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**Surrey County
Cricket Club**
2024 Equity,
Diversity and
Inclusion Plan
Update



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Our commitment to ensuring cricket is a game for everyone continued at great speed and depth in 2023. To ensure a more robust governance framework for delivering on our EDI commitments the Culture and Values Board was split into two parts: a Culture and Values Committee – a sub-committee of the Board made up of independent directors and non-executive directors – and a Culture and Values Working Group, made up of our CEO and 12 executive members of staff. Together, this framework is responsible for the strategy and delivery of projects and initiatives relating to the Club's ESG, EDI and Sustainability work.

At the end of 2023, new members from across the Club were welcomed into the Culture and Values Working Group via an inclusive process. Prospective applicants provided details on how they could support the club to be more inclusive through sharing their lived experience of facing discrimination or barriers, their knowledge of ESG, EDI, Sustainability or Community Engagement, or their passion for making Surrey County Cricket Club more inclusive.

As outlined in SCCC's 2023 EDI Plan, these documents are ambitious and designed to be a living and breathing record of the club's commitment to being a more inclusive and diverse club and workforce.

In summary, we had 19 overarching goals and 38 actions to facilitate the achievement of these goals. These spanned four pillars and four inclusion imperatives which will continue as the benchmarks for planning and delivery in 2024.

To deliver on the goals a system of tracking was developed which required all stakeholders and leaders in the business to update their goals every two months via a RACI (Responsible, Accountable, Consulted, Informed) system.

Of the 38 actions, 31 were achieved in full, 4 in part, and 4 have not yet been delivered. This is an 87% success rate against an extremely ambitious plan that encompassed numerous areas of the business including reviewing and revising all our People policies beyond the minimum legal requirements to changing our recruitment processes to be more inclusive, attending further EDI training and reviewing our talent pathway processes. Not only that, but we are also now ranked leading in six of the nine additional EDI assessment areas that form part of the ECB's County Partnership Agreement.

Our work does not stop with those results. As highlighted above the new Culture and Values Working Group launched at the end of 2023 and has played a critical part in developing the goals for 2024 and will continue to play an active role in holding our leaders accountable to their KPIs.

This update to our plan which will now be called the '2024 EDI Plan'. This latest iteration includes further details on what has been delivered so far as well as outlining how the goals and KPIs evolve to ensure that SCCC and the work that is done with Surrey's people, visitors and the surrounding community will continue to challenge the status quo and deliver on the promise of creating a game that is truly for everyone.





“Our core belief at Surrey County Cricket Club is simple yet powerful: Cricket is a sport for everyone, and this commitment must define the culture we create at our Club and the Kia Oval. With our updated Equity, Diversity, and Inclusion plan, we firmly believe that we will be able to make further strides and continue our journey towards becoming the most inclusive cricket club in the country.

We want Surrey to be a place where everyone feels welcome and valued

– the players, the staff, the Members, the fans, and the communities we serve. We understand that having a diverse workforce, enriched by people from different backgrounds and with distinct stories, is a great strength for any organisation.

We also acknowledge that our role in making the game more inclusive, as an influential sporting organisation, extends far beyond the walls of the Kia Oval. It is our responsibility to create the change we want to see and employ the power of cricket to positively impact the lives of people in our neighbourhood and communities, especially those underrepresented in our game.

There is no denying that work needs to be done to overcome challenges and make cricket a truly inclusive and accessible sport in the UK. We believe that being honest, transparent, and accountable is the way forward, and these values form the foundations of our updated EDI plan.

Our overarching aim remains to embed EDI in everything that we do, whether that is our performance cricket, our hospitality and matchday experience, our office culture, or the work we do with recreational clubs at the grassroots level.”

– **Steve Elworthy**
CEO Surrey County Cricket Club

“At the Surrey Cricket Foundation, we firmly believe that EDI is paramount to the health and growth of the recreational game. It’s not just about ensuring everyone feels welcome and included; it’s about

creating a more diverse and dynamic cricketing community.

By fostering an environment where individuals from all backgrounds can thrive, we can inspire a new generation of players, coaches, and volunteers, and ensure the future of cricket in Surrey is bright.”

– **Chris Coleman**
Director of Cricket Participation
at Surrey Cricket Foundation



2023 Report

Before outlining the 2024 EDI Plan, this section will review SCCC's progress against the four pillars since the 2023 plans conception.

Creating a Warmer Welcome

1. Since 2021 we have seen an increase of 3% points in people feeling welcome at the Club. When surveyed 85% of staff members surveyed feel this way.
2. We have also seen a large rise in staff reporting understanding EDI further since joining the Club. We continue to strive to develop and grow people's understanding in this area.
3. It is our ambition that nobody at the Club feels marginalised or excluded because of their personal beliefs, personal circumstances or identity. In 2023 survey data, we have seen an increase in the numbers of people who have not felt directly or indirectly discriminated at work and we will continue to work hard to ensure that everyone feels welcomed and included.
4. There has been positive trends in those surveyed around the ability to have open conversations around issues that matter to them. We also seen improvements in other similar areas, such as people feeling comfortable to have conversations with their line manager around their health and wellbeing.
5. 2023 saw the launch of our Sensory Room for all major match days, paired with a "quiet room" which acted as a breakout space for those who needed it.
6. A bespoke service training programme in the pre-season for 52 members of staff across our MASS, Ticket Office, Retail and Stewarding teams was carried out. This training centred around our 4 pillars and creating the most welcoming environment for all who visit the Kia Oval.



Building a Diverse Community



1. We understand and acknowledge that our Leadership Group does not yet have the minority ethnic background representation that the club desires. However, we are committed to improving this through several measures including blind recruitment, internal promotions, mentoring programmes and diversifying where we advertise new job roles.



2. At the end of 2023, 33% of our Board are female, with 25% of the Board being from a minority ethnic background.



3. In 2023 we seen an increase in people reporting a deeper understanding of how their performance is evaluated. There is more work to be done to ensure that staff have a greater understanding of progression opportunities within the Club.



4. The club implemented a new talent identification video assessment process as part of our drive to reduce bias in selection, with over 900 boys and 280 girls submitting applications. There are plans to develop this process moving forward, collecting more data which will allow for tracking shifts/trends in the demographics applying to join our pathway.

Being the Best Neighbour



1. SCCC, through the Surrey Cricket Foundation successfully achieved our target of providing cricket opportunities to over 38 schools in South London and Surrey where over 40% of young people were in receipt of free school meals.

2. The 4th edition of the Vauxhall Loop was delivered where over 80 young people registered for the week-long event. The Croydon Loop was delayed by 12 months due to logistical issues, but we are delighted to be launching the London Loop this summer in partnership with the 4 other London Counties.

3. Disability day was a resounding success in 2023 with over 550 people taking part in the event (surpassing the 450 target).

4. Plans for sustainable business events in 2023 did not come to fruition however we have been in contact with several local organisations and have an open-door policy regarding communications.



We have worked to build community relationships within cricket and ensure regular catch ups and best practice sharing takes place with all FCCs.

5. We have utilised signage within the ground, held focus groups and communicated our messaging to encourage positive sustainability behaviour change in our guests and members.

6. The SACS programme delivered several experiences to the cohort around opportunities within the world of cricket including, "Careers in Cricket Week", hands on volunteering experience with the Foundation after achieving the ECB Support Coaching Course and a visit to Worcester University to identify post sixth form opportunities within the game. A highlight of the year was a recent visit by the safeguarding team from the ECB who asked to use the SACS Youth Forum to help plan a new ECB initiative for young people in recreational cricket.



Holding Ourselves to Account

1. In 2023, we created more spaces to talk about inclusion and integrate it into daily work, whether that's at all staff meetings, focus groups for qualitative feedback or via our anonymous "EDI query" tool.

2. As part of the ECB's County Partnership Agreement Assessment in early 2024, SCCC is ranked Leading in six of the nine additional EDI assessment areas.

3. In 2023, a full equality, diversity and inclusion audit was conducted which incorporated a blend of data: ECB Census Data, pulse surveys, focus groups as well as macro data from the ICEC report. This provides a baseline of understanding the work still required which will be built on year on year.

4. Carbon Literacy Training was delivered to all permanent members of staff with 44% of staff now being accredited.

2024 EDI Plan

The 2024 EDI Plan update sets out either new or evolved goals and actions based on the results (research and data findings), learnings, and themes identified by the Culture and Values Working Group. There are still have several actions, but some have been streamlined to ensure a more holistic approach where required.

Creating a warmer welcome

SCCC will continue its inclusion journey with a growth mindset. This means being honest with the areas that need work: people's behaviours, biases and how decisions are made.



How we will get there:

- EDI training will be focussed on inclusion conversations and smaller group spaces to build psychological safety.

- The creation of a detailed Alcohol Management Plan.

- We will develop a holistic strategy for disability and accessibility – looking at ourselves both internally and externally. We will review policies, resources and processes with a working group of specialists and design new resources, training, policies, behaviours and processes as well as developing a new inclusion passport.

- We will run specific training focused on recognising and challenging exclusionary behaviour, for all permanent members of staff.

- We will look to run a 1:1 people management course for Senior Leadership.

- We have committed to bringing 70% of match day stewards in house, to allow for increased alignment to the club's values.

Our goals for 2024:

- We want to see further improvements in how people feel working at the club (how welcome people feel), targeting a significant increase of 5% points.

- We are also aiming to see further improvements in people's understanding of diversity and inclusion through training, targeting a significant increase of 5% points. We would like to have a better understanding of how this training is also impacting our professional players.

- We would like to see improvements in the qualitative sentiment of our people as measured in our focus groups which we commit to running in 2024.

- More people should feel they can express themselves in a safe environment, which will be measured this through an increase in voluntary attendance of the focus groups.

- We have set ambitious target set around improving our overall Match Experience and Warmth of Welcome scores in the ECB season survey.

A working group will be developed to look at succession planning and internal progression to improve ethnically diverse representation at a senior level. This will include:

- For all manager roles and above, a succession plan will be created. This will include training plans where they may be gaps in knowledge and additional 1:1 coaching opportunity to build confidence and improve people management skills.

- Exit interview feedback will be used to feedback into improving our recruitment process.

- Creation of a Leadership 'intern' or 'apprenticeship' role.

- We will create more opportunities for junior levels to have exposure to Leadership Group meetings, and opportunities to be in those "decision making rooms".



Building a diverse community

We know that you can't be what you can't see, and it is important that all areas of the Club reflect the diverse community in which we are based. It is therefore crucial that there is diversity across the Board, Club staff and playing staff, as well as those in decision-making positions.



Our goals for 2024:

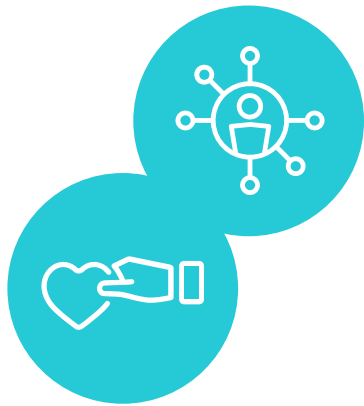
- We aim to further improve ethnic diversity representation at a Leadership level.
- We are also aiming to see more significant shifts in perception of career advancement opportunities at the Club for those who are from ethnically diverse backgrounds.
- We aim to improve the accessibility of our pathway for all underrepresented groups and to create a more equitable journey through all stages of the pathway cricket model.
- We will create a more strategic approach to how we support various marginalised communities and the underrepresented.



How we will get there:

- We will ensure full compliance of the Board diversity target identified within the County Governance Framework.
- We are committed to internally publishing the progress we are making to improve representation at the Club using our equalities data which we are continuing to collect voluntarily and analyse more robustly.
- We will look to run specific engagement events/days with our talent pathway teams targeting underserved/underrepresented groups.
- We will continue to be a core focus for 2024. We will commit to holding our annual Pride match, in partnership with TONIC and LGBT Hero.
- We will implement new policies around internal promotions across the Club.
- Our winter training offering in the boys and girls pathway will be enhanced by providing an extra training session per week for u12-u14 state school attending cricketers.
- We will seek to host 6 extra matches focusing on state school cricketers at u13/14 age groups, increasing the level of match play support.





Being the best neighbour

We understand that we must spend time learning and educating ourselves about the needs of the people and communities around us so that we can connect and build relationships with respect. To reach our sustainability goals, we must also hear the voices of the diverse communities inside and outside The Kia Oval.

Our goals for 2024:

- We will continue to provide accessible opportunities for underserved and underrepresented communities to be able to play the game of cricket.
- We will continue our commitment to engaging children and young people from all backgrounds and demographics in cricket.
- We will continue to build enduring relationships with our local communities through sustainable business initiatives.
- We aim to encourage positive sustainable behaviours in our members and guests.
- We will accelerate our efforts in 2024 in helping build viable non-playing career opportunities available within cricket and aim to have a positive impact on the employability of the young people who engage with our relevant programmes.



How we will get there:

10

- We will launch a new programme looking to provide at least 10 “micro grants” to local teachers in borough, promoting their creativity and commitment for the betterment of local young people.

100

- We are committed to training 100 new female cricket coaches to grow and diversify the recreational game.

38

- We will deliver cricket sessions to 38 schools which are above 40% of free school meals in 2024 as part of our Chance to Shine commitment.

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- We will engage with at least 4 London based climate initiatives/charities and deliver at least 1 local organisational sustainability event.



40

- The Kia Oval will host over 40 people who seek sanctuary/Refugees in the first ever Refugee Week pitch day.

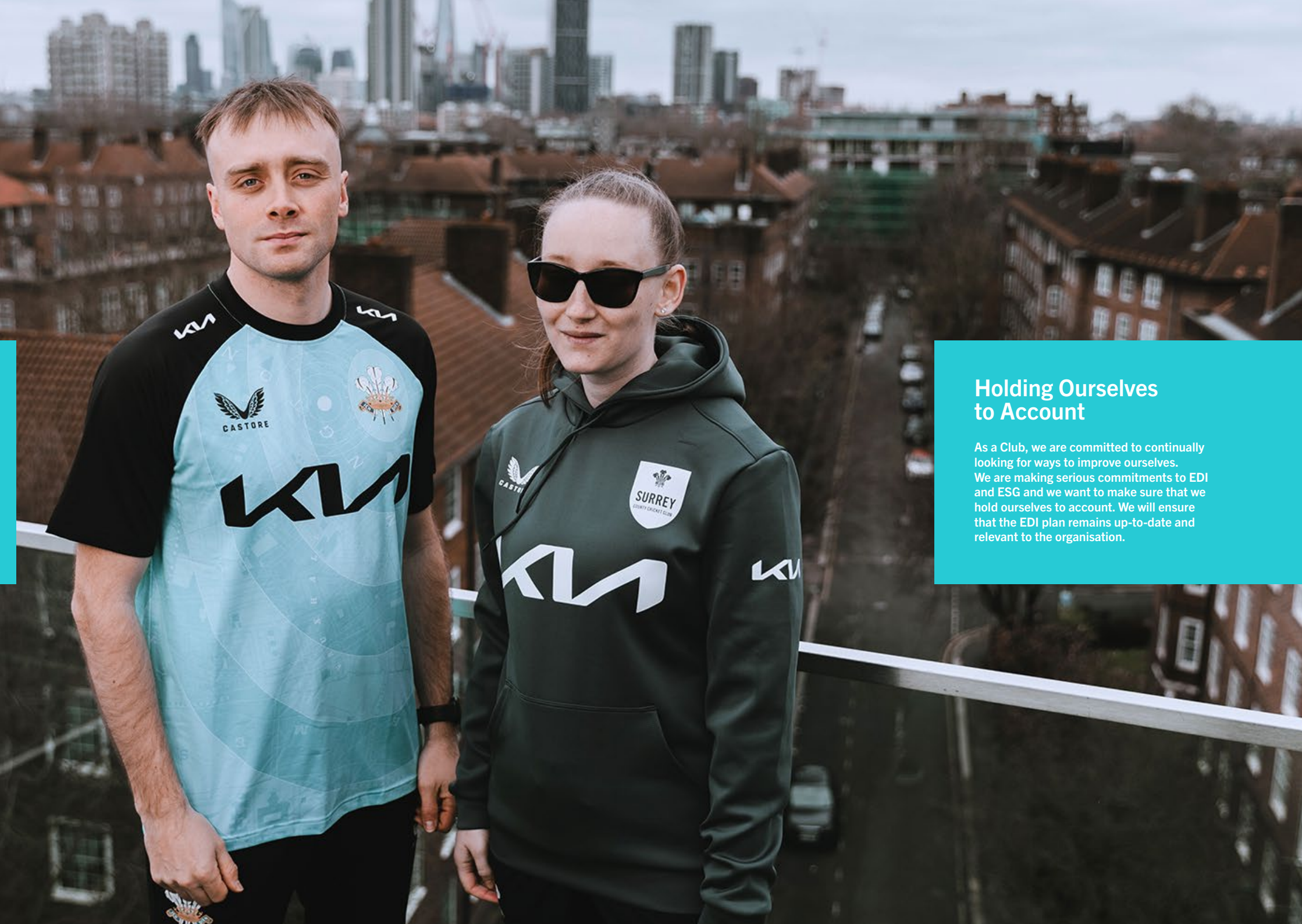
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- We will provide access to the Kia Oval’s pitch/outfield for a minimum of 6 events specifically targeting underserved and underrepresented communities within the game and local communities.

12

- The SACS (Surrey Academic Cricket Scholar) programme will continue to drive home the importance of keeping young people involved within the game. With the substantial growth within the programme, we will look to deliver 3 Careers in Cricket weeks across the academic year together with several online employability seminars. At the end of the next academic year, we shall see a growth to 12 sites which will achieve our original goal that any student within Surrey can reach one of our SACS sites in no more than a 45-minute journey.





Holding Ourselves to Account

As a Club, we are committed to continually looking for ways to improve ourselves. We are making serious commitments to EDI and ESG and we want to make sure that we hold ourselves to account. We will ensure that the EDI plan remains up-to-date and relevant to the organisation.

Our goals for 2024:

- We will continue our journey in being open to having courageous conversations about inclusion and to acknowledge and respond to feedback regularly as an organisation. In 2024 we want to help empower our people to respond to exclusionary behaviour appropriately.
- We will share our EDI progress at least 4 times per year at our all staff Townhalls but we will also find new means of communicating the work that we do to ensure that everyone is taken on our journey.
- In 2024 we will communicate our progress against the EDI Plan more regularly as a leadership group.
- We aim to train and engage our staff to ensure that sustainability is part of our ethos.
- We will continue to evolve our incident and complaints procedure across the board to help anyone connected with or visit the Club to feel safe and protected.
- We commit to piloting all EDI training via our Culture and Values Working Group to ensure it aligns with our values and delivers the correct messaging.



How we will get there:



- We will continue our KPI RACI document to keep our leadership accountable.



- At least 80% of our permanent staff will be fully accredited in the carbon literacy training.



- Our EDI lead will have bi-weekly meetings with our Communications team to ensure that our EDI progress is shared regularly and effectively both internally and externally.



- We will commit to providing a further EDI budget which will support several EDI related initiatives including but not limited to specific staff training, EDI campaign support and website accessibility updates.



- We will commit to reviewing and updating our internal anonymous staff feedback forum (previously the Warm Box) and commit to responding appropriately to each comment we receive.



- Inclusion of expected values and behaviours within code of conduct to be included in all performance reviews.



- We will continue to publish the gender and ethnicity pay gap reports.



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Surrey County Cricket Club Equity, Diversity and Inclusion (EDI) Plan