



SOMERSET
COUNTY CRICKET
CLUB

&



SOMERSET
CRICKET
FOUNDATION

EQUITY, DIVERSITY AND INCLUSION

STRATEGIC DELIVERY PLAN: 2023–2025

EQUALITY

DIVERSITY

INCLUSION

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1. FOREWORD

We are delighted to introduce our updated Equity, Diversity and Inclusion Strategic Delivery Plan for Somerset County Cricket Club and the Somerset Cricket Foundation, which builds upon the consultation version published in May 2022.

Cricket at Somerset impacts on many thousands of people across the South West and beyond. To ensure everyone has the opportunity to enjoy our sport it is critical to fully respect and value the rich diversity around us, with a real commitment to equal treatment and opportunity for all. This in turn will enable us to serve all of our staff, members and wider communities effectively, delivering outcomes which are personal, fair and transparent.

Equity, diversity and inclusion is about valuing our people. Over the coming three years, we will recruit, develop, retain and progress our people at all levels and seek to ensure that our workforce mirrors our communities. We also aim to enhance our workplace experience to enable our people to make the very best of themselves at work which we hope will lead to better outcomes not only for them but also for the and experiences of all our communities. We will enable our staff to make the very best of themselves in the work that they do; this will not only enhance their working environment but will also lead to better outcomes and experiences for all of our communities.

As well as focusing on the diversity and inclusivity of our workplaces, we are determined to ensure that cricket is enjoyed by all communities across the South West whether that be playing in a local Club, serving as an official, or enjoying cricket as a member or fan. We understand that as a region, the South West has an urgent need to level-up opportunities and improve the skills and education of young people. As the University of Exeter's Social Mobility Unit report highlights, the South-West has the lowest social mobility of any region in the

country. At Somerset County Cricket Club and Somerset Cricket Foundation, we want to play our part in tackling this challenge, including through our partnerships with educational institutions.

This is not just about doing the right thing; we fully recognise the business benefits of equity, diversity and inclusion. But in order to achieve our ambition, everyone will have a crucial role to play in embedding key values of equity and fairness at the heart of all that they do. Continuously monitoring our progress, strengthening our insight and actively promoting inclusion for all underrepresented groups will be key enablers in bringing to reality this ambition.

In bringing to life this strategy, we renew our commitment to keep asking the difficult questions and making sure issues are addressed at both strategic and operational levels. This will help us to bring in fresh and meaningful perspectives to the way we do things at Somerset, ensuring everyone is treated with the dignity and respect that they deserve.


GORDON HOLLINS SCCC CEO


JON BENDLE SCF MD


SIR MICHAEL BARBER SCCC CHAIR


WINSTON DUGUID SCF CHAIR

¹ https://www.exeter.ac.uk/media/universityofexeter/newsarchive/researchgeneral/Social_Mobility_in_the_South_West_Report.pdf

2. INTRODUCTION

Good equity, diversity and inclusion (EDI) practices enable an organisation to deliver services to people that are fair and accessible to everyone.

They ensure that all people are treated as equals and that they get the dignity and respect they deserve and that their differences are celebrated.

At Somerset County Cricket Club and Somerset Cricket Foundation, we fully recognise the scale of the challenge we have with regard to increasing diverse representation and participation within both recreational and professional cricket and across our organisations. That is why we are strong and proactive supporters of EDI for all of our people and in everything we do. In determining the actions we need to take, we have considered the four key roles of Somerset Cricket:

- (i) provider of professional representative cricket as one of 18 English and Welsh county sides;
- (ii) administrator of recreational cricket in communities across the county of Somerset;
- (iii) ambassador and anchor institution for local and regional communities;
- (iv) organisation and employer of people

These actions are set out in a detailed action plan and ensure the principles of equity, diversity and inclusion are embedded and operationalised in everything we do.

These will be delivered by the Executive over the next three years and monitored by the Board. Our approach is holistic and the plan addresses the specific needs of staff, players, and our communities from diverse backgrounds.

At the core of this strategic plan is an ambition to transform our practice and culture across Somerset County Cricket Club and Somerset Cricket Foundation. This will require a commitment from all staff, players, and those that work with us, to take responsibility in embracing the fundamental principles of equity, diversity and inclusion and applying these in our daily activities as a community.

"Inclusion is about equal opportunities across the whole workplace so that everyone can feel comfortable and included within the environment."
Jack Brooks,
professional cricketer

3. THE VALUE OF EQUITY, DIVERSITY AND INCLUSION IN CRICKET

At Somerset Cricket Club and Somerset Foundation we fully appreciate the importance of, and are proud of our commitment to equity, diversity and inclusion.

We know that by continuing to increase the focus and widespread implementation of equity, diversity and inclusion in all that we do, we will:

- Ensure all our staff and volunteers feel safe and supported at all times
- Enable everyone to have equitable opportunities to participate in grassroots cricket
- Enable everyone to have equitable opportunities to enjoy cricket as a member or fan
- Encourage effective decision-making, through a wider range of diverse voices contributing to discussions throughout the Club and Foundation
- Enhance the experience that our players, staff and communities gain, through increasingly diverse representation at all levels
- Empower all players and staff to achieve their very best, regardless of their background and heritage
- Enable everyone to have equitable opportunities to progress in their careers
- Nurture the growth of the Club and Foundation, through the diversity and inclusivity of our player, coaching, ground, managerial and support staff, and our local communities
- Respond effectively to legal obligations in line with the Equality Act 2010
- Deliver a compassionate and progressively effective organisation



4. THE STORY SO FAR AT SOMERSET

We have already made significant progress in fostering an inclusive culture throughout the institution.

Over recent years, we have led on and overseen numerous programmes and initiatives to help promote inclusivity in cricket across Somerset. Some of these initiatives are outlined below, however for further examples and information please visit our websites:

www.somersetcountycc.co.uk

www.somersetcricketfoundation.org

- We have made our ground more inclusive by redeveloping Gimblett's Hill and increasing the space we provide for those with accessibility needs.
- Our Ondaatje Stand for spectators is family-friendly and alcohol free.
- We have made strides in women and girl's cricket across Somerset:
 - 215 out of 295 school teachers trained in cricket 2022 were female
 - 1407 girls accessed curriculum delivery in secondary schools in 2022
 - There has been a year-on-year increase in qualified female coaches in the recreational game across Somerset
 - In 2022, 38 clubs were offering women's softball cricket opportunities to over 600 players, with 18 clubs offering girls' cricket opportunities to over 400 players
- Our annual School's Day has seen over 4000 children get a taste of professional cricket over the course of the past four years.
- Dynamos Intros allows partnership working in areas of deprivation, allowing children to experience Dynamos cricket, who otherwise would not access cricket.
- Our partnership with Selworthy School, a co-educational special school for children and young

people with learning disabilities aged 4–19, was one of the key elements behind the Club being awarded the Community Engagement Impact Award at the ECB's Business of Cricket Awards.

- We have delivered a series of exclusive disability cricket clubs across the county for both young people (in the form of the Lord's Taverners Super 1 programme) and adults across the county.

- We offer an extensive SEN Schools programme providing young people with physical or learning disabilities with the opportunity to play in a competitive game of cricket.

- We have developed Walking Cricket in a bid to provide accessible formats of the game to older adults.

- Through Chance2Shine we offer free weekly cricket via a programme called Street Cricket for young people across our diverse communities.

However, as a sport, cricket faces significant EDI-related challenges. Some of those that have had a spotlight shone on them include: issues of bullying, harassment and victimisation with regard to the range of characteristics given protection under the Equality Act 2010; the lack of diverse representation at all levels; workplace cultures that are not compassionate or inclusive; matters related to mental health and well-being.

Nationally, the historic impact of educational background and privilege, means that the experiences of, and opportunities for, players and staff are not always equal for all. Critically, equity, diversity and inclusion may not always be seen as 'core business' by all those responsible for implementing policies, practices, values and behaviours. At Somerset County Cricket Club and Somerset Cricket Foundation, we are focused and determined to change this.

Our Strategy and Action Plan for Equity, Diversity and Inclusion proposes a set of six themes that will enable us to work together in progressing towards a more equitable and inclusive environment for all, where everyone is valued and respected and has equal opportunities for development.

These themes are global and will apply to our organisation as a whole, and will be our contribution towards addressing wider equity, diversity and inclusion challenges in the sport of cricket, and across wider society. The activities within our Action Plan are specific to Somerset County Cricket Club and to Somerset Cricket Foundation. We will continuously review our strategic approach, which will always be aligned to the changing needs and priorities of our players, staff and the communities that we serve; our Action Plan will similarly evolve to align.

5. OUR PLAYERS, STAFF AND COMMUNITIES

Meaningful and sustained community engagement is a vital element for the effective operation of any professional sports club.

It is absolutely vital that Somerset County Cricket Club and Somerset Cricket Foundation actively engage with diverse communities and stakeholders across the county Somerset, and beyond.

We are not starting from a blank slate in this regard. We have a fully operating Community Engagement Strategy, that has the following key principles at its heart:

- Be of genuine benefit to the community.
- Help raise funds for charities and worthy causes.
- Provide positive experiences for our diverse communities.
- Inspire people of all backgrounds to become involved in the sport, whether that be through participation or spectating.
- Encourage inclusive participation in the sport and therefore promote healthy lifestyles.
- Ensure that Somerset County Cricket Club becomes an important part across our diverse local communities.
- Alter perceptions about the accessibility of the sport.

We are in the process of actively engaging on this equity, diversity and inclusion strategic plan. The rich insight we are receiving through our engagement processes, and across the equality groups, is already helping us to co-produce a strategic approach that will help to improve access, experience and outcomes for the diverse communities that we serve.

This engagement will continue to be a 'live' and sustained process for us, and our equity, diversity and inclusion strategy and associated actions will continue to be shaped from what we hear from our stakeholders as things that matter to them most. We will identify and offer meaningful support to underrepresented groups, listening to them and, as necessary, adjusting our policies and behaviours accordingly.

"EDI is about breaking down the barriers in cricket and creating an inclusive environment for all"
Ben Green, professional cricketer

6. EQUITY, DIVERSITY & INCLUSION: OUR VISION

Our Strategy and Action Plan for equity, diversity and inclusion will help ensure that all players and staff feel safe, included and supported to be their very best in all that they do, and that staff demonstrably contribute to the values of the organisation and its wider impact across communities served.

The strategy is designed to help us ensure our diverse communities and stakeholders have positive experiences of cricket across the county – and beyond. We will achieve this by working towards key strategic goals, outcomes and actions. These form the heart of our strategic plan.

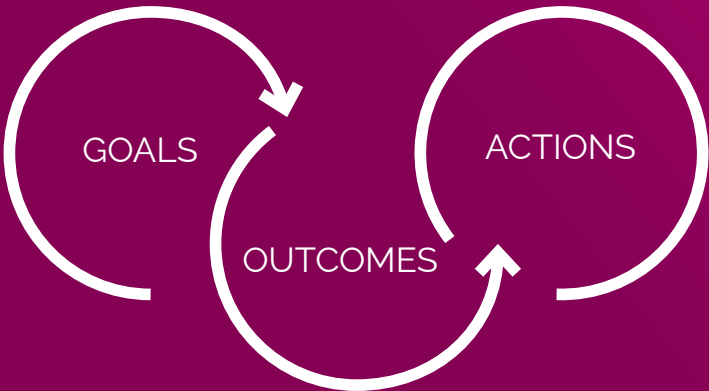
The outcomes are grouped under two goals, as shown in the table. These outcomes relate to issues that matter to people who interact with, and work at, Somerset County Cricket Club and Somerset Cricket Foundation.

On an annual basis, supported by our community engagement processes, we will assess and monitor ourselves against these outcomes, and across the characteristics given protection under the Equality Act 2010, as appropriate.

Table: EDI goals and outcomes

Goal	Outcome
Improved community experience for all	Facilitation of recreational cricket positively impacts diverse local communities
	Communities can readily access Club and Foundation facilities and opportunities in an inclusive way
	Communities report positive experiences of the Club and the Foundation
	Complaints about services and programmes are handled respectfully and efficiently
Representative and supported workforce	Fair and inclusive recruitment processes lead to a more representative workforce at all levels
	Training and development opportunities are taken up and positively evaluated by all staff
	When at work, staff are free from abuse, harassment and bullying from any source
	Staff report positive experiences of their membership of the organisation
Board and senior leaders demonstrate commitment to promoting Equity within and beyond the organisation	Board and senior leaders routinely demonstrate their commitment to promoting Equity within and beyond the organisation

Figure: Relationship between EDI goals, outcomes and actions



7. A PROACTIVE APPROACH TO DELIVER POSITIVE CHANGE: THE ACTIONS

We acknowledge that the challenges we face in both addressing issues of inequality and inequity, and embedding a more positive EDI culture at Somerset County Cricket Club and Somerset Cricket Foundation are complex, multifaceted and ever-changing. Our approach is to confront these challenges directly, on an ongoing basis, and at different levels – utilising the variety of assets and resources at our disposal.

As with anything that needs a concerted focus for continuous improvement and transformation, the evidence-base for change and meaningful engagement with our stakeholders are the foundation for success.

At the heart of our strategic approach to EDI is our commitment to pay simultaneous and sustained attention to those strategic enablers that have been shown to improve operational and cultural aspects of an organisation. We have identified a range of objectives and associated actions which will enable us to deliver on our vision. These are outlined as follows:.

“To me, EDI means being offered opportunities to develop in my career and that I feel welcome and safe at work”
Anna Saunders, Catering Team

- 1) Demonstrable leadership at all levels**
Leadership and direction are amongst the most critical components when progressing to make a positive impact on EDI within any organisation. Demonstrable and committed leadership on EDI, at all levels, is key to constantly improving on this agenda.
Objective: Ensure leaders demonstrate commitment to EDI, role-modelling and driving the right behaviours and actions across the organisations to develop and sustain a fully inclusive environment and culture.
Action 1: From January 2023, evidence of demonstrable leadership activity on EDI will be embedded as a key objective for each member of staff and progress monitored within the annual appraisal process.
Action 2: By March 2023, we will review and relaunch our organisational values, embedding inclusivity at the heart of what we stand for and believe in and do.

- 2) Effective governance and accountability**
Work on EDI will have maximum impact when it is positioned within the mainstream business and governance of the organisation.
Objective: Ensure all staffs are committed to embedding transparency on EDI throughout our organisations and to ensure our governance, decision-making structures and day-to-day operations.
Action 3: From September 2022, we will ensure EDI considerations (through undertaking Equality Impact Assessments) inform working practices and decision-making in all of our convened committees, boards, panels and decision-making fora.
Action 4: By March 2023, we will have reviewed and updated all policies, procedures, rules and regulations, ensuring these reflect values of equity and diversity, and are fully inclusive.
Action 5: We will report publicly each year on our progress against this strategy including presentation of year-on-year data measuring impact.
Action 6: We will ensure any relevant actions on EDI matters emerging from other independent reports are considered and where appropriate, incorporated into our EDI plan.
Action 7: By 2025, we will recruit and retain a diverse workforce, reflective of the communities we serve across Somerset.



- 3) Building insight and knowledge**
Data and insight are essential to make the right and appropriate decisions concerning EDI.
Objective: Develop and analyse evidence and insight, based on internal data sources and those obtained through our external partnership and engagement work, to understand the nature of the barriers and inequalities that our staff and stakeholders face. Use this insight to explore interventions and initiatives necessary to address challenges.
Action 8: By April 2023, we will have developed a listening strategy for all stakeholders (staff, customers, wider cricketing/non-cricketing community) with a focus on under-represented groups.
Action 9: From March 2023, we will hold bi-annual employee surveys to assess the extent to which our organisations are building an inclusive culture.
Action 10: From April 2023, we will produce (and keep current) high-level mapping, and associated risk register, that detail barriers to participation and inequalities evidenced by our staff and stakeholders.
- 4) Empowering our people**
EDI is everyone's responsibility and cultural change in our organisations will only happen when our people are empowered, educated and work together in support of this strategy.
Objective: Ensure our people have the understanding, capability and confidence in respect of EDI to behave in the right way, share experiences and challenge actions and behaviours which are not acceptable.
Action 11: By April 2023 we will implement a mandatory holistic EDI training programme for all staff including the Executive and Board.
- Action 12:** By July 2023, we will identify EDI champions to support and accelerate our progress on EDI.
Action 13: By May 2023, we will establish an internal 'freedom to speak up' programme that will provide psychological safety for staff to voice concerns
- 5) Establishing meaningful partnerships**
EDI work cannot progress in isolation. We need to ensure that we are collaborating and working with the right people and organisations, that our staff and stakeholder networks bring on board under-represented voices and perspectives and that these inform our policies, processes and practices.
Objective: Ensure we draw on external expertise and collaborate with a range of people and organisations who can offer insight, lived experiences and best practice, but also who can challenge and support us to enable under-represented voices and perspectives to be heard.
Action 14: From 2023, we will identify three key stakeholders per year (in addition to the ECB), to partner with on EDI focussed work.
Action 15: By March 2023, we will have established an Inclusion Advisory Group (IAG) to provide oversight and advice on partnership-building and on progress against our EDI strategy and plan.
Action 16: By July 2023, we will have established relationships with higher education facilities to provide meaningful work placement programmes and apprenticeships with a particular emphasis on increasing social mobility.

- 6) Inclusive communication and stakeholder engagement**
Work on EDI needs to be built on clear and consistent messaging, colleague and stakeholder engagement that is both meaningful and sustained, and the raising of awareness through specific and accessible communication channels.
Objective: Ensure all our communications (both internal and external) and stakeholder engagement processes reinforce our commitment to making cricket a sport for everyone. Ensure meaningful engagement that supports the principles of inclusion and social mobility.
Action 17: By April 2023 we will have produced a clear communications plan to amplify our EDI vision and interventions.
Action 18: By February 2023 we will have reviewed all our communications for imagery, diversity of content and accessibility – and developed a clear plan of action where needed.
Action 19: By December 2023 we will have developed stakeholder engagement plans to facilitate support our organisations' roles in encouraging social mobility across the region and county.



8. EDI: A COLLECTIVE PRIORITY FOR EVERYONE



Super 1s



Community Engagement

We will facilitate the delivery of our approach to EDI by enabling all those within Somerset County Cricket Club and Somerset Cricket Foundation to build their understanding of the issues around EDI. We will help our staff to design and implement approaches that apply to their own activities and day-to-day working. We will embed EDI in all that we do at Somerset.

The purpose of this approach is to empower our staff and better serve our diverse communities. This should help people to build their confidence in having some of the difficult conversations that might need to take place if we are to become an even more equitable and inclusive organisation.

It will ensure that we embed and retain the ability of those within our organisation to design and deliver activities in support of specific EDI challenges. We will also increase the extent to which we celebrate and communicate the impact of this work, and the way it makes our organisation better.

This will help to ensure that EDI is not delivered separately or independently of all other work, but instead, that it is fully embedded within all parts of the organisation. From our recruitment processes to the accessibility of our venues, we should be able to recognise instinctive considerations of, and commitment to, EDI in all that we do.

Whilst we will be persistent in our approach to making swift progress on EDI, we also know that we will need to be patient at the same time; we recognise that to fully achieve culture change in any organisation takes time and the steadfast determination from us all.

The themes and actions proposed in our Strategic Delivery Plan are just the start; they are intended to enable us to make rapid progress on operational processes where this is possible, and also begin a longer journey to culture change.



Action from the Yeovil Royal Blasters

"I believe that every child should have the opportunity to play cricket regardless of who they are or where they come from. Cricket has the power to celebrate differences and bring people and communities together. Cricket in schools is a great place to start to show that everyone can play the game and have a role within it."

Scott Chappell – Schools & Coaching Manager, Somerset Cricket Foundation

9. EMPOWERING AN INCLUSION-FOCUSED COMMUNITY



Somerset Disabled CC Players



Somerset Visually Impaired CC at CACG



Super 1s Hub Activity with Lewis Goldsworthy



Yeovil Royal Blasters

The activity of our EDI Strategic Delivery Plan has both an internal and inward-facing focus as well as an external and outward looking emphasis. Whilst we will work to learn from, and support, our staff at all levels, we also have the opportunity to work with external stakeholders and partners – to learn from them, work with them and collaborate with them on EDI. Key partners include our local community groups, city and county councils, schools, colleges and universities.

We already have an extensive network of external stakeholders and partners who we will continue to work with to share good practice, experiences and listen to a diverse range of ideas. We will help ensure that our partners and stakeholders are influenced by our progress on EDI, and that equally they are able to influence us in return.

In delivering our Strategic Delivery Plan including through our engagement work, we will recognise and celebrate staff and stakeholders that are leading and inspiring others in their work to support EDI and to help us in achieving our collective goals and outcomes.

10. CONTINUOUS IMPROVEMENT



Horton & Broadway Softball



Girls Dynamos at Taunton Cricket Club

All members of Somerset County Cricket Club and Somerset Cricket Foundation will work with their strategic and operational teams/managers to identify how they can prioritise and deliver activities in support of EDI. All will have specific objectives related to EDI.

Our plan for delivering equity, diversity and inclusion within the Club and Foundation is both bold and ambitious. At its heart is an aim to change operational processes and culture in all parts of the Club and Foundation. This requires commitment from everyone, including all those who lead teams, support and manage staff and volunteers, to embrace EDI in their own leadership.

There are already excellent examples where EDI is considered, in ways that help embed inclusive behaviours and practices in all that we do. Some of the examples of these are outlined in Section 3 of this strategy.

The goal of this EDI Strategic Delivery Plan is that everyone can clearly identify how they can make a positive change to consider EDI in the way that they work. The overall mission of our EDI Strategic Delivery Plan is for the Club and Foundation to be a place where everyone is respected and has a high degree of belonging, are safe and supported, and diversity is both celebrated and used to support the growth our organisations.

This mission is supported by a SMART action plan as outlined in Section 7 of this strategy. These will help us achieve continuous improvement on the EDI agenda – to help ensure everyone counts.



Children's Holiday Camp at CACG



Illminster Ladies Softball

"To provide Women and Girls with opportunities throughout our network to participate in cricket in a variety of environments and levels. To ensure females can access courses and can develop throughout our sport in a range of different roles."

Colette Gooding – Women & Girls Development Officer, Somerset Cricket Foundation

