific High Profile Matches, a prayer room is available in the Sport Wales' building adjacent to the Sophia Gardens venue.



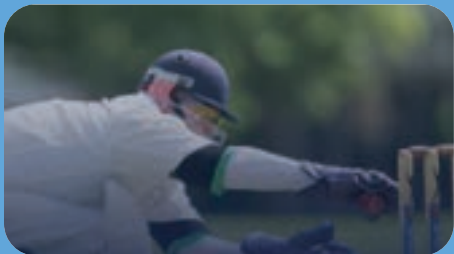
FAMILY STAND

The Jellyfish Family Stand is an alcohol-free stand with 880 seats exclusively for families. There are currently no other alcohol-free areas of the venue.



FOOD AND BEVERAGE

43% of customers at high profile matches at Sophia Gardens said the right food offer is essential on match days. The range of food and beverage for High Profile matches is flexed towards the crowd demographics. (ECB Experience Cricket, Nov 2021)



DISABILITY FACILITIES

Sophia Gardens has 9 toilets for disabled customers in the indoor facilities and 4 blocks in the stadium concourse.



DISABILITY SERVICES

On High Profile Match days, a team of 6 stewards are responsible for supporting disabled customers. Up to 30 car parking spaces are reserved for disabled customers for High Profile matches and complimentary golf buggies are used to transport them to the venue. Four wheelchairs are available for use at the venue and 2 hearing loops are also available to customers.





## CRICKET IN WALES TODAY

### VOLUNTEERING

**Volunteers are the lifeblood of cricket in Wales and thanks to the hard work and dedication of coaches, umpires, scorers, groundskeepers and administrators we are able to provide opportunities for thousands to play the game in all communities but we will need to do more to grow and support our volunteer workforce.**



**1,711**

The total number of active cricket coaches in Wales is 1,711 up from 1,046 in 2018. 20% of applicants for Activator and coach accreditation are female.

Cricket Wales Club Audit, Oct 2021



**1,255**

Total number of active umpires and scorers in Wales is 1,255 up from 1,046 in 2018, but our current data collection does not include gender or ethnicity fields.

Cricket Wales Club Audit, Oct 2021



**<5%**

Less than 5% of coaches in First Class Cricket are from diverse communities



**<9%**

Less than 9% of all Level 2 coaching course registrations annually are by women ECB



**<10%**

Less than 10% of the cricketing workforce in England and Wales is from S Asian origin



**100%**

100 Affiliated Clubs and Leagues with Club Safeguarding Officer



**15%**

15% of cricket club committee members are female.

Cricket Wales Club Audit, Oct 2021



### HIGH PROFILE MATCH VOLUNTEERS

As Cardiff is a major events city it has a very strong volunteer workforce. Glamorgan has a core group of 34 volunteers supporting the delivery of High Profile Matches with 37% female and 17 from diverse communities. 5% of volunteers have a disability



INTERNAL ANALYSIS  
OF GLAMORGAN CCC  
AND CRICKET WALES

This section provides an overview of the capacity and capabilities of both Glamorgan and Cricket Wales in supporting Equity, Diversity and Inclusion in the professional and recreational game throughout Wales.

FUNCTION	GLAMORGAN CCC & CRICKET WALES
GOVERNANCE	Of the 11 directors of the Board of Glamorgan CCC, 5 are independent and include 3 females (one is Deputy Chair) and 2 members of diverse communities. Of the 13 directors of Cricket Wales, 5 are female, including the Chair and Chief Executive and one person from a diverse community. The number of representatives from diverse communities on Club Committees is 3.8% (Cricket Wales Audit (Oct, 2021)
HUMAN RESOURCES	<p>The HR Manager is responsible for managing the recruitment full-time, part-time and casual members of staff through an open recruitment process. A survey of staff by Investors in Diversity (IID), Oct, 2021, found:</p> <p>88% of Glamorgan staff feel as though they have an equal opportunity to succeed in the Club</p> <p>75% of Glamorgan staff feel as though there is a fairness for all within the Club</p> <p>90% of Glamorgan staff feel there is a fairness in terms of recruitment at the Club</p> <p>73% of Glamorgan staff feel there is a fairness in terms of promotion at the Club</p> <p>71% of Glamorgan staff feel there is a fairness in terms of recognition at the Club, 68% for reward and 64% for remuneration</p> <p>49% of Glamorgan staff state performance review or appraisal objectives relate to equality, diversity and inclusion</p> <p>Both Glamorgan CCC and Cricket Wales employ open recruitment practices for all vacant positions.</p>
PROCUREMENT	Where possible, both Glamorgan CCC and Cricket Wales procure local supplies, services and produce in all aspects of the business 7% of Glamorgan staff agree / strongly agree the Club includes criteria on Equity, Diversity and Inclusion in tendering processes (IID, Oct 2021)

FUNCTION	GLAMORGAN CCC & CRICKET WALES
CONFERENCING & EVENTS	The Club has hosted several cultural events over the years, but has not established an annual calendar of cultural events to celebrate major religious festivals or event.
PR & COMMUNICATIONS	<p>Glamorgan CCC has a small section on its website outlining the ‘Beyond the Boundaries’ initiative, whilst Cricket Wales dedicates more profile to equality, inclusion and diversity of their website. Both organisations recognise the importance of the use of imagery to recognise and promote diversity in the game.</p> <p>The IID Survey (Oct 2021) found:</p> <p>50% of Glamorgan staff feel the Club is effective in sending out strong and consistent messages of their commitment to Equality, Diversity and Inclusion</p> <p>53% of Glamorgan staff feel the Club has made them aware of EDI policies</p> <p>43% of suppliers strongly agree/agree they are aware of the things the Club is doing to make sure everyone knows how important diversity is to them</p>
LIVE STREAMING	In 2021, for 18 days of County Championship action at Sophia Gardens, the streaming service was watched by 280k viewers from India, 134k from UK and 66k from Bangladesh. For 5 RL50 matches, 261k viewers were from India, 153k Bangladesh and 61k from UK and for 7 T20 Blast matches 742k viewers from India, 214k from Bangladesh and 83k from UK watched the matches (Glamorgan CCC Commercial dept, Oct 2021)
SALES & MARKETING	<p>Glamorgan has a database of 84,553, 76.600 Twitter Followers, 34,400 Facebook Followers, and 20,800 Instagram Followers. 61% of these Followers are under the age of 34.</p> <p>Cricket Wales has 7,166 Twitter followers, 2,867 Facebook followers, 1,326 Instagram followers, and 368 Linked In followers.</p> <p>An annual allocation of tickets are issued to diverse communities for international matches at Sophia Gardens.</p> <p>The number of Glamorgan Members from diverse communities and ticket buyers from diverse communities is unknown due to GDPR legislation.</p>



INTERNAL ANALYSIS  
OF GLAMORGAN CCC  
AND CRICKET WALES

FUNCTION	GLAMORGAN CCC & CRICKET WALES
STRUCTURE	Both Glamorgan CCC and Cricket Wales have established Equity, Diversity and Inclusion Sub-Committees of their main Boards, which are Chaired by Independent Board member. Each EDI Sub-Committee includes independent people with the knowledge, skills and experience to develop and implement the EDI agendas of the main Boards.
SYSTEMS	<p>The systems is place for collecting and analysing data from diverse communities is sub-optimal and restricted by GDPR legislation.</p> <p>The talent recruitment and development programme for women and girls is emerging but there is no formal recruitment process for players from diverse communi-ties or for cricketers with disabilities.</p> <p>Safeguarding is well established throughout the game in Wales as is the qualification of coaches, but there are challenges with the number of places available on these courses, particularly at Advanced Levels.</p> <p>Annual reviews of programmes are in place but not always publicised.</p>
STRATEGY	<p>In 2020, Glamorgan CCC and Cricket Wales launched their joint strategy for cricket in Wales entitled; ‘Inspiring Generations in Wales.’ The vision is for ‘cricket to capture the imagination of Wales,’ which is supported by a mission of ‘connecting communities and improve well-being by inspiring people to discover and share their passion for cricket.’</p> <p>Central to these ambitions is for cricket to be a game for everyone in Wales, and both organisations have their own EDI plans.</p> <p>Cricket Wales is accredited with the intermediate level of Equality in Sport Standards and Glamorgan CCC is working towards IID accreditation.</p>

FUNCTION	GLAMORGAN CCC & CRICKET WALES
SHARED VALUES	<p>In recent years, Glamorgan and Cricket Wales have worked closely on a number of key issues including EDI and each organisation has a Board member on each respective Board.</p> <p>Glamorgan CCC and Cricket Wales have both committed to adhering to ECB’s Anti-Discrimination Code and EDI strategy</p>
STYLE	<p>The Boards and executives of both Glamorgan CCC and Cricket Wales are committed to listening to and working with all EDI stakeholders to create a more inclusive and accessible game for everyone in Wales.</p> <p>The IID Survey (Oct 2021) found: Between 70 – 80% of Glamorgan staff rated good / outstanding how the Club prevents/deals with unlawful discrimination and harassment</p>
STAFF	<p>Glamorgan has 22 players, a full time staff of 46 and regular part-time and casual staff. 58% of staff are male, 9.^% have a disability, 4.1% are from the LGBT+ community and 5.5% from the BAME community. (IID Survey, Oct 2021) All staff are based at Sophia Gardens.</p> <p>The Cricket Wales senior management team is based at Sophia Gardens and employs 10 full time staff, including 3 Regional Managers; 20 part-time staff and many casual staff.</p> <p>The IID Survey (Oct 2021) found that 93% of Glamorgan staff think colleagues are accepting of people from diverse backgrounds.</p>
SKILLS	<p>The independent Board directors from diverse communities provide expert knowledge and experience for Glamorgan and Cricket Wales. Both organisations also rely heavily on local community leaders for additional advice and appropriate ways to facilitate engagement with diverse communities.</p> <p>The IID Survey (Oct 2021) found:</p> <p>25% of Glamorgan staff have had diversity training in the past 12 months</p> <p>30% of Glamorgan staff had training in promoting good mental health at work</p> <p>77% of Glamorgan stakeholders strongly agree/agree that in their experience, the leaders and managers of Glamorgan take EDI seriously in the way they behave and the things they say</p>





## FINANCIAL ANALYSIS



### COMMUNITY PROGRAMME INVESTMENT

The Glamorgan CCC budget for the community programme is £220,000. The funding covers staffing costs and the running of various community programmes at Sophia Gardens including school tours and diverse community activities in the centre as well as supporting school outreach programmes.



### CAPITAL INFRASTRUCTURE INVESTMENT

Glamorgan CCC is in the process of investing £1m in maintaining and developing the infrastructure of Sophia Gardens including the refurbishment of toilets, food and beverage facilities and improved seating for all communities.



### FACILITY HIRE AND USAGE

The Board of Glamorgan CCC has determined the National Cricket Centre be used exclusively for cricket activities. It has also determined to charge very competitive rates for the hire of facilities which provides value to many stakeholder user groups. The footfall through the NCC in November 2021 was 3,000.



### WOMEN'S AND GIRLS' INVESTMENT

Glamorgan CCC invest £60,000 into the talent pathway from girls cricket. This figure includes coaching costs and facility hire and access to sports science and medicine services. Cricket Wales employ three full-time women's and girls' development staff and invests £80,000 in women's and girls' grassroots cricket. Cricket Wales has channelled £100,000 of investment for all disabilities cricket in Wales from the Taverners, ECB, and Sport Wales.



### THE CRICKET IN WALES FOUNDATION

The Cricket in Wales Foundation was established by Glamorgan CC and Cricket Wales in 2017 and currently has funds of £20,000 to invest in community projects.





## CRICKET IN WALES ASSETS AND RESOURCES

Glamorgan CCC and Cricket Wales have some valuable assets and resources on which to build a strong and sustainable game in Wales.



### 125 YEAR LEASE

In 1995, Glamorgan entered into a 125 year Lease Agreement with Cardiff Council for the Sophia Gardens Venue and currently has nearly 100 years left on the Agreement. The venue is easily accessible for neighbouring diverse communities.



### HIGH PROFILE MATCHES 2020 -2024

In 2018, Glamorgan was awarded a High Profile Match Programme by the ECB for the period January 2020 - December 2024 including 8 'white ball' internationals and a Team in The Hundred Competition. These formats of the game are particularly popular with diverse communities and women and girls.



### VOLUNTEER NETWORK

The cricket volunteer network of more than 1,100 coaches and 1,200 umpires and scorers provides a critical infrastructure for the game in Wales.



### NATIONAL CRICKET CENTRE, SOPHIA GARDENS

In November 2021, the NCC hosted cricket activities for nearly 3,000 visitors of which 18% was for people from diverse communities. In addition, Western Storm Women and Academy and Wales National and South East Wales Regional junior pathway player were regular users of the centre. From March 2022, the new Non-Turf Pitch facility adjacent to the grass net area will be available boys and girls pathway programmes as well community use.



### PROFESSIONAL NETWORK

Cricket Wales employs 3 Women's Development Officers in the 3 Regions of Wales and a Diverse Communities Cricket Officer based in Cardiff. Glamorgan CCC employs 12 people in the cricket department including a female Physio, a female administrator and a part-time Women's Coach. The Club also engages a mentor from diverse communities to support the Academy programme.



### NEATH INDOOR CRICKET SCHOOL

The lease for Neath Indoor Cricket School is owned by Glamorgan CCC and the centre is used by boys and girls pathway players as well as for some community use. The facility is nearly 70 years old and the only bespoke indoor centre in the area.



### ACCESS TO ECB SUPPORT SERVICES

As members of the England and Wales Cricket Board, Glamorgan CCC and Cricket Wales are able to access key support services including coach education courses and Safeguarding policies and processes which are critical in supporting the grow and development of cricket amongst women and girls, diverse communities and disabled cricket.





## CRICKET IN WALES DISTINCTIVE CAPABILITIES

Glamorgan CCC and Cricket Wales have unique positions within the England and Wales Cricket Board and represent the interests of not just a county but a country.

**GLAMORGAN CCC IS THE ONLY PROFESSIONAL CRICKET TEAM IN WALES AND CONSEQUENTLY REPRESENTS A COUNTRY RATHER THAN JUST A COUNTY**

## SWOT

STRENGTH	AREAS FOR IMPROVEMENT
•35% cricket played in England and Wales by ethnically diverse communities	•Limited diversity training and development for employees and casual staff
•Players from ethnically diverse communities twice as likely to play indoor cricket	•Accessibility of appropriate facilities for women & girls, ethnically diverse communities and disabled cricketers
•9% of adults and 10% of children playing club cricket in Wales from diverse communities	•The quality of some data for diverse communities is limited
•Girls participation in Wales has grown 249% since 2013	•Low levels of ethnically diverse players reaching the professional playing squads
•7,000 children have registered for All Stars / Dynamos cricket in Wales	•Few female and ethnically diverse coaches qualified through ECB accreditation programme
•720 schools in Wales compete in annual Dynamos cricket festivals	•Few female and ethnically diverse coaches engaged in the talent pathway
•Emerging infrastructure of Development Centres and hubs for disabled cricketers in Wales	•Limited talent scouting amongst ethnically diverse communities in Wales
•Glamorgan and Cricket Wales have diverse Boards leading the game in Wales	•Limited number of talent bursaries for women and girls and players from ethnically diverse and under-privileged communities
•Sophia Gardens Masterplan provides for appropriate facilities and services for diverse communities	•Limited services/facilities for ethnically diverse communities at Sophia Gardens
•Cricket Wales employ officers to develop the game for women and girls and ethnically diverse communities	•No full time leadership for talent development within the women and girls cricket pathway in Wales
•Cricket for good programmes	•Limited communication of current EDI activities through social media
OPPORTUNITIES	THREATS
•Building even closer strategic partnerships to deliver our EDI proposals	•No ECB priority city for the development of cricket amongst ethnically diverse communities in Wales
•Most ethnically diverse communities are located in all three biggest cities	•Economic challenges of GVA and disposable income in Wales
•Significant latent demand for cricket amongst ethnically diverse communities	•Ethically diverse communities pay gap
•Family ticket offers are more attractive to families from ethnically diverse families	•Not enough cricket in schools for ethnically diverse communities
•Ethnically diverse communities find matches featuring superstars more appealing	•Offering the right formats of cricket to attract ethnically diverse communities
•International/Hundred matches are formats attractive to women & girls and ethnically diverse communities	



## OUR EQUITY, DIVERSITY AND INCLUSION STRATEGIC PLAN 2022 - 2024

The review of our current Equality, Diversity and Inclusion programme in Wales has been summarised in a SWOT and has played a key role in shaping our EDI plan for the next 2 years.

The plan focuses on building on current good practice, addressing areas for improvement, taking advantage of the considerable opportunities available to us in engaging a more diverse cricket community and mitigating the threats of being able to grow the game of cricket in Wales to a wider audience.

### OUR VISION

CRICKET CAPTURING THE IMAGINATION OF WALES

### OUR MISSION

TRANSFORM CRICKET IN WALES INTO A PLACE WHERE EVERYONE FEELS THEY ARE RESPECTED, BELONG AND ARE TREATED FAIRLY

### OUR OBJECTIVES

1. EMPOWER PEOPLE TO MAKE POSITIVE CHANGE FOR CRICKET IN WALES
2. BUILD DIVERSE TEAMS THAT REFLECT THE COMMUNITIES THEY REPRESENT
3. DEVELOP INCLUSIVE ENVIRONMENTS WHERE EVERYONE FEELS WELCOME AND SAFE



## OUR STRATEGIES & TACTICS



### EDUCATE A WORKFORCE AND VOLUNTEER NETWORK TO DRIVE POSITIVE CHANGE FOR CRICKET IN WALES

Provide education and training for directors, employees, players, coaches and casual members of staff

Promote and publicise the outcomes of the ICEC report

Continue to listen and evolve our equality, diversity and inclusion plans

Engage with our stakeholders to support our diversity practices throughout our supply chain

Achieve independent EDI accreditation for Glamorgan and Cricket Wales



### CREATE DIVERSE TEAMS FROM THE WIDEST POSSIBLE TALENT BASE

Improve the diversity of our pathway coaches and support staff

Improve our scouting network amongst diverse communities

Understand and remove barriers to create a fair and equal pathway journey

Increase diversity of participation in Welsh cricket to underpin the talent pathway in Wales

Improve diversity in leadership and governance positions

Strengthen approach to fair recruitment



### MAKE GLAMORGAN CRICKET AND CLUBS IN WALES FEEL LIKE HOME TO OUR DIVERSE COMMUNITIES

Conduct full review of HR policies

Create facilities at our venues which supports the needs of diverse communities

ECB High Profile Match bids reflect our offerings to diverse communities

Open the doors of Sophia Gardens to spiritual and cultural events

Listen, learn, develop and lead a workforce and volunteer network which drives a cultural change for cricket in Wales



EDUCATE A WORKFORCE AND VOLUNTEER NETWORK TO DRIVE POSITIVE CHANGE FOR CRICKET IN WALES

OUR INSIGHTS HAVE CONFIRMED WE HAVE INVESTED LITTLE TIME, EFFORT OR RESOURCE IN EDUCATING AND TRAINING OUR BOARD, SENIOR MANAGEMENT TEAM, EMPLOYEES AND CASUAL MEMBERS OF STAFF IN BETTER UNDERSTANDING CULTURAL DIFFERENCES AND EFFECTIVELY ENGAGING WITH SOME OF OUR DIVERSE COMMUNITIES.

We will address these shortfalls by partnering with ECB and PCA in developing and delivering training programmes for all members of Glamorgan and Cricket Wales staff and support the ECB in complying with, and implementing recommendations from, the Independent Commission for Equality in Cricket.

During the period of the strategy, Glamorgan CCC will work towards Investors in Diversity (IiD) accreditation and Cricket Wales will work with Sport Wales to continue to meet the new standards for Equality in Sport and we will work in partnership with our sponsors and suppliers to achieve

WE WILL:

Provide education and training for directors, employees, players, coaches and casual members of staff

Promote and publicise the outcomes of the ICEC report

Continue to listen and evolve our equality, diversity and inclusion plans

Engage with our stakeholders to support our diversity practices throughout our supply chain

Achieve independent EDI accreditation for Glamorgan and Cricket Wales in terms of the Equality Standard for Sport (Advances) and Investors in Diversity Accreditation

SO THAT:

We understand protected characteristics, conscious and unconscious bias and are able to share learning and best practice

We contribute and learn from lived experiences and implement recommendations from the independent report and adhere to the ECB Anti-Discrimination code

We constantly update and improve our EDI practices and policies

We develop stronger relationships with our partners in delivering our EDI targets and goals

We have independent verification of our EDI progress at Glamorgan CCC and Cricket Wales

OUR KEY PRIORITIES FOR EDUCATING A WORKFORCE AND VOLUNTEER NETWORK TO DRIVE POSITIVE CHANGE FOR CRICKET IN WALES.



PROVIDE EDUCATION AND TRAINING FOR DIRECTORS, EMPLOYEES, PLAYERS, COACHES AND CASUAL MEMBERS OF STAFF

“The education and training of our directors and employees is central to breaking down barriers and gaining a greater understanding of cultural differences. Our comprehensive training programme will be an important step forward in us becoming a sport and a club for everyone to feel at home and enjoy.”

Sameer Rahman, Independent Board Member, Glamorgan CCC



PROMOTE AND PUBLICISE THE OUTCOMES OF THE INDEPENDENT COMMISSION FOR EQUALITY IN CRICKET (ICEC) REPORT

“While it is important we preserve the best of cricket’s traditions, it is also important we identify ways it can evolve and innovate to attract and welcome diverse communities who can make an impact in all areas and at all levels of the sport.”

Cindy Butts, Chair of the ICEC



ACHIEVE INDEPENDENT EDI ACCREDITATION FOR GLAMORGAN AND CRICKET WALES

“Investors in Diversity (IiD) has worked with some of the largest businesses in the UK to embed equality, diversity and inclusion into the fabric of their organisational culture. We are excited that Glamorgan CCC is the first major sporting organisation to work with IiD and believe their support will help us establish a club where everyone feels they are respected, belong and are treated fairly”

Rez Hassan, Chair, Glamorgan CCC, EDI Sub-Committee



CREATE DIVERSE TEAMS FROM THE WIDEST POSSIBLE TALENT BASE

OUR INSIGHTS SHOW THAT CURRENTLY 5.2% OF THE TOTAL WELSH POPULATION ARE FROM DIVERSE COMMUNITIES AND THE MAJORITY OF THESE COMMUNITIES ARE PRINCIPALLY CENTRED ON CARDIFF, NEWPORT AND SWANSEA.

Whilst we have much more to do, it is encouraging to learn that nearly 9% of the current Glamorgan professional playing staff are from local diverse communities including the captain of the 50 over team. It is also encouraging to recognise 17% of the Academy and 10.25% of our National Age Group pathway for boys are from diverse communities. 14.5% of players from diverse communities in the Regional Age Group pathway and 5.26% of females from diverse communities in the women’s and girls’ pathway.

It is of particular concern that coaches and support staff from diverse communities are significantly under-represented throughout the pathway for cricket in Wales and into the professional ranks of Glamorgan CCC.

We will address these shortfalls by qualifying more coaches from diverse communities by providing more access to ECB coach education courses and investing in opportunities for coaches and mentors from these communities to work in the Glamorgan and Cricket Wales pathways.

WE WILL:

- Improve the diversity of our pathway coaches and support staff
- Improve our scouting network amongst women and girls and diverse communities
- Understand and remove barriers to create a fair and equal pathway journey
- Increase diversity of participation in Welsh cricket to underpin the talent pathway in Wales
- Improve diversity in leadership and governance positions
- Strengthen approach to fair recruitment

SO THAT:

- We have a network of qualified coaches to support our communities
- We identify, select and develop cricketers from the widest possible talent pool in Wales
- We provide a clear, fair and equitable opportunity for all talented cricketers in Wales to reach their potential
- We optimise the number of children from all communities playing the game and sharing their passion for cricket
- Our directors and senior staff members reflect the diversity of the communities they represent
- We provide open, transparent and equitable opportunities for people wishing to work in cricket in Wales

OUR KEY PRIORITIES FOR CREATING DIVERSE TEAMS FROM THE WIDEST POSSIBLE TALENT BASE



IMPROVE THE DIVERSITY OF OUR PATHWAY COACHES AND SUPPORT STAFF



IMPROVE OUR SCOUTING NETWORK AMONGST DIVERSE COMMUNITIES



WE WILL CREATE DIVERSE TEAMS FROM THE WIDEST POSSIBLE BASE



IMPROVE DIVERSITY IN LEADERSHIP AND GOVERNANCE POSITIONS

“There has never been a more important time to invest in the development of coaches to support diverse communities as well as continuing to grow the women’s and girls’ game in Wales.”

Hannaa Zaman, Community Coach, Cricket Wales

“We are very aware of the need to ensure there are clear pathways for talented young players from diverse communities. Whilst we feel we are in a good place with this, there is always more we can do. Through our various programmes that connect to the pathway, we are confident that talent and subsequent opportunity will flourish across and into regional and CAG cricket.”

Matt Thompson, Head of Talent Pathway, Cricket Wales

“We will continue to build upon our understanding of the barriers facing diverse communities in developing through the cricket in Wales pathway programme and eradicate them. We are committed to ensuring the most talented boys and girls’ have the opportunity of achieving their potential.”

Mark Wallace, Director of Cricket, Glamorgan CCC

“Glamorgan CCC has made significant changes to our governance arrangements in recent years and consequently, we have a Board with the skills, knowledge, and diversity to promote and protect the best interests of cricket for all our communities in Wales.”

Gareth Williams, Chair, Glamorgan CCC



MAKE GLAMORGAN CRICKET AND ALL CLUBS IN WALES  
FEEL LIKE HOME TO OUR DIVERSE COMMUNITIES

OUR INSIGHTS SHOW THAT OUR STADIUM WAS DESIGNED TO CATER FOR LARGELY MALE, MIDDLE CLASS, AND WHITE AUDIENCES AND THE CURRENT FACILITIES DO NOT FULLY REFLECT THE REQUIREMENTS OF DIVERSE COMMUNITIES, WOMEN AND GIRLS OR PEOPLE WITH DISABILITIES.

We are addressing these issues by investing £2.9m over the next 2 years in refurbishing and developing the infrastructure of Sophia Gardens to include changing places toilets for our disabled customers, a multi-faith prayer room and a wider range of food and beverage offerings to cater for diverse communities and female members and supporters. Along with the recent investment in digital technology at the venue, our plans are aimed at providing an even better experience for everyone attending matches at the ground.

Glamorgan CCC and Cricket Wales will also create a culture of fairness and respect amongst our employees by establishing appropriate HR policies and procedures and work with our partners in the professional and recreational games to share ‘best practice’ across the game in Wales.

WE WILL:

Conduct full review of HR policies

Create facilities at our venues which supports the needs of women and girls, people with disabilities and diverse communities

ECB High Profile Match bids reflect our offerings to women’s and girls’, people with disabilities and diverse communities

Open the doors of Sophia Gardens to spiritual and cultural events

Listen, learn, develop and lead a workforce and volunteer network which drives a cultural change for cricket in Wales

SO THAT:

We have open, transparent and robust policies and processes in place to support the fair and equitable engagement of all our employees and casual staff

We provide the warmest possible welcome to diverse communities and provide them with the services and facilities they require to make Glamorgan CCC their home

Our ECB High Profile Match bids provide great customer experiences for women’s and girls’, people with disabilities and diverse communities

We promote the availability of our facilities to diverse communities and encourage them to host their events at Sophia Gardens

We continue to improve equality, inclusion and diversity of cricket in Wales for us to become a game for everyone

MAKING GLAMORGAN CRICKET AND CLUBS IN WALES FEEL LIKE HOME TO OUR DIVERSE COMMUNITIES



CONDUCT FULL REVIEW OF HR POLICIES

“Following a review of our HR policies by Investors in Diversity, we are in the process of strengthening our procedures by reflecting ‘best practice’ principles in relation to Equality, Diversity and Inclusion.”

Hugh Morris, CEO, Glamorgan CCC



CREATE FACILITIES AT OUR VENUES WHICH SUPPORTS THE NEEDS OF WOMEN AND GIRLS, PEOPLE WITH DISABILITIES AND DIVERSE COMMUNITIES

“We are investing heavily in the maintenance and development of Sophia Gardens, not only to meet ECB International Standards, but also to provide everyone attending our stadium with the facilities and services they require to have a fantastic experience.”

Ann-Marie Smale, Deputy Chair, Glamorgan CCC



LISTEN, LEARN, DEVELOP AND LEAD A WORKFORCE AND VOLUNTEER NETWORK WHICH DRIVES CULTURAL CHANGE FOR CRICKET IN WALES

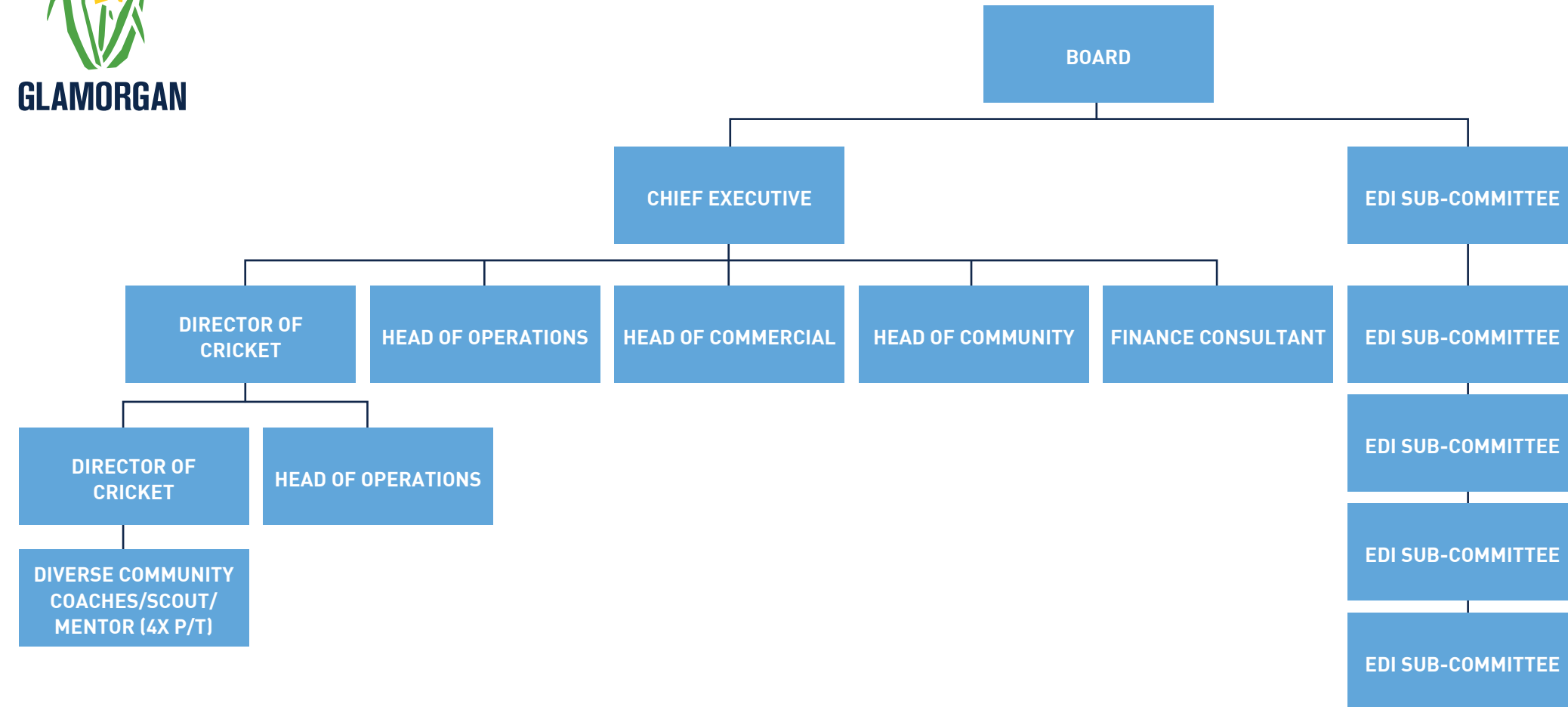
“As a sport, diversity is our strength. While we are proud of our track record to date, we are committed to continuing our work, in partnership with our clubs and leagues in Wales, to build on the remarkable growth in female participation, developing and expanding our disability cricket offers and ensuring equitable opportunities for our diverse communities.”

Leshia Hawkins, CEO, Cricket Wales



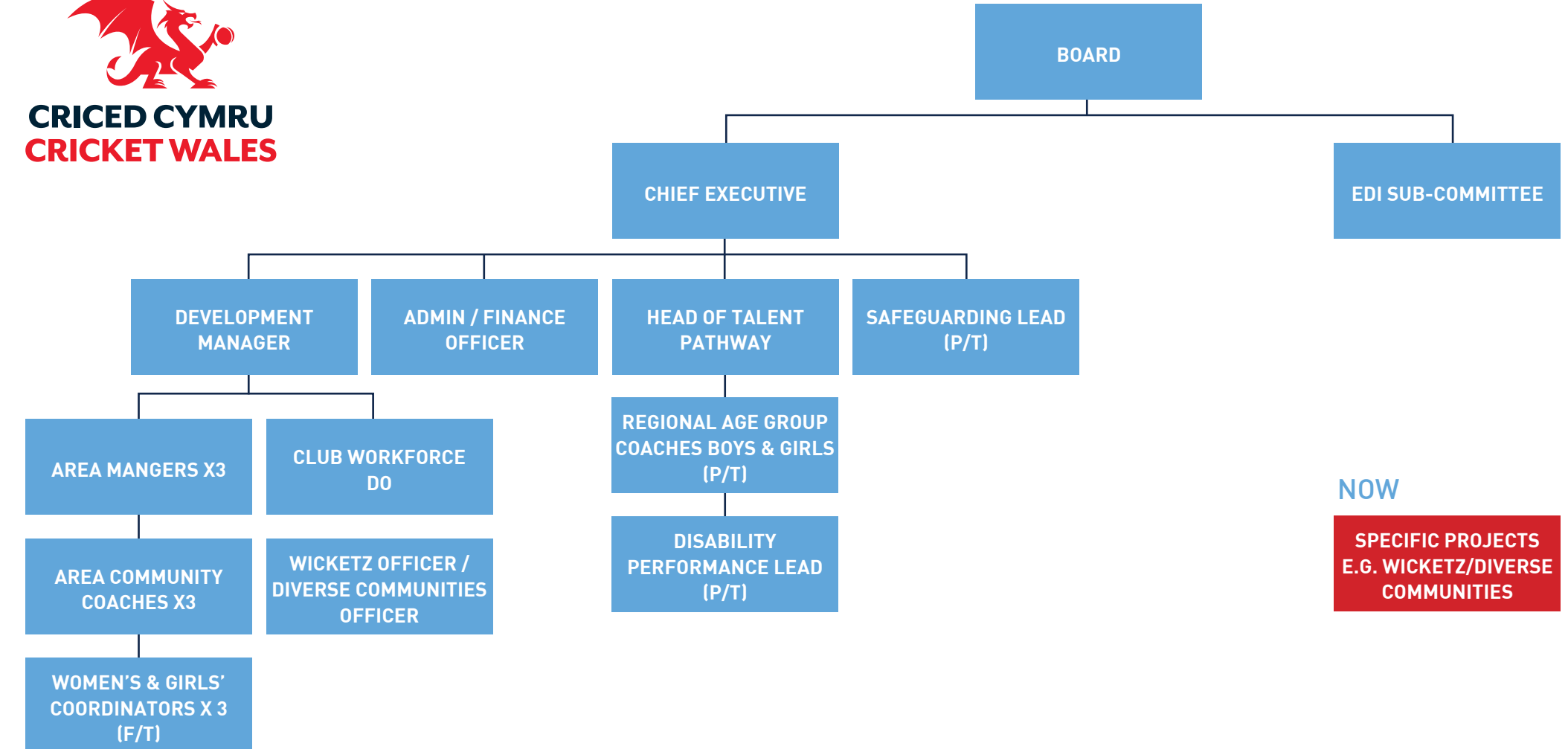
## STRUCTURE FOR THE DELIVERY OF THE EDI STRATEGY FOR CRICKET IN WALES

THE GLAMORGAN BOARD APPROVED THE ESTABLISHMENT OF THE EDI SUB-COMMITTEE IN EARLY 2021 AND IS IN THE PROCESS OF FINALISING THE IMPLEMENTING THE NEW STRUCTURE.



## STRUCTURE FOR THE DELIVERY OF THE EDI STRATEGY FOR CRICKET IN WALES

CRICKET WALES ESTABLISHED AN EDI SUB-COMMITTEE SEVEN YEARS AGO AND HAS WORKED CLOSELY WITH SPORT WALES IN ACHIEVING THE INTERMEDIATE STANDARD FOR EQUALITY IN SPORT ACCREDITATION.



NOW

SPECIFIC PROJECTS  
E.G. WICKETZ/DIVERSE COMMUNITIES



KPI TRACKER

Objective	KPIs	Results at End of last Strategic Cycle (2021)	Target and Stretch by end of 2022	2022		2023		2024		TREND	End of Strategic Cycle Forecast
				TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL		
Empower people to make positive change for cricket in Wales	Deliver Board EDI training	No training	All Board members trained								
	Deliver staff EDI training	Player training; none for staff	All full time staff members trained								
	Deliver casual staff EDI training	No training	All casual staff members trained								
	Glamorgan achieve IID accreditation	Engagement of IID	IID accreditation achieved								
Build diverse teams that reflect the communities they represent	Appoint 2x P/T EDI pathway coaches	None	2 x P/T EDI coaches in place								
	Appoint 1x P/T EDI scout	None	1 x P/T EDI scout in place								
	Provide more access to talent bursaries	3 bursaries for females	Minimum of 5 bursaries in place								
	Increase diversity in participation by [x%]	Tbc (MF)	Tbc (MF)								
	Glam/Cricket Wales achieve ECB Gold Standard governance	ECB Silver Standards achieved	ECB Gold standards achieved								
	Fair recruitment processes in place	Open recruitment	ECB approved fair recruitment in place								
Develop inclusive environments where everyone feels welcome and safe	Review HR policies & implement changes	HR policies being reviewed	New HR policies include EDI changes								
	New Sophia Gardens EDI facilities and services	New facilities in Masterplan	New EDI F&B offer & changing places toilet								
	High Profile Match bid to reflect diverse offering	None	High Profile Match bid for 2024								
	Host a minimum of 1 cultural/religious event	No events hosted	One event hosted (COVID permitting)								

STRATEGY	Educate a workforce and volunteer network to drive positive change for cricket in Wales.		
What will success look like by the end of this strategic plan period?		Equality, Diversity and Inclusion is embedded into the culture of all people involved in Glamorgan Cricket and Cricket Wales.	
TACTICS	What will success look like by the end of this strategic plan period?	Key Actions to enable the tactic to the SMART level defined	Target Delivery Date
Provide education and training for directors, employees, players, coaches and casual members of staff.	All directors, full time employees, players, coaches and casual members of staff have received education and training by 30th April 2022.	Clarify all of the education and training options available to cover the full range of diversity categories.	2022
		Mandate that all our staff (including players and coaches) to participate in game-wide education/training.	2022
		Conduct GGG/CW internal conversation/reflection workshop to clarify position/objectives etc.	2022
		Encourage further discussions and personal learning at a local level. Share best practice and ideas for future training.	2022
Promote and publicise the outcomes of the ICEC report.	Promote calls for ICEC evidence on our website and social media channels and publicise the outcomes of the report in conjunction with ECB.	Players and support staff to fully engage with the review, provide honest feedback, share good practice, and engage with new initiatives identified as part of the review.	2022
		Support in the promotion of any (ECB or otherwise) new whistleblowing processes and systems.	2022
		Continue promoting the work of the ICEC to our stakeholders.	2022
		Participate in calls for evidence to ICEC.	2022
Continue to listen and evolve our equality, diversity and inclusion plans.	Constantly plan, do and review our EDI strategy for it to continually reflect 'best practice'.	Produce GCC/CW action plan which reflects upon the outcome of the ICEC report.	2022
		Establish quarterly review of EDI plan as part of KPI Tracker review.	2022
		Establish EDI as a standing item on the Glamorgan and Cricket Wales Board Agendas.	2022
		Provide an annual EDI report to the Glamorgan CCC and Cricket Wales AGMs.	as appropriate
Achieve Investors in Diversity accreditation.	IID accreditation achieved and maintained.	Conduct a 1/2 day workshop review with all GCC and CW staff to assess progress in the year and targets for the following year.	2022
		Implement liD action plan following initial survey.	as appropriate
		Engage staff in liD process.	as appropriate
		Act upon liD assessment of Glamorgan CCC status.	as appropriate
Ensure Glamorgan Cricket & Cricket Wales leads the Game in informing, educating and celebrating the diversity of our game and our club**.	liD feedback achieved.	Carry out 2nd phase of surveys.	
		Achieve equitable and proportionate coverage and promotion of diversity content.	2022
		Clarify liD measurement criteria and implement appropriate actions.	2022
Achieve the Advanced level of the Equality Standard in Sport	Working towards replacement of advance level of equality standard for sport through ongoing delivery of Cricket Wales equality action plan.	Ensure adoption of ECB antidiscrimination code and new general conduct regulations at club and league level.	2022
		Deliver local educational activity as required.	2022
		Share best practice, case studies, and ideas for future training within Welsh cricket networks.	2022
		Lobby ECB regarding volunteer education and support programme.	as appropriate



STRATEGY	Create diverse teams from the widest possible talent base.		
Strategy Owner	Mark Wallace		
What will success look like by the end of this strategic plan period?	Glamorgan has the fairest and most inclusive pathway for talented youngsters to achieve their potential.		
TACTICS	What will success look like by the end of this strategic plan period? (Specific, Measurable, Achievable, Relevant. Timed).	Key Actions to enable the tactic to the SMART level defined	Target Delivery Date
Improve the diversity of our pathway coaches and support staff.	All coaches engaged on the cricket in Wales male and female pathways are accredited or working towards ECB Advanced level (or Int. equivalent) and a minimum of 9% from diverse backgrounds.	A minimum of one coach from a diverse community engaged on the coaching staff for professional players.	2022
		A minimum of one coach from a diverse community engaged on the coaching staff for Pathway players.	2022
		Implement 'Rooney Rule' as part of recruitment process for all permanent coaching and support positions.	2022
		Appoint Lead for Talent Pathway for Women & Girls in Wales.	2022
		Maintain Support for the Cricket Wales' lead for performance disability cricket	2022
Improve our scouting network amongst diverse communities.	Formal scouting network established for diverse communities across Wales.	Maintain & develop diverse communities and women & girls mentors for Academy and pathway programmes.	2022
		Community Talent Champions recruitment & deployment into significant diverse populations / cricket programmes unaffiliated to Cricket Wales.	2022
		Explore potential of a Women's and girls' scouting network in Wales.	2022
Understand and remove barriers to create a fair and equal pathway journey.	A minimum of 11% of professionals and pathway cricketers from diverse backgrounds (Oct 2021 baseline: 10%: Nat Pop = 5.9%).	Engage in research and around opportunities to broaden access.	2022
		Collect and share comprehensive data on participants in our talent pathway.	2022
		Proactively identify and remove barriers to participation in our talent pathway.	2022
		Provide access to indoor and outdoor facilities for diverse communities.	2022
		Establish bursaries for talented young players from diverse & under privileged communities; maintain free offer for the pathway.	2022
Increase diversity of participation in Welsh cricket to underpin the talent pathway in Wales.	Increase diversity of overall participation from 9% to 11%.	Setting up new Women and Girls sections and All Stars/ Dynamos centres within targeted inner city club locations.	2022
		Create a range of informal doorstep activities which are sustainable with volunteer recruitment and generate greater connectivity with the informal mid week cricket network.	2022
		Engage local S Asian clubs to use new artificial NTP nets; Grangetown All Stars, Bay Dragons CC, Llandaff CC.	2022
		Explore new membership drives to engage minority ethnic communities; increasing diversity of GCCC membership base. Increase in diversity of white ball cricket attendees.	2022
		Make space within the cricket centre for diverse cricket groups/ FOC session to groups at low usage times. Afghan community uses.	2022
		Ensure W&G / Disability Cricket Development Plan KPIs are on track and meeting ECB targets	2022
		Tackle the provision of cricket within deprived communities in Wales via Programmes such as Wicketz, strategic locations of All Stars & Dynamos and via outreach community work that Glamorgan Cricket offers via the use of its Stadium.	2022
Achieve the Advanced level of the Equality Standard in Sport	Working towards replacement of advance level of equality standard for sport through ongoing delivery of Cricket Wales equality action plan.	Ensure adoption of ECB antidiscrimination code and new general conduct regulations at club and league level.	2022
		Deliver local educational activity as required.	2022
		Share best practice, case studies, and ideas for future training within Welsh cricket networks.	2022
		Lobby ECB regarding volunteer education and support programme.	as appropriate
Improve diversity in leadership and governance positions.	Full compliance with ECB Gold Tier for corporate governance.	Glamorgan CCC to be fully compliant with the ECB Governance Framework for First Class Counties.	2022
		Cricket Wales to be fully compliant with the ECB Governance Framework for County Boards / National Counties.	2022
		Ensure the Senior Management Team have all have at least one performance objective around EDI.	2022
Strengthen approach to fair recruitment.		Adopt agreed anonymised recruitment practices for senior management roles.	2022

STRATEGY	Make Glamorgan Cricket & cricket clubs in Wales feel like home to our diverse communities.		
Strategy Owner	MARK FROST		
What will success look like by the end of this strategic plan period?	Glamorgan has the most diverse fanbase across cricket in the UK and clubs have diversity as embedded.		
TACTICS	What will success look like by the end of this strategic plan period? (Specific, Measurable, Achievable, Relevant. Timed).	Key Actions to enable the tactic to the SMART level defined	Target Delivery Date
Conduct full review of HR policies.	Updated Governance and Staff Handbooks reflecting recommendations from the IID report.	IID More FREDIE discussions in teams and performance reviews.	2022
		IID More inclusive recruitment (Disabled, LGBT+, BAME) & gap analysis.	2022
		IID FREDIE policies continue to be followed.	2022
		IID Produce a workforce profile highlighting the gaps amongst any protected characteristics in the workforce, especially those identified in the survey.	2022
		Ensure staff handbook is up to date and reflects current policies. Board approval and distribution to all staff.	2022
		IID produce gender pay gap report.	2022
		IID consider becoming a Disability Confident Employer Status.	2022
		IID create a Glamorgan Cricket modern slavery statement	
Create facilities at our venues which supports the needs of diverse communities.	Increase in the proportion of people from diverse communities who say Sophia Gardens feels like home versus 2021 baseline.	Provide appropriate facilities and services for diverse communities as part of our Sophia Gardens Masterplan NEED TO DEFINE TEMPORARY VS PERMANENT - SHORT TERM OR LONG TERM.	2023
		CONTINUE TO DEVELOP MATCH DAY EXPERIENCE PLANS IN LINE WITH TARGET AUDIENCES.	2022
		Engage fully with the review into the detection, enforcement, and sanctions against discriminatory and abusive crowd behaviour at our venues.	2022
		IID second wave of surveys.	2022
		IID set up focus groups.	2022
Ensure ECB High Profile Match bids reflect our offerings to diverse communities.	Increase the number of fans from diverse communities attending ECB High Profile Matches	Sophia Gardens Masterplan to include facilities to service/meet ECB minimum standards diverse communities including a multi-faith prayer room.	2022
		Public catering to include Halal food and no-alcoholic beverage. NEED TO BE CLEARER ON WHAT MATCHES.	2022
		Continue to tailor group ticket offers to diverse communities.	2022
		Areas of the venue identified as alcohol-free zones.	2022
		Developing an inclusive, warm welsh welcome. Ensure all full time and temporary staff receive training to do so.	2022
Open the doors of Sophia Gardens to spiritual and cultural events.	3 to 5 cultural events actively planned within GCCC's schedule of activity each year.	Maintain and develop cricket opportunities for diverse communities at Sophia Gardens.	Ongoing
		Create a sales and marketing plan to make Sophia Gardens a venue of choice for hosting key religious festivals and events in conjunction with local community partners. BUDGET IMPLICATIONS ON THIS AREA, NEED DISCUSSION BY SMT.	2023
		Maintain and develop strategic partnerships with key cultural and religious groups and leaders	Ongoing
		Host the Cohesion Cup Final in conjunction with Cricket Wales at Sophia Gardens on an annual basis.	2022
Engage with our stakeholders to support our diversity practices throughout our supply chain.	Align ourselves with partners committed to providing equal opportunities for everyone.	IID Diversity of Commercial partners: success measure - data in place.	2022
		IID require suppliers to provide theory own EDI policy and modern slavery statement for major suppliers.	2022
Be accountable and committed leaders by understanding the needs of the individual audiences.	ED&I are embedded into ways of working - initially measured by IID.	IID Stakeholder group formed. Oct 2021 baseline: 2/51 =4% full time staff. DISABILITY/GENDER	2023
		Set benchmark data. Success measure: benchmark known by SMT & Staff.	2022
	Be accountable and committed leaders by understanding the needs of the individual audiences.	IID Implement IID action plans.	2022
		IID More FREDIE communications (internal, external).	2022
		Implement IID Policy Review of GC as per full list of recommendations from IID	2022
		Visibility on website.	2022





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