

# Changing The Boundaries

## The Plan4Sport Independent Review into Racism in Scottish Cricket

Review findings and high-level  
recommendations  
to sportscotland

July 2022

Plan  Sport  
Ltd

## Contents

1.0	Introduction	4
1.2	Methodology	5
1.3	Desk-top review	5
1.3.1	Cricket Scotland Policy Framework	6
1.3.2	Regional Association Policy Framework	6
1.4	Consultation meetings	7
1.5	Participants	7
1.6	Board, Council, and staff	7
1.7	Regional Associations	7
1.8	Clubs	8
1.9	Coaches	8
1.10	Scottish Cricketers Association	8
1.11	Cricket Scotland Match Officials Association	8
1.12	Running Out Racism	9
1.13	Online, anonymous Review of Racism in Scottish Cricket survey	9
1.14	Getting to Know You survey	9
1.15	Participants Equality Monitoring survey	9
1.16	Case management	9
2.0	Plan4Sport Indicators of institutional racism	10
3.0	Analysis of feedback, data, insight, and high-level summaries	13
3.1	Cricket Scotland Policy Framework	13
3.2	Regional Association Policy Framework	16
3.3	Participants	18
3.4	Board and Council members	21
3.5	Staff	24
3.6	Current contracted Men's and Women's national team players	25
3.7	Regional Associations	26
3.8	Clubs	27
3.9	Cricket Scotland Match Officials Association	29
3.10	Running Out Racism	30

3.11	Referrals and case management	30
3.12	Online, anonymous Review of Racism in Scottish Cricket survey	31
4.0	Conclusions	33
4.1	Mapping against the Plan4Sport Indicators of Institutional Racism	33
		35
5.0	Immediate recommendations for <b>sportscotland</b>	
5.1	Immediate recommendations for <b>sportscotland</b> to implement	35
5.2	Cricket Scotland special measures – key performance indicators	36
5.3	Long-term anti-racism and EDI outcomes	37
<b>Appendices</b>		
1.	Long-term outcomes mapped against the Plan4Sport Indicators of Institutional Racism	38
2.	Plan4Sport Indicators of Institutional Racism – definitions and references	40
3.	Definitions – hate crime	42
4.	Cricket Scotland Policy Framework – Desktop review	45
	Regional Association Policy Framework – Desktop review	48

## 1.0 Introduction

Cricket is under significant public and media scrutiny. Following the allegations of racism at Yorkshire County Cricket Club heard in detail in November 2021, one question hung over cricket, “*Could there be racism anywhere else in the game?*” Scottish cricketers began to share their stories and experiences of racism, pushing the focus onto Cricket Scotland. This led to **sportscotland**, the national agency for sport, instigating an independent review into racism in Scottish cricket.

Led by global equality, diversity, and inclusion (EDI) experts Plan4Sport, the review began in January 2022 with a clear mandate to create a confidential space through which anyone could share their experiences of racism and discrimination.

Plan4Sport has assessed whether racism exists in Scottish cricket through five lenses:

- There have been almost 1000 direct engagements with the review where Plan4Sport has heard from or read about people’s experiences. This has included contributions from players (club and national), coaches, umpires, volunteers and Cricket Scotland Board, Council, and staff members
- Through receiving and analysing 68 individual complaints resulting in referrals, 31 of which relate to allegations of racism by 15 people, one Regional Association and two clubs
- By analysing data from three cricket surveys, through which there were 122 people who reported experiencing discrimination on the grounds of race and 49 people who reported experiencing discrimination on the grounds of religion or belief
- By mapping all this feedback and analysis against a new framework of indicators of institutional racism, shaped by research and insight<sup>1</sup>
- By reviewing Cricket Scotland and its Regional Associations’ policies, procedures, and processes
- By assessing the effectiveness of Cricket Scotland as an organisation at national and regional levels, both in terms of anti-racism and its ability to govern, lead and manage the game effectively.

Over a six-month period Plan4Sport had almost 1000 direct engagements with people to hear their stories through face-to-face conversations and online, anonymous **Review of Racism in Scottish Cricket** survey.

The bravery of so many people to share their stories which had clearly impacted on their lives with such honesty and humility was outstanding. People who have loved cricket and despite the many knock backs, continued to try and make progress; umpires who committed so many hours even though promotion never came; players who saw or heard racism and hostility, but kept coming back to play. So many people who engaged in this review simply “*love cricket.*”

We would like to record our gratitude and admiration to the people who came forward, and hope that the recommendations will provide you with the comfort that your voice has been heard.

We also heard examples of positive action work being delivered by Cricket Scotland front-line staff and clubs who truly engage diverse communities. This included stories from grassroots players, volunteers, and umpires who are passionate about ensuring cricket is open and welcoming to everyone. And through this Plan4Sport has seen a real opportunity to invest in and build on the good

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<sup>1</sup> Based on the MacPherson definition and other research and insights, see the Plan4Sport Indicators of Institutional Racism in Appendix 2

work already taking place through development programmes and club opportunities to create a game for everyone.

It's one of the absolute joys of cricket that it is so welcoming to all. I've never seen anything but warmth and respect.  
Participant

I was fortunate to play in a diverse team where we all respected one another's differences and worked together to try to win matches. Participant

This report has now been passed to **sportscotland** and it is their role to take this forward and work with Cricket Scotland to implement the recommendations. We trust that the way this report is structured, along with the clear recommendations at the end, will help to move this forward in a positive, supportive, and future-focused way. Many people need cricket, and cricket needs many people. Together is the way this sport will change the boundaries.

## 1.2 Methodology

Plan4Sport undertook a comprehensive approach to gathering information for the review and implemented the following activities to inform this report:

- Desktop review
- Consultation meetings
- Online surveys
- Case management.

## 1.3 Desktop review

A desktop review is an independent look at an organisation's key documents to establish to what extent they reference, advance, or embed certain issues. It looks at what was in place at the time of the review and where there are gaps. In this review the key areas of focus were:

- Equality, diversity, and inclusion
- Anti-racism
- Human Resources

The desktop review was a key stage in the independent review and Plan4Sport considered over 140 documents provided by Cricket Scotland and the Regional Associations. For the purposes of this report, they are summarised collectively as the **Cricket Scotland Policy Framework** and the **Regional Association Policy Framework**.

The desktop review allowed the review team to gain an understanding of the levels of governance and good practice throughout Scottish cricket and provide feedback on what things are required to be improved or need to be developed.

### 1.3.1 Cricket Scotland Policy Framework

Documents were divided into key areas of focus covering both employed staff and the wider, volunteer workforce. A full list of documents requested from Cricket Scotland can be found in the Appendix 3. Cricket Scotland did not provide all the documents requested by Plan4Sport, this is either because the document does not exist, or it does exist and was not provided.

- **Governance and corporate processes** – documents relating to how Cricket Scotland is constituted and how it conducts its business
- **Policies** – documents relating to Human Resources, Integrity, Corporate and Other
- **Procedures** – procedural documents including what happens when someone breaches a policy and how complaints can be raised
- **Case management** – documents relating to how incidents are managed
- **Strategies and plans** – documents that set out how the organisation will achieve its vision and mission
- **Anti-racism and EDI initiatives** – documents that show what Cricket Scotland has done or plans to do to promote anti-racism and EDI.

Each document in the **Cricket Scotland Policy Framework** was assessed from a HR good practice perspective and rated Red, Amber, Green or Blue to identify its inclusion of anti-racism and EDI as follows:

Status	Explanation
Red	Document doesn't exist or not provided
Amber	Document in place but no mention of anti-racism or EDI
Green	Document in place and some mention of anti-racism or EDI however could improve or needs updating
Blue	Document in place, anti-racism or EDI included to a good level and this is current

### 1.3.2 Regional Association Policy Framework

Documents were divided into key areas of focus covering both employed staff and the wider, volunteer workforce. A full list of examples of the documents suggested to Regional Associations for this exercise can be found in Appendix 4. This was not prescriptive as, while there are similarities, each Regional Association is constituted differently and has their own operational arrangements.

**Governance** – documents relating to governance and the business of the Regional Association

**Employment** – documents relating to employment of staff

**Communications** – documents relating to how the Regional Association communicates with staff, volunteers, and members

**Workforce** – documents relating to the Regional Associations' voluntary workforce and how they are managed

**Players and officials** – documents relating specifically to players and officials not included in voluntary workforce

Documents relating to **Integrity, anti-racism and EDI, safeguarding, wellbeing, and child protection, clubs, and competition.**

Each document was reviewed by Plan4Sport to inform the review on what might support Regional Associations and clubs with their anti-racism and EDI work. Some feedback will be shared direct to Regional Associations after the review that identifies where they can make some improvements in the **Regional Association Policy Framework.**

## 1.4 Consultation meetings

Plan4Sport undertook consultation meetings with participants, Cricket Scotland Board and Council members, current and previous staff members, Men's, and Women's national squad players, each of the five Regional Associations, 30 clubs, Running out Racism, the Scottish Cricketers Association, and the Cricket Scotland Match Officials Association.

## 1.5 Participants

Plan4Sport received requests directly from 103 people to have a consultation meeting. The consultation calls were for periods of one to three hours. They were confidential, conducted by Plan4Sport, and took place remotely during the day, evenings and weekends between January and July 2022. Some participants needed more time to share their experiences of racism and were offered follow up calls.

The discussions included:

- Exploring participants' current and past roles in cricket
- What was going well in Scottish cricket
- Their experiences of racism
- If they had witnessed any other form of discrimination
- What they believed needed to happen to address the issues which they had shared, and that would take Scottish cricket forward.

There was a range of roles across this group, many of whom were current players, as well as former players, coaches, umpires, and staff members.

All participants were also able to access the online, anonymous **Review of Racism in Scottish Cricket** survey.

## 1.6 Board, Council, and staff

Plan4Sport spoke to the Board, Council, staff plus contracted Men's, and Women's players and high-performance staff as part of this review. Each person was offered time to share:

- Their role in cricket
- Their experiences of racism or any other form of discrimination
- How EDI influences decision-making processes at board, council, and senior management team level, and on investment, resourcing, development, and performance
- The steps which Cricket Scotland could take to achieve anti-racism and EDI outcomes.

All Board, Council and staff were also able to access the online, anonymous **Review of Racism in Scottish Cricket** survey.

## 1.7 Regional Associations

Consultation meetings were held with all five Regional Associations covering Scotland as follows:

- East of Scotland Cricket Association (ESCA)
- North of Scotland Cricket Association (NOSCA)

- North East Scotland SCIO (NESCA)
- Strathmore and Perthshire Cricket Union (SPCU)
- Western District Cricket Union (WDCU).

Each Regional Association provided a minimum of two delegates, 13 in total, who explained the role that their Association had in managing racism, other forms of discrimination, developing talent, and managing recreational cricket within their locality.

All Regional Association representatives were also able to access the online, anonymous **Review of Racism in Scottish Cricket** survey.

## 1.8 Clubs

Plan4Sport spoke to 62 people from 30 clubs across Scotland to discuss:

- Good practice in anti-racism EDI
- Their experiences of racism in cricket and other forms of discrimination in a club setting
- How they manage reported concerns
- The positive work which clubs were delivering to ensure that they were welcoming to all communities
- Identify what help clubs needed, and from whom, as they developed their inclusion work going forward.

Clubs were chosen randomly by Plan4Sport with between four and seven clubs per Regional Association to provide a breadth of views and geographical spread across the country.

All club volunteers were also able to access the online, anonymous **Review of Racism in Scottish Cricket** survey.

## 1.9 Coaches

Whilst Plan4Sport did not reach out to coaches directly, all coaches were invited to participate in the Review and engage on a consultation meeting or by completing the online, anonymous **Review of Racism in Scottish Cricket** survey where they have been able to record their experiences of dealing with racism and discrimination in clubs or in the talent pathway. Coaches were also consulted as part of the club consultation exercise.

## 1.10 Scottish Cricketers Association

Plan4Sport met a representative of the Scottish Cricketers Association to explore their approach and their role in managing racism.

## 1.11 Cricket Scotland Match Officials Association

Plan4Sport met a representative of the Cricket Scotland Match Officials Association to explore their approach and their role in managing racism.

## 1.12 Running Out Racism

Plan4Sport consulted with Running Out Racism, a volunteer organisation established shortly after Azeem Rafiq raised his significant concerns about racism at Yorkshire Cricket, regarding their concerns in Scotland. Whilst Running Out Racism represents participants from all backgrounds, they have several members from the South-East Asian community in Scotland who are engaged in cricket, currently or previously.

Fortnightly meetings with Running Out Racism were held during January and February 2022 to ensure that participants felt comfortable to speak to the Plan4Sport Team. The aim was to provide a confidential safe space for people to discuss their experiences of racism who had, on some occasions, never shared these with their closest family members. In some cases Running Out Racism volunteers also attended these consultations to provide support.

## 1.13 Online, anonymous Review of Racism in Scottish Cricket survey

Plan4Sport recognised that whilst the opportunity was available to speak directly with them, many people felt more comfortable to share their experiences of racism through an online, anonymous **Review of Racism in Scottish Cricket** survey. This was publicly launched in April 2022 and made available in multiple languages of Scottish Gaelic, Urdu, Gujarati, and Hindi as well as in hard copy. It received over 70 responses in the first 12 hours and closed on 22<sup>nd</sup> June 2022 with 325 completed responses from across the Scottish cricket community.

The online, anonymous **Review of Racism in Scottish Cricket** survey included questions on roles, length of time in cricket, experiences of racism or any other forms of discrimination, if people took action or reported these issues, and to whom, how confident were they in clubs, Regional Associations, and Cricket Scotland to manage racism. The findings from this survey are detailed under **section 3.13 Online, anonymous Review of Racism in Scottish Cricket survey**.

## 1.14 Getting to Know You Survey

Cricket Scotland does not have up-to-date equality data on its members and this survey was to ensure that Cricket Scotland can understand the profile of the sport as well as to inform the review. The survey was translated into Scottish Gaelic, Urdu, Gujarati, and Hindi as well as in hard copy.

The Getting to Know You Survey included questions on roles, length of time in cricket, and diversity information and completed responses were received from 371 people.

## 1.15 Participants Equality Monitoring survey

Participants were asked to complete an equality monitoring questionnaire so Plan4Sport could accurately determine the diversity of this group.

## 1.16 Case Management

Plan4Sport created a confidential means for individuals in cricket to disclose their personal experiences, including racial inequality or other discrimination. To achieve this, Plan4Sport developed a triage service for this element, which covered receiving and reviewing any disclosures and signposting this information onto one of the following:

- Police Scotland
- Children First
- Cricket Scotland.

## 2.0 Plan4Sport Indicators of Institutional Racism

In 1999, the Met Police was branded institutionally racist by Sir William MacPherson in his report of the public inquiry into the death of Stephen Lawrence. He defined institutional racism as:

*“the collective failure of an organisation to provide an appropriate and professional service to people because of their colour, culture or ethnic origin”.*

This form of racism is seen in:

*“processes, attitudes and behaviour which amount to discrimination through unwitting prejudice, ignorance, thoughtlessness and racist stereotyping which disadvantages minority ethnic people.”<sup>2</sup>*

To support this review Plan4Sport developed a set of 31 indicators of institutional racism in relation to processes, attitudes, and behaviours, based on the MacPherson definition, that from our experience and in our professional opinion are most relevant to cricket and that we could use to rate Cricket Scotland.

The **Plan4Sport Indicators of Institutional Racism**, shown on the next two pages, were developed independently of the consultation process so as to avoid any bias in the questions posed to anyone who engaged in the review.

Once the consultation was complete the findings were mapped against these indicators to provide a RAG rating. This can be used to determine what actions need to be taken to move the RAG rating, over time, to green.

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<sup>2</sup> [What is institutional racism? | Stephen Lawrence | The Guardian](#)

# Plan4Sport Indicators of Institutional Racism 1-16

#1

Leadership leads on, is accountable, and responsible for tackling racism



#2

Transparency is evident in decision-making at all levels

#3

Effective EDI Champion at Board level



#4

Open, inclusive, and transparent recruitment and appointment processes

#5

People from ethnically and culturally diverse communities in positions of authority, decision-making, and leadership



#6

Policies and procedures are followed and monitored for effectiveness

#7

EDI policies are reflective and complementary of safeguarding policies



#8

Meaningful anti-racism and EDI data is collected and acted on

#9

Inappropriate and discriminatory language is effectively challenged and addressed



#10

The organisation keeps up to date with changes in language relating to racism

#11

A culture of banter involving racially aggravated language is not normalised



#12

Younger players are not exposed to inappropriate language or behaviour in a senior match environment

#13

There is widespread agreement on what is discriminatory behaviour



#14

People's cultural and religious commitments or practises are anticipated, respected, and supported

#15

Dated or damaging stereotypes are not heard in cricket



#16

People from ethnically and culturally diverse communities are treated the same as others

# Plan4Sport Indicators of Institutional Racism 17-31

#17

Processes for reporting racism are clear and communicated widely



#18

Proportionate number of people from ethnically diverse communities in the on-field and off-field disciplinary system

#19

Allegations are investigated thoroughly and in a timely manner



#22

Selection processes for talent pathways or representative squads are fair and transparent

#21

Racially aggravated bullying or harassment does not happen



#20

Micro-aggressions that are racially aggravated do not occur

#23

Criticism, scrutiny, and challenge are welcomed, and feedback is acted on



#24

Racism on social media relating to cricket is addressed or absent

#25

Education on racism, racial inequalities, and inappropriate language and behaviour is in place



#26

Ethnically and culturally diverse communities receive the same treatment in the media or through communications

#27

Ethnically and culturally diverse communities are consulted, and their views are listened to and acted on



#28

There is a welcoming environment and culture in cricket for ethnically and culturally diverse communities

#29

Proactive allyship advances a culture of anti-racism and inclusion

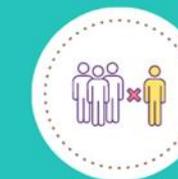


#31

The intersectionality of a person's race and other characteristics is not a barrier in cricket

#24

Affinity bias is addressed and absent



### 3.0 Analysis of feedback, data, and insight, and high-level summaries

The high-level summary of feedback, and the data and insight described below is based on reoccurring themes captured throughout the consultation feedback and has been set out thematically to ensure anonymity and confidentiality for anyone who took part in the consultation.

These themes have then been mapped against the **Plan4Sport Indicators of Institutional Racism** set out in **section 2 Plan4Sport Indicators of Institutional Racism** to enable the review team to develop key recommendations for **sportscotland**.

Through this consultation process Plan4Sport has been made aware of other forms of discrimination and these will be shared with **sportscotland**.

#### 3.1 Cricket Scotland Policy Framework

Cricket Scotland provided a range of documents summarised as the **Cricket Scotland Policy Framework** that covered corporate management, people management and other operational and cricket-related activities.

##### Key findings from the Cricket Scotland anti-racism and EDI desktop review

- 76% of the documents are rated Red or Amber
- 21% are rated Green
- 3% are rated Blue.

Status	Explanation
Red	Document doesn't exist or not provided
Amber	Document in place but no mention of anti-racism or EDI
Green	Document in place and some mention of anti-racism or EDI however could improve or needs updating
Blue	Document in place, anti-racism or EDI included to a good level and this is current

There is a lack of clarity around who the documents in the Cricket Scotland Policy Framework, especially the policies and procedures, applied to, for example, staff, players, volunteers, or others associated with the organisation. Policies and procedures within an organisation provide a fundamental framework through which to establish good practices, consistency, fairness and provide guidance around the behaviours and values that are expected. In turn, this underpins the culture, both at an organisational level but also when addressing activities with external stakeholders and communities.

The consideration from an anti-racism and EDI perspective was either absent or limited in the Cricket Scotland Policy Framework. Assessing and understanding the impact of the documents enables an organisation to be better equipped to avoid mistakes and to provide clarity, support and guidance to both managers and staff.

To create an inclusive culture there needs to be consistent, positive messaging and actions around the expected behaviours and values within the organisation. In the case of Cricket Scotland, the approach is disjointed and inconsistent.

## **Governance and corporate processes**

There is a lack of a clear line of accountability for anti-racism and EDI in the Cricket Scotland governance structures of Board and Council. This has led to a lack of commitment, lack of clarity in role and purpose, lack of allocation of appropriate resources, and a lack of accountability and responsibility in dealing with issues.

Cricket Scotland governance and corporate processes require a detailed review. These procedures hold the organisation to account in respect of key areas, such as, risk, procurement, Board selection and performance, and the fulfilment of an anti-racism and EDI designated lead.

Whilst documentation around the values and the strategy of the organisation do exist there is minimal evidence that these are aligned and that commitments are being tracked.

There is limited evidence that the organisation is mitigating against the risks of discrimination, bullying and harassment.

There is no evidence of mitigating against the risk of racism in any form.

## **Policies (HR, Integrity, Corporate and Other)**

Most policies do not refer to any elements of anti-racism or EDI nor do they include any specific information relating to race equality, anti-racism practices or avoiding any forms of discrimination.

The policies do not reflect best practice in respect of managing an inclusive workforce (staff and volunteers) and do not include any clear documentation into managing an extensive volunteer community.

Key policies are missing, for example Pay and Benefits, Corporate Social Responsibility.

There are several EDI policies which need to be created or updated to ensure the organisation is clearly articulating its expectations, examples are Equality Policy, Anti-bullying and Harassment Policy, Anti-Racism Policy.

Key elements of policies are missing, for example, accessibility audits (physical and online) and ensuring unbiased recruitment practices.

There is no Mental Health and Wellbeing policy to support the workforce, players, and the wider cricketing community.

## **Procedures**

Most procedures included within the organisation do not consider EDI or anti-racism nor do they adequately include guidance relating to EDI or anti-racism practices or avoiding any forms of discrimination.

There is a grievance procedure in place for staff at all levels, the Board, Council, and contracted players.

There is a Cricket Scotland Code of Conduct that has been specially designed for players and team officials in the operation of matches at Regional and Club level; however, there are no complaints procedures, mechanisms, escalation processes or tracking in place to report and resolve issues from

the wider cricketing community, for example, volunteers. There is no Code of Conduct relating to off-field behaviour in relation to cricket.

### **Case Management**

No information has been provided to facilitate a review of the management of non-recent cases related to any forms of discrimination including racism.

Disciplinary processes exist across the organisation to take action against racism and other forms of discrimination but it's not always clear who they refer to and they don't appear to cover all areas of cricket e.g. off-field. In relation to the paid workforce this is through the Disciplinary Policy and for players and officials this is in conjunction with the Code of Conduct and Disciplinary Code

Case management is not supported by a clear and detailed complaints, reporting and investigation process. There are no means to centrally record cases. This is a risk to the organisation and a risk to reporting people and subjects of concern.

### **Strategies and plans**

Cricket Scotland has several strategies and plans in place with statements which include diversity and inclusion within the organisation, professional playing community and wider cricketing participation. However, these do not address the broader diversity agenda within the sport and lack tangible data and metrics on which to measure performance and achievement, for example, around disability cricket.

There is no specific plan or strategy related to anti-racism or race equality however there is specific reference to engaging ethnically diverse communities in Cricket Scotland Equality Action Plan 2021-2023.

There is basic data relating to the certain demographics across the cricket community. However, it is not evident how this has been deployed to create sustainable strategies for change.

An understanding of the challenges and needs of those currently participating would form a robust basis for strategic planning and decision making.

No marketing plan was provided so there is no insight into how participation in the sport will be grown and how Cricket Scotland would meet the needs of those participants.

Strategies and plans require review to ensure they have considered all the protected characteristics and that data is collated and the insights gained are used to build the strategies and deliverables for the future. These need clear targets and clarity around how the targets are going to be achieved.

### **Anti-racism and EDI initiatives**

Cricket Scotland has committed to several anti-racism and EDI initiatives and has established an Equality Delivery Group and developed a Cricket Scotland Equality Action Plan 2021-2023. The Cricket Scotland Equality Working Group has a clear mandate for tracking the EDI commitments and achievements of the organisation.

Learning and development need to be significantly improved at all levels of the organisation. This should be a priority. Any programme should cover a wide range of topics from the basic principles of the Equality Act and the protected characteristics through to developing confident anti-racism and EDI

champions. This should form part of Cricket Scotland's Equality Action Plan and the actions should be tracked and monitored against specific delivery KPIs. This learning and development plan can be aligned to the values and code of conduct and sets the foundation for cultural change and development.

In summary, the high-level themes from the Cricket Scotland Policy Framework desktop review were:

- Ensure the governance structure has clear accountability, role and purpose for anti-racism and EDI and appropriate resourcing for anti-racism and EDI is addressed
- Apply an anti-racism and EDI lens to the Cricket Scotland Framework across the organisation on a regular basis to assess the impact of the documents
- Review all documents, especially policies and procedures, annually through an anti-racism and EDI lens using a consistent format, clear language and appropriate terminology
- Create a Cricket Scotland Framework Checklist of areas to be reviewed, for example changes in legislation; impact from an anti-racism and EDI perspective; behaviours expected; and alignment with the organisational values. Consideration should be given to updates in internal and external practices, new technologies and how they may link to or reference other policies and procedures. These documents underpin the culture of the organisation and with positive, clear messaging they will reinforce and promote how the organisation should operate and help avoid poor practice, managing and mitigating risk, and removing inconsistent decision-making
- Ensure that training and development is available for those reviewing the impact of the documents in the Cricket Scotland Policy Framework through an anti-racism and EDI lens to ensure that they are fully aware of how to consider these in documents they are accountable and/or responsible in the Cricket Scotland Policy Framework. This will require training that covers a wide range of anti-racism and EDI themes.

### 3.2 Regional Association Policy Framework

The Cricket Scotland Code of Conduct is specifically designed for players and team officials in the operation of matches at Regional and Club level. However, there are many other parties involved in the delivery of cricket at a regional and club level and no code of conduct in relation to behaviour exists for them. Articles 2.3, 2.4, and 2.5 could be extended to explicitly include the use of discriminatory language and amend the level of sanction that can be applied.

Feedback from some Regional Associations included a requirement for support around EDI education and awareness in the context of their roles in cricket. Currently they do not access any anti-racism or EDI training.

There is currently a lack of sharing good practice and opportunities across clubs and Regional Associations. Throughout the review Plan4Sport has accessed numerous examples of good practice from clubs, for example, initiatives to increase overall participation, using facilities in an innovative way, driving local sponsorship, fostering community-relations, and supporting juniors, women and girls, and disability cricket participation. A consistent method of sharing updates, good practice and cricket-wide initiatives would benefit all cricketing communities.

The relationship and communications between Cricket Scotland and each Regional Association and their clubs was also mixed. Some Regional Associations have had some ad hoc contact with the Cricket Scotland Senior Management Team, for example, presentations at AGMs.

There is a lack of guidance provided to Regional Associations and clubs about how they could apply an anti-racism and EDI lens to the **Regional Association Policy Framework** especially to the any

governance documents such as a Constitution. In all cases Regional Associations require support in how to consider anti-racism and EDI in their practices.

There is a lack of guidance from Cricket Scotland to Regional Associations and clubs on several areas which would benefit the running of the Regional Associations and Clubs without overburdening them with policy and procedural documents. In some cases there was a range of guidance and support to member clubs, but in other cases, this was much more limited. All Regional Associations would benefit from Cricket Scotland guidance and toolkits around the documentation that is expected to ensure best practice governance is in place. This could include anti-racism and EDI Policy and statements, model terms of reference for various committees such as competitions, management etc, fair and inclusive recruitment and induction of committee members and volunteers, roles of committee members and volunteers, managing bullying, harassment, and discrimination and how and where to raise a complaint, integrity, conflict of interest, anti-corruption & bribery and ethics, managing communications internally and externally and social media, safeguarding, child wellbeing and child protection

Regional Associations do not currently have a standardised means of collecting information on the demographics of their participants and Cricket Scotland is not yet able to provide accurate data. Guidance on EDI monitoring that complies with data protection laws, including in relation to personal information that includes protected characteristics, would support them to collect their own data in the absence of any central information. Having EDI monitoring information is critical for Regional Associations and clubs so they know the makeup of their organisation and they can then set targets and identify action for change where necessary. Regional Associations and clubs also need to be complicit with GDPR regulations

In summary, the high-level reoccurring themes from the desktop review for Regional Associations were:

- Cricket Scotland to develop a clear and detailed complaints, reporting and investigation process
- Cricket Scotland to develop a Code of Conduct for off-field behaviour; and amend the Player and Officials Code of Conduct to explicitly reference racism and other forms of discrimination
- Cricket Scotland to provide a low-tech online solution for clubs and Regional Associations to share good practice and to share updates on cricket-wide initiatives such as investment in grassroots cricket, coaching for match officials, coaching courses for women, developments in youth cricket, development in cricket for people with disabilities
- Cricket Scotland to create a formalised communication methodology for agreed messages to be cascaded from it to the Regional Associations and onwards to clubs. Example content could include – updates on coaching programmes, women and girls’ programmes, initiatives around disability cricket and methods of gaining funding and grants
- Cricket Scotland to create a consistent set of guidance notes in a toolkit to support Regional Associations and clubs. Given the voluntary nature of those managing Regional Associations and member clubs there are significant gains to be made through creating this which would be shared by the governing body. This would help to ensure that anti-racism and EDI is appropriately considered and embedded into practices. This would also support consistent approaches across the cricketing community when dealing with matters relating to anti-racism and EDI and hold decision-makers to account.

### 3.3 Participants

Participants are individuals who have come forward to share their experiences of racism within Scottish cricket, as well as providing ideas on how Cricket Scotland can address this and other forms of discrimination and move forward.

**“I hope that the outcome of this review will provide a structure that is a level playing field for everyone.” Participant**

Plan4Sport heard about a range of examples of racism experienced by participants across all areas of cricket leading to referrals being shared directly to Police Scotland as hate crimes, or to Cricket Scotland. Other examples require further investigation and, potentially, will lead to disciplinary action being taken against named individuals or will be referred to the police.

Many examples were shared where participants did not want any further action through this process, but who had clearly witnessed or experienced racism, discrimination and persistent micro-aggressions based on race during their role as a coach, umpire, or player. Participants cited:

- Inappropriate use of language, in some cases which would be racist but considered simply as “banter”
- Concern that sledging is being used as an excuse to racially abuse opposition players
- Lack of understanding of the impact of language and behaviour on individuals
- Inadequate systems to report racism on and off the pitch
- No willingness, in some instances, to deal with discriminatory incidents
- Lack of diversity of players, coaches, and umpires within the game.

A significant number of participants spoke about:

- The lack of leadership from the Board in relation to anti-racism, and more broadly
- Their lack of trust and confidence in Cricket Scotland to manage allegations of racism effectively
- The lack of clear and transparent processes
- The fact that there is no off-field reporting mechanism in place
- That some people who had previously raised concerns had been victimised as a result.

**“There are too many close friendships in Cricket Scotland to be able to keep things confidential, and this creates a lack of trust from people who want to report racism and other discrimination.” Participant**

**“The Board are not sufficiently knowledgeable for their role. Cricket Scotland is an underperforming organisation.” Participant**

Plan4Sport has found very limited examples of guidance from Cricket Scotland on how to engage different communities, for example guidance on cultural awareness, and other faith-based key dates such as Ramadan, which may impact on taking part in cricket. Participants who pointed to this stated that they felt there was a general lack of value placed on the importance of diversity, particularly by Cricket Scotland as the National Governing Body.

**“Cricket Scotland needs to value diversity.”**  
*Participant*

With regards to talent identification, there is a perceived lack of transparency in the selection process, and lack of understanding of how the process is applied. There is also concern over the perceived bias towards the recruitment of players from public schools over state schools.

There is a lack of diversity in the coaching workforce from Black, Asian, and mixed heritage men and women of all backgrounds within the talent pathway and in the Men’s and Women’s national teams. This has been a consistent issue for some time. The lack of women or people with disabilities in high-performance coaching roles is also notable. Lack of diversity in coaches runs throughout the coaching workforce. Without such diversity there is a lack of role models who are not only able to understand cultural differences but are also able to use this depth of understanding to create an environment that is inclusive and welcoming for all.

**“Cricket Scotland should identify players from ethnic backgrounds to become Champions for the game and encourage younger players to take part in cricket.”** *Participant*

A lack of ethnicity diversity in the volunteer workforce extends to grassroots coaches and umpires. Participants also spoke of the lack of diversity of grassroots players outside of the West of Scotland and believed that Cricket Scotland was accountable for this.

Participants raised concerns about the behaviour of some clubs with regards to anti-racism and EDI. Issues included the persistent use of alcohol as part of any post-match and social evenings with a lack of consideration for different religious practices and beliefs, and the behaviour of some club volunteers towards non-white people. One participant spoke of excessive membership fees for South-East Asian players over their white counterparts in a particular club, because they did not purchase alcohol or food in the bar after matches, despite the lack of consideration for halal, vegetarian, vegan, or other food provision.

The club culture where drinking at the end of games which I can’t get involved in created a divide where individuals will question why and when explained it still doesn’t get through to them. *Participant*

During the consultation programme Plan4Sport heard numerous accounts of people who had experienced racism and micro-aggressive behaviour based on their ethnic and cultural diversity. This was predominantly targeted at South-East Asian people. However, a small number of examples were also shared which pointed to inter-community racism between, for example Indian and Pakistani people or Scottish and English people. These examples of racism occurred regardless of their role in cricket.

Plan4Sport heard numerous examples where allegations of racism had not been investigated effectively and in some cases, despite being reported, had not been investigated at all. Participants spoke of the lack of a clear and transparent disciplinary process and inconsistencies in the sanctions applied, as well as a lack of feedback following a disciplinary process to those who had raised concerns. In the main participants felt that there was different and less favourable treatment being applied based on your background and identity in the disciplinary process.

**“Be explicit in a code for racism or other forms of discrimination, so it can be an open, honest process with nothing to hide.” Participant**

A significant number of participants pointed to a lack of any anti-racism and EDI training for coaches, umpires, players, captains, and volunteers, which they felt would help to explore cultural differences and appropriate language and behaviour. This was felt to be crucial in addressing the lack of confidence to tackle racism, shown by people in these roles.

**“EDI training should be compulsory for all and renewed in a similar way to that for safeguarding” Participant**

Participants raised concerns about the apparent lack of training for Regional Associations on how to implement an effective off-field disciplinary process relating to discrimination and cited a variety of ways in which each Regional Association delivered this function, some of which was haphazard and lacking in consistency and transparency. Concerns were also raised regarding the lack of diversity of the people sitting on those disciplinary panels within Regional Associations and in some cases, managing discipline at club level.

Plan4Sport heard concerns relating specifically to the Western District Cricket Union (WDCU), and they had little confidence in WDCU’s ability to manage cases of racism fairly and transparently.

Several participants referred to the Cricket Scotland Hall of Fame and questioned why this had extremely limited diversity or women represented within it. Participants viewed this as unacceptable from the Cricket Scotland Board.

**“There is a lack of equality relating to the Hall of Fame, with no diversity or women in it.” Participant**

In summary, the high-level reoccurring themes from participants were:

- A lack of accountability, ownership and engagement in anti-racism and EDI by the Board and Senior Management Team
- An absence of leadership from Cricket Scotland Board and Senior Management Team on tackling racism and discrimination
- Lack of confidence in WDCU to manage incidents or racism fairly and transparently
- A lack of diversity on the Board, Council, staff team, coaching, umpiring and volunteer workforce
- No trusted reporting processes
- No training on anti-racism and broader EDI issues, for example cultural awareness
- A poor understanding of appropriate language and behaviour – racist language and other inappropriate language, terminology and damaging stereotypes are being used, and in the absence of education or an effective reporting structure, remain unchallenged in many cases
- A lack of transparency in the selection processes for national squads and getting into the performance pathways.

### 3.4 Board and Council members

Plan4Sport invited all Board and Council members to attend a one-to-one consultation meeting between February and April 2022. The meetings were used to discuss the role of the Board and Council, how racism and discrimination are dealt with, and what Cricket Scotland should do to address these allegations in the game.

**“The independent review should lead to a reset of the whole organisation on its approach to racism and indeed any other forms of discrimination.” Board or Council member**

Board and Council members spoke of the need to address racism in cricket, although they were unclear on who would be responsible and who would be accountable for doing this. Visibility and action on tackling racism was considered a “vital” role for the Board and Council going forward, as well as needing robust systems to deal with racism at club, region, and national level, but Board and Council members were unable to articulate how they would do this.

When asked about the role of Cricket Scotland, one *Board or Council member* stated that:

*“The Governing Body should be engaged from national to grassroots level like other sports, this doesn't happen at Cricket Scotland.”*

Whilst there is a lack of understanding of its role as a National Governing Body, Plan4Sport also heard examples to suggest that the Board was only concerned about the Men's national squad and had no interest or oversight on any other part of cricket. Council members wanted to see a greater focus and investment on disability cricket, tabletop cricket, wicketz and walking cricket to engage new audiences, but this was not supported by some Board members.

When asked about the values of Cricket Scotland some respondents were unsure what they were and how they connected to anti-racism and EDI.

Several examples were also shared which indicated a lack of commitment from the Board to anti-racism and EDI or engagement in the Equality Action Plan. This was further amplified when Board, and Council members disclosed the limited amounts of funding aligned to development programmes and staffing which were intended to engage the next generation of new, and diverse, participants. Funding for development had been reduced over several years, and not replaced, resulting in the reduction in the number of development staff to lead community-based initiatives.

Board and Council members referred to the need to ensure that the governance structures embedded anti-racism and EDI. *One Board or Council member* stated that there should be

*“A Board induction programme including EDI, a Board EDI work plan and EDI agenda items at all meetings, with time allocated for discussion.”*

**“Race equality and equality should be a standing agenda item on the Cricket Scotland Board and Regional Association Boards, but this is not currently the case.” Board or Council member**

Plan4Sport was told that when EDI had been raised at Board level, it was given no time for discussion and that there is:

*“No room for the Board to be challenged on any decisions that they reach or appointments that they make.” Board or Council member.*

This is part of a bigger concern which Plan4Sport has identified regarding the current governance structure and systems at Cricket Scotland.

The lack of diversity on Board, Council, and committees was referenced on numerous occasions. Both Board and Council members spoke of the need for equal representation across cricket’s decision-making committees and the need to get diverse views from a wide range of ages and backgrounds.

**“The structures do not currently feel welcoming for people who are not from a similar demographic, which is white, predominantly male, middle class and connected to a public school education.” Participant**

Some Board and Council members cited the impact of a lack of diverse role models across Scottish cricket and the negative impact which this had on the perception of the sport. They discussed the need to build relationships with diverse communities and to establish a culture of inclusion across the sport, but few people could provide examples of how they might achieve this.

In terms of training, Board and Council members spoke of the significant need for education on anti-racism EDI and felt that this should be extended to Regional Associations and clubs. Having become aware of the lack of training, Cricket Scotland asked Plan4Sport to deliver an EDI back-to-basics workshop for Board and Council members. Anti-racism and EDI training should form part of a longer-term commitment to learning and development focus on racism, cultural awareness, discrimination, and other inclusion topics.

Board and Council members felt that communication generally from Cricket Scotland was outdated and narrow in its overall focus on the Men’s national team, and that it needed to reflect the broader diversity of the sport at grassroots level. Examples cited included a lack of information in alternative languages or formats. Communication is a concern to Plan4Sport as this is an area which Cricket Scotland have been particularly poor in, over recent months, in relation to the independent review. The lack of a Communications Manager is a clear gap in the existing staffing structure.

A lack of transparency in the selection process for girls and boys in the talent pathway was also referenced on multiple occasions, as well the absence of a single, uniform approach to selection by Cricket Scotland who are responsible for these programmes.

**“There is a high number of young, keen [South-East] Asian cricketer's that do not seem to materialise into players. Something is going wrong as they are not achieving professional levels in the sport.” Board or Council member**

**“We need to make the men's team more diverse and inclusive. There is a high proportion of South-East Asian players in the West but as they move up the levels they seem to completely ‘disappear’ from the pathway.” Participant**

Board and Council members suggested that all policies, practices, and procedures needed to be updated in line with best practice. As part of the desk-top review of Cricket Scotland’s policies Plan4Sport have found that many do not include or embed anti-racism and EDI effectively within them. The lack of a HR Manager in the organisation has also exacerbated issues in relation to out-of-date policies or a failure to apply and monitor those policies effectively.

The lack of diversity in the umpire pathway was also referenced and Board and Council members felt there was a need to address this, and to create more role models from diverse backgrounds.

Board and Council members also referred to the lack of diversity of senior volunteers on Regional Associations, and the need to include more diverse people with lived experience in these local governance structures.

Through the consultation process with Board and Council, Plan4Sport identified some serious concerns relating to poor governance, poor leadership, a lack of accountability on historical cases of racism, a failure to tackle racism or to acknowledge, in some cases, that it was even a problem, a lack of transparency in decision-making, poor decisions being made without the Board seeking expert counsel, failure to follow processes effectively, and poor communications internally and externally. These failings are amplified by a significant disconnect between the Board and Council, most notably on a lack of clarity and understanding of the role of each, which has allowed the Board to work independently of its Council colleagues, treating the Council as a rubber-stamping group. This shift in power is not consistent with the agreed requirements of Cricket Scotland Statement of Primary Responsibilities for both Board and Council. This needs to be addressed through a governance review.

In summary, the high-level reoccurring themes from Board and Council members were:

- A lack of clarity on who is accountable and responsible for anti-racism and EDI at Cricket Scotland
- A complete lack of leadership on anti-racism and EDI at Board and Senior Management Team which has created a worryingly poor culture within the organisation
- A total lack of understanding by Board members on how to address racism and their role within it
- Lack of diversity on Board, Council, and sub-committees
- Lack of a Communications Manager
- The lack of an effective incident management process
- No overall vision or strategy for anti-racism and EDI
- A failure to apply and monitor policies appropriately, leading to the poor management of people, poor recruitment and selection systems and a perception of *“jobs for the boys”*
- Lack of education on anti-racism, EDI, and cultural awareness
- Perceived lack of transparency in the selection processes in the talent pathway
- Poor internal and external communication on expectations of behaviour, Cricket Scotland’s early responses to this review, and its wider development work
- Limited diversity in the umpiring workforce.

### 3.5 Staff

Plan4Sport invited staff employed by Cricket Scotland, including frontline staff, and the Senior Management Team to speak about their experiences of racism, and several examples were shared in relation to both racism and other forms of discrimination, experienced in the workplace and within grassroots cricket.

Staff referred to examples of poor leadership, particular in relation to anti-racism and EDI issues and felt that there was a lack of commitment to anti-racism and EDI by the Senior Management Team, under the guidance of the Board, with an internal perception from some that the Men's national squad was the only focus.

There were a significant number of references made to the culture of the organisation at Cricket Scotland specifically, with staff suggesting there is a lack of engagement by the Senior Management Team in anti-racism and EDI and a lack of interest. Staff do not feel comfortable to speak out and fear that there will be repercussions if they do. Several staff were able to give specific examples of where they had spoken out on EDI and racism, inappropriate language and terminology being used or where discriminatory incidents in grassroots cricket were not addressed by the Governing Body, this had resulted in them being treated differently as a result e.g. not being listened to when further complaints were made. In addition, where people have spoken out and no action has been taken, they have subsequently left the organisation.

Staff members also cited concerns about the lack of diversity in the Cricket Scotland workforce and governance structures. One member of staff stated,

*"There needs to be scope to improve the diversity in the organisation as currently it is heavily led by white people who are mainly men. Staff should reflect society."*

Some staff referred to the lack of EDI policies or broader HR policies and the failure to embed anti-racism and EDI effectively in them. The lack of HR expertise internally had resulted in poor practice in the application and monitoring of existing policies, with numerous examples being shared on how policies had simply not been applied at all. Staff felt that this was having a direct impact, particularly through the recruitment and selection process, on the ability to recruit and retain staff members from diverse backgrounds.

Staff also raised concerns regarding the lack of processes to be able to report concerns to senior managers, whether these be racist or otherwise, and did not feel that senior managers were skilled in managing these concerns effectively. A staff member stated that Cricket Scotland needed to,

*"Create a culture where two way feedback and critical challenge is welcomed, and address everyday casual racism, sexism and homophobic comments."*

Staff stated that there was a lack of cultural awareness at Cricket Scotland, a lack of understanding on anti-racism and EDI topics and that there had been little or no training available to staff on EDI. Managers need to be confident to deal with internal issues of racism or any other form of discrimination, including persistent micro-aggressive behaviour, the use of damaging stereotypes and the misconception that this is simply banter, when this is not the case. At present staff did not feel that this was in place.

Staff pointed to a lack of diversity in the coaching workforce in clubs and felt that there needed to be a greater focus on junior and youth development to enable cricket to engage with "all" communities.

The MCC Foundation<sup>3</sup> hub and the Dynamo projects were considered good examples of community engagement, but staff did not feel that these programmes were extensive enough or sufficiently funded to ensure that any community who wish to be involved in cricket had a local opportunity to do so. Some staff believed that the Cricket Scotland executive simply saw these engagement programmes as a tick box exercise to pacify funders whilst their real focus was on high-performance Men's team.

Staff want to see anti-racism and EDI forming part of everyone's role, not the responsibility of one or two South-East Asian people within the organisation and not as an "add on" to their role, however this is not the case currently.

Staff commented on hearing persistent micro-aggressive terms on a regular basis in relation to racism, sexism, and homophobia, particularly when meeting Regional Association volunteers.

Staff cited the lack of diversity in selectors, the need for clubs to be better supported to ensure that cricket feels more inclusive and that everyone generally feels welcomed, and that resources should be targeted at clubs who are building junior sections and are committed to reaching more diverse communities and taking cricket into state schools.

In summary, the high-level reoccurring themes from staff were:

- Poor leadership and engagement on anti-racism and EDI, with responsibility for this needing to sit with more than one or two people in the organisation
- A poor culture and fear of speaking out in relation to racism or discrimination
- Lack of workforce and Board diversity, poor diversity in the coaching workforce and in the group of selectors
- Lack of internal reporting processes and no HR Manager to report these to
- Lack of managers confident to deal with racism, persistent micro-aggressions and to challenge banter
- Lack of appropriate HR policies with anti-racism and EDI embedded
- A poor practice approach to recruitment and selection which fails to attract diverse talent
- No EDI or anti-racism training or implementation of the learning from this through day-to-day roles
- Insufficient commitment and resources to grassroots programmes which reach diverse communities
- Poor and out-of-date racially aggravated language, behaviour and conduct witnessed by staff at Regional Association meetings, but with no mechanism to challenge this.

### 3.6 Current contracted Men's and Women's national team players

Plan4Sport invited the Men's and Women's players to discuss their experiences of racism or any other form of discrimination in the high-performance environment.

Players raised concerns that they had never received EDI, anti-racism, cultural awareness, or social media training, and that this created a lack of confidence for them to talk about racism and other EDI topics.

Players spoke of the lack of an induction once they had been awarded a contract and that they were not aware of any Code of Conduct which reinforced expectations of player's behaviour both on and off the pitch. Players felt that in the absence of this Code of Conduct, inappropriate language or behaviour was harder to call out. There is a Cricket Scotland Code of Conduct specifically designed for

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<sup>3</sup> The MCC Foundation is the charitable arm of Marylebone Cricket Club (MCC)

players and team officials in the operation of matches at Regional and Club level, Plan4Sport was not made aware of any Code of Conduct covering international cricket.

In terms of reporting racism or any other forms of discrimination players were unclear on what formal processes were in place to raise concerns. They cited the need for Cricket Scotland to provide a greater duty of care so that players could raise concerns in a confidential and independent way without any fear of retribution.

In summary, the high-level reoccurring themes from the Men's and Women's contracted players were:

- A lack of EDI, anti-racism, cultural awareness or social media training for players and coaching staff
- A lack of player inductions, or awareness of any Code of Conduct which would help set the expectations of appropriate and inappropriate language or behaviour
- A lack of understanding of how to confidentially report incidents, racism or otherwise.

### 3.7 Regional Associations

Plan4Sport spoke to each of the five Regional Associations to explore their experiences of racism, how they managed this and other forms of discrimination, and how they ensured that cricket in their locality was open and inclusive.

The main role of a Regional Association is to organise local cricket competitions and manage any disciplinary matters. They are not responsible for cricket development although some have sought to establish women's leagues.

Each Regional Association was asked to explain what Cricket Scotland, as the national Body, were doing well in terms of anti-racism and EDI. None of the five Regional Associations were able to provide any examples.

Plan4Sport went on to explore their experiences of dealing with racism and heard that there were *"very few reports of racism off the field"* which came to their attention. One Regional Association said that they have dealt with two cases of racism, but that, *"Racism was not a weekly occurrence, so did not feel it was endemic."*

The Western District Cricket Union reported several complaints in relation to racism, where a volunteer stated, *"It was very difficult to work in West Scotland and not witness racism."* Other Regional Associations reported, *"Nothing had been reported in our Region in the last few years"* and that there was, *"No racism in cricket in our region."*

When asked about what Regional Associations had specifically dealt with one explained, *"Racism between different ethnic groups as they were not speaking in English, which had escalated into an issue."*

A Regional Association suggested that *"Cricket is always played competitively, and sometimes [South-East] Asian players overstep the line and are over-competitive."* Some Regional Associations cited seeing racist comments on social media, which also relate to Scottish vs English comments from players.

One Regional Association pointed to dealing with a large racism case a few years ago and suggested that they did not feel that they handled it well. Some older volunteers saw the racism as banter and

believe that *“They didn’t mean what was said.”* The outcome of the disciplinary process was upheld and resulted in several volunteers resigning. This Regional Association stated that they had,

*“Taken the learning from this and have tried to improve the process.”*

They believed that they now had a mindset that racism exists, where they had previously been in denial.

Regional Associations also cited a handful of examples of other forms of discrimination which they had managed, covering homophobia and sexism, and considered that persistent micro-aggressions were also an issue in grassroots cricket. Plan4Sport heard suggestions that there was likely to be other forms of discrimination but that it was not reported and would fully agree with this. Under-reporting of incidents does not mean that there are *“no issues”* and Plan4Sport would expect to see an increase in reporting if people involved in the grassroots game were clear on what and how to report, as well as having confidence in their Regional Association to deal with the complaint effectively and in a timely manner.

Regional Associations were asked about the challenges which they faced in managing racism effectively. A number spoke of a lack of volunteers with expertise in this area, a lack of leadership from Cricket Scotland on this, with their focus always being on internal cricket rather than grass roots cricket, and that there was no recognised reporting or incident management system in place. They also cited that people did not know how to report off-field incidents, and that template policies, anti-racism and EDI training and guidance were needed to ensure that Regional Associations were implementing reporting and disciplinary processes effectively. Support and guidance were required from Cricket Scotland to ensure that Regional Associations have sound governance structures and systems in place.

Plan4Sport also observed a lack of diversity in the volunteer workforce who were running Regional Associations and would consider that this creates an additional challenge with a lack of cultural awareness and expertise when dealing with incidents of racism.

In summary, the high-level reoccurring themes in consultation with the Regional Associations were:

- A lack of awareness of the role of Cricket Scotland on anti-racism and EDI
- A limited number of reports of off-field racist incidents being referred to Regional Associations
- An assumption by some Regional Associations that because racism had not been reported to them, it did not exist in their region
- No reporting or incident management process through Cricket Scotland to provide oversight and guidance on managing incidents of racism
- No anti-racism, EDI, governance, discipline, incident management or social media training rolled out to Regional Associations
- No anti-racism, EDI or expertise at Cricket Scotland to support discipline inquiries and a lack of template policies and guidance to ensure that effective governance systems are in place within each Regional Association.

### 3.8 Clubs

Plan4Sport randomly selected 30 clubs from across all five Regions of Scotland and spoke to all of them individually to explore how they managed racism at club level, their role in promoting anti-racism and EDI, and what help they needed to ensure that they were as welcoming and inclusive as possible.

Very few clubs had any recollection of racism occurring in their own setting but were able to point to sexism and discrimination in relation to disability on a small number of occasions. When asked how to deal with such incidents some clubs spoke of having a policy, but many clubs were unsure how they would respond to it. In some cases club volunteers were unsure about what constituted racism or being anti-racist.

Clubs cited that there was no reporting system or mechanism of raising a complaint about racism which had taken place off-field and that this needed to be addressed by Cricket Scotland. Whilst many clubs were clearly keen to ensure they were truly open and inclusive only one referenced that they had taken an anti-racist stance when the issues at Yorkshire Cricket emerged, and actively challenged inappropriate language, behaviour or microaggressions in relation to race in their own club setting.

One club suggested that racism would never happen in their setting. The concern for Plan4Sport was that the same club used out of date language in the context of race during the consultation call. It would appear therefore that there is a lack of understanding on appropriate terminology and the need for anti-racism and EDI training.

From the consultation some clubs appeared to be more focused on the development of girls and women's cricket and have not really considered how to engage ethnically and culturally diverse communities or taken proactive steps to do so.

Some clubs cited concerns about teams with a majority of South-East Asian players speaking in their own community language during matches. The inference made was that players were cheating by doing this and should only be allowed to speak in English. Plan4Sport considers this to be an example of a lack of cultural awareness in some clubs and is unsure why this presents a problem to teams with predominantly white players. It may help to have more umpires who speak different community languages so they can identify any racist or inappropriate language being used by any player.

Clubs with predominantly South-East Asian players cited examples of where and how their own teams had been treated differently as a result of their background by opposition players and their club volunteers, although this appeared to be through micro-aggressive behaviour rather than overt racism. Nonetheless Plan4Sport would suggest this is a concern if cricket is genuinely going to be welcoming to all, and that anti-racism and EDI training is needed for all club volunteers.

Clubs were asked to describe what support they needed to ensure that they could competently deal with allegations of racism or any other forms of discrimination, and to engage diverse communities more effectively. Several clubs spoke of their keenness to use the review findings to, *'Help us know what is going wrong and spot things earlier.'* Many club volunteers pointed to the lack of leadership from Cricket Scotland and that this needed to be much stronger, and for it to engage with Government to raise the profile of cricket, lobby for cricket to be a core part of the schools' curriculum and for greater investment to be made available to support the grass roots game. Some clubs stated the need for a dedicated EDI Manager at Cricket Scotland and Plan4Sport would fully endorse this suggestion.

Clubs stated that Cricket Scotland needed to provide support on how to be more financial sustainable without relying on social events and alcohol, creating inclusive facilities, how to attract a more diverse set of volunteers and players, guidance on producing information in alternative languages, and to better understand cultural differences through training. More diversity on club Management Committees and a toolkit of anti-racist and EDI policies which clubs could implement would improve the governance systems at clubs and support them to make better informed decisions on anti-racism and EDI.

*“We need more representation of diversity across clubs and education on cultural differences and intolerance.” Participant*

Several volunteers suggested that there should be an anti-racist and EDI club accreditation scheme and that clubs should produce an Anti-Racism and EDI Action Plan as part of this. They want to be able to share ideas and best practice and attract a new generation of players who truly feel included.

Plan4Sport found club volunteers to be incredibly open and honest about their role in managing racism and showed a keenness to develop the game for everyone. There was a clear willingness and enthusiasm to engage with the review, not because they had to, but because they wanted to.

Plan4Sport was impressed by the commitment to grass roots cricket shown by clubs, and whilst they did not always get it right, they wanted to learn, to make changes and to prove that they were an open and inclusive sport. Many clubs were delivering innovative and successful programmes and activities to try to achieve this, despite the lack of leadership or strategy from Cricket Scotland to help them. The clubs engaged in the consultation were a true credit to the sport, and clubs should be prioritised by Cricket Scotland through support, guidance, training, and funding to deliver inclusive outcomes for their local communities.

In summary, the high-level reoccurring themes from the club consultation were:

- No leadership from Cricket Scotland on the issue of anti-racism and EDI
- Whilst very few clubs could recall incidents of racism in their own club setting, there was an acknowledgement that racism could be taking place and clubs needed help to identify this and ensure that it was not being missed
- No anti-racism EDI training has been delivered to club volunteers to support them in their role
- Cricket Scotland has not provided policy templates or verbal guidance on anti-racism and EDI to ensure that clubs are implementing best practice approaches
- No reporting system from Cricket Scotland for off-field incidents to deal with racism or any other form of discrimination
- A lack of communication from clubs on their zero-tolerance stance to racism and no guidance from Cricket Scotland on how to do this
- A lack of focus by clubs on ethnic and cultural diversity
- The need for Cricket Scotland to lobby government and other key stakeholders on the benefits of cricket, and to increase investment in clubs so that they can deliver effective community engagement programmes.

### 3.9 Cricket Scotland Match Officials Association

In consultation with the Cricket Scotland Match Officials Association they confirmed that they dealt with all on-field disciplinary matters, including allegations of racism, in domestic cricket. In matches below the Premier League, there may only be one standing umpire, and officials work with the two captains who are asked to report concerns as well as provide feedback on the official’s performance. The Association does deal with allegations of racism relating to its umpires and there is a disciplinary process in place to address such allegations. Training is delivered by the Association to its umpires, and this has included information on understanding behaviours.

In summary, based on consultation with the Cricket Scotland Match Officials Association, Plan4Sport would suggest that:

- The Cricket Scotland Match Officials Association ensures that anti-racism and EDI content in its training programmes reflects current best practice

- Cricket Scotland provide support to develop more umpires who can work across the game.

### 3.10 Running Out Racism

Running Out Racism were able to assist the Plan4Sport Team with an overview of what diverse communities were playing cricket geographically, where they had concerns with regards to racism and examples of what they had seen or heard in recent years which might be defined as racist behaviour, language or conduct, the role that Cricket Scotland had taken to date on tackling this, and provided an summary of the numbers of people who had already contacted the Running Out Racism group to seek support and advice on their specific concerns.

This provided an extremely useful summary of the current landscape as a starting point for the independent consultation process. That said, it was still the responsibility of Plan4Sport to undertake its own extensive research across all communities to be able to ascertain if there was a genuine issue of racism in Scottish cricket, where this prevailed and to establish what needed to be done to address this going forward.

In summary, the high-level reoccurring themes from the consultation with members of Running Out Racism were:

- People had experienced racism in a wide range of settings, as international cricketers, as grass roots players, as coaches, umpires, club volunteers, parents of young people and community leaders
- No one knew of any formal process to report racism
- There is no support in place for people who have experienced racism, a role that Running Out Racism was having to fulfil
- Where people had chosen to report incidents to a Regional Association or to Cricket Scotland, no action had been taken or these cases are still 'live' despite being reported several years ago
- People do not trust Cricket Scotland or the Regional Association's, in particular the Western District Cricket Union, to handle disciplinary matters on racism effectively or transparently
- Some people have chosen to step away from cricket because of their experiences.

### 3.11 Referrals and case management

There have been 68 individual concerns raised during the review resulting in a referral. These 68 referrals relate to 31 allegations of racism against 15 different people, two clubs and one Regional Association. In some instances, multiple concerns have been raised about individuals. Many of these have been referred throughout the process to Cricket Scotland, more recent referrals have been made which will be forwarded to Cricket Scotland.

Some of the incidents occurred recently whilst others were non-recent, but the participant has been seeking a method to report their concerns having lived with being the victim of racial abuse, in some cases for a significant length of time.

The 31 allegations of racism include:

- Racial abuse
- The use of inappropriate language
- Favouritism to young white children from public schools
- Lack of a transparent selection process for non-white players.

The remaining 37 referrals include other forms of discrimination and employment matters.

There were several other racial concerns raised during the meetings with participants where the participant did not wish to make a formal complaint. Some were raised by parents of under 18s who were concerned about how their children would be treated if they reported incidents of racial abuse and inequality. They believed their child would be side-lined and removed from the team. For others they were weary of the constant lack of interaction from Cricket Scotland and the Regional Associations and were of the opinion that there is no point in raising concerns any more as nothing would change.

An incident reported to the police was so significant and serious it has resulted in a person appearing at court.

Feedback from 325 participants in the online, anonymous **Review of Racism in Scottish Cricket** survey highlighted a further 122 examples where people reported that they had seen, heard, or had reported to them an incident on the grounds of racism and 49 people reported that they had seen, heard, or had reported to them an incident on the grounds of religion or belief.

Information from Running Out Racism showed that 23 people reported a concern to them relating to racism in cricket. However the individuals did feel confident to support an investigation.

Those making referrals are from diverse backgrounds and have indicated to Plan4Sport that they are seeking significant changes to be made to the way in which Scottish cricket manages incidents that are reported.

### 3.12 Online, anonymous Review of Racism in Scottish Cricket survey

The independent review conducted an online, anonymous **Review of Racism in Scottish Cricket** survey, and the details below summarise key points from the data.

The survey had three purposes:

- To understand the demographic backgrounds of those involved in Scottish cricket
- To gain an insight into the respondents' experiences of racism, inequalities, and discrimination in Scottish cricket
- To gain an insight into the respondent's views relating to:
  - Governance and leadership
  - Performance and competition
  - Participation and clubs.

#### **Key information from the demographic data**

- The majority of respondents are men (87.6%) and the predominant age range across all respondents is between 45 to 54 years old
- Over 73% of respondents are from a White background and more than 16% are from Asian, Scottish Asian, or British Asian backgrounds
- Most respondents (48.9%) do not belong to a religion, religious denomination, or body. 16.7% belong to the Church of Scotland and 10.8% are Muslim
- Just under 13% of respondents have one or more physical or mental health conditions or illnesses.

## **Experiences of racism, inequalities, or discrimination**

- 62% of all respondents had experienced, seen, or had reported to them incidents of racism, inequalities, or discrimination
- The highest number of incidents of discrimination were identified as race-related (46.4%), followed by sex-based (gender) discrimination (21.7%) and discrimination based on religion or belief (18.6%)
- Where respondents had experienced, seen or had any form of discrimination reported to them it was either aimed at someone else and they observed it (69.8%), or it was directly aimed at them (49.1%)
- When considering race discrimination specifically, 34% of respondents had experienced this personally
- Where discrimination was evident 41% of respondents took no action because they had little or no confidence that it would be managed by Cricket Scotland, the Regional Association and/or their club. Where concerns were reported (26.3%) this was primarily to a team captain, club committee member or a match official, and is therefore more likely to relate to on-field discrimination issues.

## **Respondent views**

Respondents were asked to review a series of statements and rate them according to their opinions, these are summarised below.

### **Governance and leadership**

- 59% agree or strongly agree that Cricket Scotland will implement the recommendations of the independent review. However, when reviewing the responses from people from non-White backgrounds only 38% agree or strongly agree that the recommendations will be implemented
- 48% believe that the Cricket Scotland Board has communicated their commitment to EDI and 41% believe that Cricket Scotland demonstrates that it respects people from different backgrounds.

### **Performance and competition**

- 23% of respondents agreed or strongly agreed that Regional Associations reflect the make-up of the wider cricket community
- When asked if Regional Associations tackled racism effectively 18% agreed or strongly agreed that this was the case
- Match officials were seen as managing racism effectively in matches by 22% of respondents
- 25% agreed that coaches in the regional and national performance pathways reflected the make-up of the wider community
- 54% of people from non-White backgrounds disagree or strongly disagree that anyone had an opportunity to progress into the Scottish national Men's and Women's squads regardless of their background.

### **Participation and clubs**

- 36% of respondents agreed that club management committees reflect the make-up of the wider community
- Club coaches were seen as reflecting the make-up of the wider community by 33% of respondents
- 26% of respondents agreed that racism was tackled effectively within the club environment
- 59% of respondents believe clubs are open and welcoming to all
- 71% believe anyone has the opportunity to play cricket regardless of their background in a club setting. This view was supported by the majority of respondents (51%) from non-White backgrounds
- Cricket Scotland is seen by 55% as delivering grassroots programmes that are open and welcoming to all.

## 4.0 Conclusions

### 4.1 Mapping against the Plan4Sport Indicators of Institutional Racism

Once all consultations had been completed the summaries of each meeting, headline findings, desk top analysis and referrals highlighted in **Section 3 Analysis of feedback, data, and insight, and high-level summaries** were reviewed to identify any reoccurring themes, and these were mapped against the Plan4Sport Indicators of Institutional Racism.

From this analysis, 448 separate examples were identified that mapped against one of the **Plan4Sport Indicators of Institutional Racism**.

The table below details each of the 31 **Plan4Sport Indicators of Institutional Racism**. It highlights that 29 are graded red and 2 are graded amber. There are none graded green. Where these are rated as Red, this shows a failure to meet the indicator. Amber highlights that Cricket Scotland partially meets the indicator but there is still work to do to meet this in full.

# MAPPING AGAINST THE PLAN4SPORT INDICATORS OF INSTITUTIONAL RACISM

#1 Leadership leads on, is accountable, and responsible for tackling racism	#2 Transparency is evident in decision-making at all levels	#3 Effective EDI champion at Board level	#4 Open, inclusive and transparent recruitment and appointment processes	#5 People from ethnically and culturally diverse communities in positions of authority, decision-making, and leadership	#6 Policies and procedures are followed and monitored for effectiveness	#7 EDI policies are reflective and complementary of safeguarding policies
#8 Meaningful anti-racism and EDI data is collected and acted on	#9 Inappropriate and discriminatory language is effectively challenged and addressed	#10 The organisation keeps up to date with changes in language relating to racism	#11 A culture of banter involving racially aggravated language is not normalised	#12 Younger players are not exposed to inappropriate language or behaviour in a senior match environment	#13 There is widespread agreement on what is discriminatory behaviour	#14 People's cultural and religious commitments or practises are anticipated, respected, and supported
#15 Dated or damaging stereotypes are not heard in cricket	#16 People from ethnically and culturally diverse communities are treated the same	#17 Processes for reporting racism are clear and communicated widely	#18 Proportionate number of people from ethnically diverse communities in the on-field and off-field disciplinary system	#19 Allegations are investigated thoroughly and in a timely manner	#20 Micro-aggressions that are racially aggravated do not occur	#21 Racially aggravated bullying or harassment does not happen
#22 Selection processes for talent pathways or representative squads is fair and transparent	#23 Criticism, scrutiny, and challenge are welcomed, and feedback is acted on	#24 Racism on social media relating to cricket is addressed or absent	#25 Education on racism, racial inequalities, and inappropriate language and behaviour is in place	#26 Ethnically and culturally diverse communities receive the same treatment in the media or through communications	#27 Ethnically and culturally diverse communities are consulted, and their views are listened to and acted on	#28 There is a welcoming environment and culture in cricket for ethnically and culturally diverse communities
#29 Proactive allyship advances a culture of anti-racism and inclusion	#30 The intersectionality of a person's race and other characteristics is not a barrier in cricket	#31 Affinity bias is addressed and absent				

In 1999, the Met Police was branded institutionally racist by Sir William MacPherson in his report of the public inquiry into the death of Stephen Lawrence. He defined institutional racism as:

*"The collective failure of an organisation to provide an appropriate and professional service to people because of their colour, culture, or ethnic origin. It can be seen or detected in processes, attitudes and behaviour which amount to discrimination through unwitting prejudice, ignorance, thoughtlessness and racist stereotyping which disadvantage minority ethnic people."*<sup>4</sup>

Having failed against 29 of the 31 indicators in the **Plan4Sport Indicators of Institutional Racism Framework**, the review would conclude that processes, attitudes, and behaviours of Cricket Scotland meet the MacPherson definition of institutional racism.

We are mindful that there are current referrals under investigation that, subject to their outcome, may lead us to conclude that institutional racism exists in other areas of the game.

## 5.0 Conclusions and immediate recommendations

### 5.1 Immediate recommendations for **sportscotland** to implement

#### 1. Cricket Scotland is placed in special measures by **sportscotland**

- To be in place until October 2023 to provide a full year of oversight by **sportscotland**
- Cricket Scotland to commence an immediate recruitment process for new Board members, with appointments made no later than 30 September 2022
- Given the resignation of the existing Board on 24 July 2022. It is recommended that new Board members must not have a relationship with Cricket Scotland, organisations, or individuals that could cause a conflict of interest
- The diversity of the Board members should be a minimum of 40% men and 40% women, and ensuring that a minimum of 25% of the total Board makeup come from of Black, South-East Asian, or other mixed or multiple ethnic groups. Getting to Know You survey – club players diversity is 25% from those communities and this should be reflected in the membership of the new Board
- Action Plan to be developed by Cricket Scotland which addresses the immediate actions and short-term KPI's set out below. The Action Plan should be approved by **sportscotland** not later than 30 September 2022
- Appoint four new key roles to Cricket Scotland; Anti-racism and EDI Manager, Discipline Manager, HR Manager and Communications Manager
- Undertake a governance review
- **sportscotland** to have oversight of progress against the agreed Action Plan. Cricket Scotland to provide weekly update reports to **sportscotland** on this.

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<sup>4</sup> [What is institutional racism? | Stephen Lawrence | The Guardian](#)

## **2. Western District Cricket Union (WDCU) is placed in special measures by Cricket Scotland with immediate effect**

- Temporary and immediate suspension of WDCU's role in managing all disciplinary matters relating to its competitions and clubs. These are to be handed to an alternative organisation to manage
- An urgent, independent review into the overall effectiveness of WDCU's Management Committee implementation of the disciplinary processes to be completed by the end of September.

## **3. Cricket Scotland addresses the backlog in referrals generated from the review**

- All investigations resulting from referrals to be expedited by a third party with the appropriate expertise.

## 5.2 Cricket Scotland special measures – key performance indicators

Plan4Sport recommends to **sportscotland** that it works with Cricket Scotland to achieve the following key performance indicators while it is in special measures.

### **CEO**

- Complete the Chair, Board and CEO recruitment
- Complete a governance review
- Establish the Anti-racism and EDI Task Force

### **HR Manager**

- Manage all recruitment ensuring it meets good practice principles of inclusive recruitment
- Update all (not just HR) policies and procedures, job descriptions, and review all employment contracts with an anti-racism and EDI lens
- Produce and implement a Learning and Development Plan for all employees

### **Discipline Manager**

- Develop and implement a disciplinary framework including code of conduct for all off-field incidents
- Recruit an Independent Disciplinary Panel
- Train the Regional Association workforce in the implementation of the new disciplinary framework

### **Anti-racism and EDI Manager**

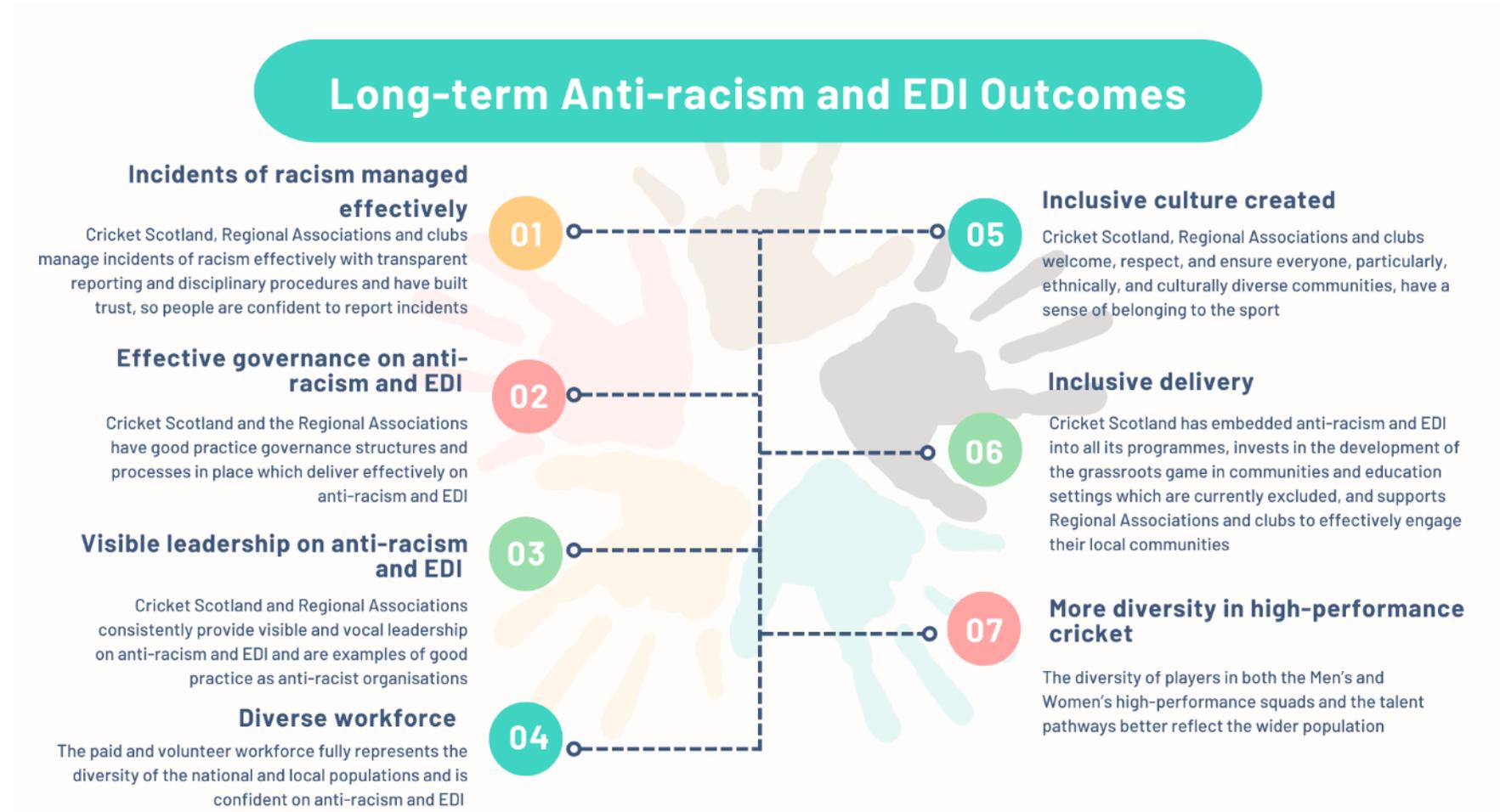
- Produce an Anti-racism and EDI strategy
- Develop and deliver an anti-racism, EDI, and cultural awareness education programme for the paid and voluntary workforce
- Develop and implement an EDI data management system

### **Communication Manager**

- Produce regular internal and external communications on anti-racism and EDI
- Undertake an annual perception survey and consultation with ethnically and culturally diverse communities, and external stakeholders
- Review all communications to embed anti-racism and EDI

### 5.3 Long term anti-racism and EDI outcomes

It is acknowledged that Cricket Scotland will focus, in the immediate future, on the short-term KPIs to achieve the requirements under special measures. However, Plan4Sport has identified seven long-term anti-racism and EDI outcomes which are intended to direct the sport on what needs to change to become an exemplar anti-racist organisation. These outcomes have been mapped against the Plan4Sport Indicators of Institutional Racism, see Appendix 1.



## Appendices

### Appendix 1: Long-term outcomes mapped against the Plan4Sport Indicators of Institutional Racism

#### Long-term anti-racism and EDI outcomes

1. Incidents of racism managed effectively
2. Effective governance on anti-racism and EDI
3. Visible leadership on anti-racism and EDI
4. Diverse workforce
5. Inclusive culture created
6. Inclusive delivery
7. More diversity in high-performance cricket

No	Indicator	Outcomes
#1	Leadership leads on, is accountable, and responsible for tackling racism	1, 2, 3
#2	Transparency is evident in decision-making at all levels	2, 3, 5
#3	Effective EDI champion at Board level	1, 2, 3
#4	Open, inclusive, and transparent recruitment and appointment processes	2, 3, 4
#5	People from ethnically and culturally diverse communities in positions of authority, decision-making, and leadership	2, 3, 4, 5
#6	Policies and procedures are followed and monitored for effectiveness	1, 2, 5, 6, 7
#7	EDI policies are reflective and complementary of safeguarding policies	2, 6
#8	Meaningful anti-racism and EDI data is collected and acted on	1, 2, 6, 7
#9	Inappropriate and discriminatory language is effectively challenged and addressed	1, 3, 5, 6, 7
#10	The organisation keeps up to date with changes in language relating to racism	2, 5
#11	A culture of banter involving racially aggravated language is not normalised	1, 3, 5, 6, 7
#12	Younger players are not exposed to inappropriate language or behaviour in a senior match environment	1, 3, 5, 6, 7
#13	There is widespread agreement on what is discriminatory behaviour	1, 3, 5, 6, 7
#14	People's cultural and religious commitments or practises are anticipated, respected, and supported	3, 5, 6, 7
#15	Dated or damaging stereotypes are not heard in cricket	1, 3, 5, 6, 7
#16	People from ethnically and culturally diverse communities are treated the same as others	1, 2, 3, 4, 5, 6, 7
#17	Processes for reporting racism are clear and communicated widely	
#18	Proportionate number of people from ethnically diverse communities in the on-field and off-field disciplinary system	1, 2, 3, 5, 6, 7
#19	Allegations are investigated thoroughly and in a timely manner	1, 2, 5
#20	Micro-aggressions that are racially aggravated do not occur	1, 2, 3, 4, 5, 6, 7
#21	Racially aggravated bullying or harassment does not happen	1, 2, 3, 4, 5, 6, 7
#22	Selection processes for talent pathways or representative squads are fair and transparent	2, 5, 6, 7

#23	Criticism, scrutiny, and challenge are welcomed, and feedback is acted on	<b>2, 3, 5, 6</b>
#24	Racism on social media relating to cricket is addressed or absent	<b>1, 2, 3, 5</b>
#25	Education on racism, racial inequalities, and inappropriate language and behaviour is in place	<b>1, 2, 3, 4, 5, 6, 7</b>
#26	Ethnically and culturally diverse communities receive the same treatment in the media or through communications	<b>2, 4, 5, 6</b>
#27	Ethnically and culturally diverse communities are consulted, and their views are listened to and acted on	<b>2, 3, 5, 6</b>
#28	There is a welcoming environment and culture in cricket for ethnically and culturally diverse communities	<b>2, 3, 4, 5, 6, 7</b>
#29	Proactive allyship advances a culture of anti-racism and inclusion	<b>2, 3, 4, 5, 6, 7</b>
#30	The intersectionality of a person's race and other characteristics is not a barrier in cricket	<b>2, 3, 4, 5, 6, 7</b>
#31	Affinity bias is addressed and absent	<b>1, 2, 3, 4, 5, 6, 7</b>

## Appendix 2: Definition of institutional racism

*"The collective failure of an organisation to provide an appropriate and professional service to people because of their colour, culture, or ethnic origin. It can be seen or detected in processes, attitudes and behaviour which amount to discrimination through unwitting prejudice, ignorance, thoughtlessness and racist stereotyping which disadvantage minority ethnic people."*

The Macpherson report

### Plan4Sport Indicators of Institutional Racism

References show some of the research and papers in support of the indicators.

1. Leadership leads on and is accountable for tackling racism<sup>5 6</sup>
1. Transparency is evident in decision-making at all levels<sup>7 8</sup>
2. No effective Board champion at Board level
3. Open, inclusive, and transparent recruitment and appointment processes<sup>9</sup>
4. People from ethnically and culturally diverse communities in positions of authority/decision-making/leadership<sup>10 11</sup>
5. Policies and procedures are followed and monitored for effectiveness<sup>12 13</sup>
6. EDI policies are reflective of and complementary of safeguarding policies<sup>14</sup>
7. Meaningful anti-racism and EDI data is not collected or acted on<sup>15</sup>
8. Inappropriate and discriminatory language is effectively challenged and addressed<sup>16</sup>
9. The organisation keeps up to date with changes to language relating to racism<sup>17</sup>
10. A culture of banter involving racially aggravated language is not normalised<sup>18 19</sup>
11. Younger players are not exposed to inappropriate language or behaviour in a senior match environment<sup>20</sup>
12. There is widespread agreement on what is discriminatory behaviour<sup>21</sup>
13. People's cultural and religious commitment or practices are anticipated, respected, and supported<sup>22</sup>
14. Dated or damaging stereotypes are not heard in cricket<sup>23 24</sup>
15. People from ethnically and culturally diverse communities are treated the same as others

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<sup>5</sup> [How to Build a Culture of Accountability to Promote Racial Equity in Your Organization \(ssir.org\)](https://ssir.org)

<sup>6</sup> <https://studentsunion.law.ac.uk/groups/bame-advocates/articles/unity-racism-in-sport>

<sup>7</sup> [Race in the workplace: The McGregor-Smith review \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

<sup>8</sup> [bitc-report-race-raceatworkchartersurvey2020-Oct20.pdf](https://bitc-report-race-raceatworkchartersurvey2020-Oct20.pdf)

<sup>9</sup> [Tackling Racism & Racial Inequality in Sport Update | UK Sport](#)

<sup>10</sup> <https://www.uksport.gov.uk/news/2021/06/23/tackling-racism-and-racial-inequality-in-sport-review>

<sup>11</sup> [Tackling Racism & Racial Inequality in Sport Update | UK Sport](#)

<sup>12</sup> [Addressing Inclusion - Racism, proof 2 object.cdr \(respectme.org.uk\)](https://respectme.org.uk)

<sup>13</sup> <https://studentsunion.law.ac.uk/groups/bame-advocates/articles/unity-racism-in-sport>

<sup>14</sup> [Tackling Racism & Racial Inequality in Sport Update | UK Sport](#)

<sup>15</sup> <file:///C:/Users/Lucy/Downloads/5%20common%20themes.pdf>

<sup>16</sup> [PCA introduces member education following EDI research - The PCA](#)

<sup>17</sup> [PCA introduces member education following EDI research - The PCA](#)

<sup>18</sup> [Tackling Racism and Racial Inequality in Sport Review 2021.pdf](#)

<sup>19</sup> <https://www.crimeandjustice.org.uk/publications/cjm/article/implicit-racial-bias-and-anatomy-institutional-racism>

<sup>20</sup> [Tackling Racism & Racial Inequality in Sport Update | UK Sport](#)

<sup>21</sup> [PCA introduces member education following EDI research - The PCA](#)

<sup>22</sup> [Race in the workplace: The McGregor-Smith review \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

<sup>23</sup> <http://www.sportingequals.org.uk/news-and-blogs/sporting-equals-chief-executive-response-to-comments-made-by-the-chair-of-middlesex-county-cricket-club.html>

<sup>24</sup> [Tackling Racism & Racial Inequality in Sport Update | UK Sport](#)

16. Processes for reporting racism are clear and communicated widely<sup>25 26</sup>
17. Proportionate number of people from ethnically diverse communities in the on-field and off-field disciplinary system<sup>27</sup>
18. Allegations are investigated thoroughly and in a timely manner<sup>28</sup>
19. Micro-aggressions that racially aggravated occur<sup>29 30</sup>
20. Racially aggravated bullying or harassment does not happen<sup>31</sup>
21. Selection processes for talent pathways or representative squads are fair and transparent<sup>32 33 34</sup>
22. Criticism, scrutiny, and challenge are welcomed, and feedback is acted on<sup>35</sup>
23. Racism on social media relating to cricket is addressed or absent<sup>36</sup>
24. Education and communication on racism, race inequalities and appropriate language and behaviour is in place<sup>37</sup>
25. Ethnically and culturally diverse communities receive the same treatment in the media or through communications<sup>38 39</sup>
26. Ethnically and culturally diverse communities are consulted, and their views are listened to and acted on<sup>40</sup>
27. There is a welcoming environment and culture in cricket for ethnically and culturally diverse communities<sup>41 42</sup>
28. Proactive allyship advances a culture of anti-racism and inclusion<sup>43</sup>
29. The intersectionality of a person's race and other characteristics is not a barrier in cricket<sup>44</sup>
30. Affinity bias is addressed and absent<sup>45</sup>

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<sup>25</sup> [Addressing Inclusion - Racism, proof 2 object.cdr \(respectme.org.uk\)](https://www.respectme.org.uk/Addressing-Inclusion-Racism-proof-2-object.cdr)

<sup>26</sup> <https://studentsunion.law.ac.uk/groups/bame-advocates/articles/unity-racism-in-sport>

<sup>27</sup> <https://prisonreformtrust.org.uk/Asian-and-minority-ethnic-backgrounds-in-our-prisons>.

<sup>28</sup> <https://studentsunion.law.ac.uk/groups/bame-advocates/articles/unity-racism-in-sport>

<sup>29</sup> <https://www.crimeandjustice.org.uk/publications/cjm/article/implicit-racial-bias-and-anatomy-institutional-racism>

<sup>30</sup> [Tackling Racism & Racial Inequality in Sport Update | UK Sport](https://www.uk-sport.gov.uk/news/2021/06/23/tackling-racism-and-racial-inequality-in-sport-review)

<sup>31</sup> [Addressing Inclusion - Racism, proof 2 object.cdr \(respectme.org.uk\)](https://www.respectme.org.uk/Addressing-Inclusion-Racism-proof-2-object.cdr)

<sup>32</sup> <https://www.uk-sport.gov.uk/news/2021/06/23/tackling-racism-and-racial-inequality-in-sport-review>

<sup>33</sup> <https://www.crimeandjustice.org.uk/publications/cjm/article/implicit-racial-bias-and-anatomy-institutional-racism>

<sup>34</sup> [Unity - Racism in Sport @ University of Law Students' Association](https://www.universityoflaw.ac.uk/unity-racism-in-sport)

<sup>35</sup> [Nurse Victimised for Whistleblowing Receives Substantial Compensation \(healys.com\)](https://www.healys.com/nurse-victimised-for-whistleblowing-receives-substantial-compensation)

<sup>36</sup> [Tackling Racism and Racial Inequality in Sport Review 2021.pdf](https://www.uk-sport.gov.uk/news/2021/06/23/tackling-racism-and-racial-inequality-in-sport-review)

<sup>37</sup> [PCA introduces member education following EDI research - The PCA](https://www.pca.org.uk/news/2021/06/23/pca-introduces-member-education-following-edi-research)

<sup>38</sup> <https://theconversation.com/racism-in-football-new-research-shows-media-treats-black-men-differently-to-white-men-160841>

<sup>39</sup> [Tackling Racism & Racial Inequality in Sport Update | UK Sport](https://www.uk-sport.gov.uk/news/2021/06/23/tackling-racism-and-racial-inequality-in-sport-review)

<sup>40</sup> [Tackling Racism & Racial Inequality in Sport Update | UK Sport](https://www.uk-sport.gov.uk/news/2021/06/23/tackling-racism-and-racial-inequality-in-sport-review)

<sup>41</sup> <https://www.uk-sport.gov.uk/news/2021/06/23/tackling-racism-and-racial-inequality-in-sport-review>

<sup>42</sup> [Tackling Racism & Racial Inequality in Sport Update | UK Sport](https://www.uk-sport.gov.uk/news/2021/06/23/tackling-racism-and-racial-inequality-in-sport-review)

<sup>43</sup> [Tackling Racism & Racial Inequality in Sport Update | UK Sport](https://www.uk-sport.gov.uk/news/2021/06/23/tackling-racism-and-racial-inequality-in-sport-review)

<sup>44</sup> [Tackling Racism & Racial Inequality in Sport Update | UK Sport](https://www.uk-sport.gov.uk/news/2021/06/23/tackling-racism-and-racial-inequality-in-sport-review)

<sup>45</sup> [The silent threat of unconscious race discrimination in the workplace - Lexology](https://www.lexology.com/library/detail.aspx?l=6111111)

## Appendix 3: Definitions

### **Hate Incident<sup>46</sup>**

Any incident which is perceived by the victim or any other person, to be motivated (wholly or partly) by malice and ill-will towards a social group but which does not constitute a criminal offence (non-crime incident).

### **Hate Crime**

A hate crime is any crime which is perceived by the victim or any other person, to be motivated (wholly or partly) by malice and ill-will towards a social group.

There are currently five social groups protected under hate crime legislation:

- Disability or presumed disability (any disability including physical disability, learning disability and mental health).
- Race or presumed race (any racial group, ethnic background, or national origin, including countries within the UK and Gypsy / Traveller groups).
- Religion or presumed religion (any religious group, including those who have no faith).
- Sexual orientation or presumed sexual orientation (sexual orientation towards persons of the same sex or of the opposite sex or towards both).
- Transgender identity or presumed transgender identity.

### **Affinity bias**

Affinity bias<sup>47</sup> is the natural tendency to gravitate towards people who are most like us. As a result, this generally also means that we also naturally distance ourselves from others whom we perceive as different. In consequence, those belonging to minority groups – whether race, sexual orientation, or social background – are more likely to struggle to find the support and opportunities to progress in their careers.

Even women – who are not a minority – can be affected by affinity bias when they work in a male-dominated environment, which today continues to be the majority of workplaces.

The effect is often self-perpetuating, so unless we choose to actively challenge this bias, we cannot expect to improve.

If you belong to multiple minority groups, this can increase the perception of difference and have an even more serious impact on career development and progression. This means, for example, that affinity bias especially impacts women of colour.

### **Equalities & human rights definitions<sup>48</sup>**

Under the Act people are not allowed to discriminate, harass, or victimise another person because they have any of the protected characteristics. There is also protection against discrimination where someone is perceived to have one of the protected characteristics or where they are associated with someone who has a protected characteristic.

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<sup>46</sup> [Hate crime - Police Scotland](#) and [click here for more details](#)

<sup>47</sup> [What is affinity bias and what to do about it \(enterprisedrive.co.uk\)](#)

<sup>48</sup> [Equality Act FAQs | Equality and Human Rights Commission \(equalityhumanrights.com\)](#)

## **Discrimination**

Means treating one person worse than another because of a protected characteristic (known as direct discrimination) or putting in place a rule or policy or way of doing things that has a worse impact on someone with a protected characteristic than someone without one, when this cannot be objectively justified (known as **indirect discrimination**).

## **Bullying and Harassment**

Includes unwanted conduct related to a protected characteristic which has the purpose or effect of violating someone's dignity, or which creates a hostile, degrading, humiliating or offensive environment for someone with a protected characteristic. Bullying itself is not against the law, but harassment is. This is when the unwanted behaviour is related to one of the protected characteristics.

Examples of bullying or harassing behaviour include:

- spreading malicious rumours
- unfair treatment
- picking on or regularly undermining someone
- denying someone's training or promotion opportunities

Bullying and harassment can happen:

- face-to-face
- by letter
- by email
- by phone

## **Victimisation**

Is treating someone unfavourably because they have taken (or might be taking) action under the Equality Act or supporting somebody who is doing so.

## **Microaggression**

Microaggression<sup>49</sup> is a small act or remark that makes someone feel insulted or treated badly because of their race, sex, etc., even though the insult, etc. may not have been intended, and that can combine with other similar acts or remarks over time to cause emotional harm.

### **What are micro-aggressions?<sup>50</sup>**

Micro-aggressions are brief and common -verbal, behavioural, and environmental indignities, whether intentional or unintentional (sometimes even well-meaning), which communicate hostile, derogatory, or negative slights and insults to the receiver of those comments.

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<sup>49</sup> [MICROAGGRESSION | meaning in the Cambridge English Dictionary](#)

<sup>50</sup> [The silent threat of unconscious race discrimination in the workplace - Lexology](#)

One example of a micro-aggression which often occurs in the workplace, is making sweeping generalisations about black people or other ethnic minority groups, or not “*being able*” to tell people of a certain ethnic group apart.

*\*Plan4Sport recognises that outdated language is used below however this is a replica of the information. Our preferred approach is to avoid acronyms and use current terminology.*

Turning to another example, it is common for BAME<sup>51\*</sup> people to be asked where they are from. If/when the person being questioned states that they are British, or from London (for example), this often leads to further questioning, the undercurrent being that the first answer given is not adequate or accurate. The initial question is usually posed to enquire about the heritage of the BAME person and could be entirely innocent. Some may ask this question believing that they are showing a genuine interest in the individual. However, it is a question often loaded with negativity.

The first issue is that the question may indicate to the receiver that the asker perceives them as “other” and that because they are not white, they are not “from here”. This in turn can have the effect of the recipient of the question feeling that they do not belong or are not accepted. From personal experience, I will often be asked where I am from, to which my response is, Leeds. The asker often repeats the question in various tones (and the situation can become uncomfortable), until I finally explain that my mother’s parents are Polish, and my father is Iranian. In short, my “*Britishness*” is not accepted, and therefore I have to clarify my answer to the asker’s satisfaction.

Such questions could be asked with innocent intentions but given how they can be perceived and the negative impact that may have, one should think twice before asking them. If you have a genuine interest in someone’s ethnic origin, before asking about it, consider whether it is relevant or appropriate in the context. This can be particularly problematic in the workplace, especially if – as is often the case - those questioned are all of BAME origin and the white people in the room are not asked anything similar. In those circumstances, the people questioned may immediately feel that they are being singled out and a statement is effectively being made to them (and everyone else in the room), that they are different or do not belong.

Another example of a micro-aggression that may occur in the workplace is commenting on, with surprise, a BAME person's articulateness. Although seemingly a compliment (and may indeed be intended as such), this comment demonstrates that the commentator may have been affected by the negative stereotype that BAME people are less educated and less well-spoken than white people. Again, this micro-aggression acts as an immediate indication that the asker sees the BAME person as different/other. Furthermore, this micro-aggression can act as an unnecessary and offensive reminder to the BAME person of the statistical truth that BAME people are starkly underrepresented in certain professions and senior positions. This is not due to natural ability or talent but is a result of the cumulative effect of social and economic disadvantage which members of BAME communities are disproportionately affected by, as well as the effects of unconscious bias in employment practices.

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<sup>51</sup> \*Plan4Sport recognises that this is outdated language however this is a replica of the information. Our preferred approach is to avoid acronyms and use current terminology.

## Appendix 4: Desk top review

### Cricket Scotland Policies

List of documents requested from Cricket Scotland for the desktop review. Please note that not all of these were provided by Cricket Scotland.

#### **HR Policies**

- Adoption Policy - staff
- anti-bullying and Harassment Policy
- Codes of Conduct - staff
- Code of conduct - officials & players
- Codes of Conduct - historical, ideally going back 10 years, staff, and others
- Compassionate Leave Policy
- Dependants Leave Policy
- Dress Code Policy - staff
- End of Contract Policy - staff
- Expenses Policy - staff
- Exit interview findings (last 2-3 years)
- Flexible Working Policy - staff
- Holiday Policy
- Induction Policy or Process - staff
- IT and Comms Policy
- Jury Service Policy
- Living Wage Policy
- Maternity Policy - staff
- Mobile Phone Policy - staff
- No Smoking Policy - staff
- Offenders and Rehabilitation Policy
- Parental Leave Policy - staff
- Paternity Leave Policy - staff
- Public Duties Policy - staff
- Recruitment and Selection Policy - staff
- Redundancy Policy - staff
- Remote Working Policy - staff
- Remuneration/Reward/Bonus Policy
- Retirement Policy - staff
- Shared Parental Leave Policy - staff
- Sickness Absence Policy
- Time Away from Work Policy
- Time Off in Lieu Policy

#### **COVID-19 related policies**

- Self-isolation and Sick Pay Policy
- Vaccination Policy

- Long-COVID-19 Policy
- COVID-19 Testing Policy
- Furlough and Pay Policy
- SMART or Hybrid Working Policy

### **Integrity Policies**

- Access Policy or statement
- anti-bullying Policy for Children & Young People
- anti-doping Policy - staff
- anti-corruption (Sports Betting) Policy - staff
- anti-corruption and Bribery Policy - staff
- Corporate Social Responsibility Policy
- Digital Accessibility Policy
- Equal Opportunities Policy
- Ethics Policy - staff (known as officials in the document)
- Hate Crime Policy
- Health and Safety Policy
- Human Rights Policy
- Mental Health and Wellbeing Policy
- Modern Slavery Act statement or policy
- Safeguarding Adults at Risk Policy
- Safeguarding Children Policy
- Social Media Policy
- Transgender Policy
- Whistleblowing Policy

### **Procedures**

- Complaints Procedure
- Details of how EDI, and Safeguarding concerns can be reported to CS, including how this is shared with people
- Disciplinary Policy and Procedure - staff
- Disciplinary procedure flowchart and notes - others
- Disciplinary Process - others
- Grievance Procedure - staff
- Safeguarding Adults at Risk Procedures
- Safeguarding Children Procedures
- Sanctions and Banning Procedure

### **Corporate policies**

- Communications Policy
- Data Protection Policy (GDPR)
- Data Retention and Disposal Policy (GDPR)
- Privacy Policy (GDPR)
- Procurement Policy

- Register of Interests Policy - staff and Board
- Risk Management Policy
- Sponsorship Policy

#### **Other policies**

- Hall of Fame Policy
- Cricket Selection Policy

#### **Case management**

- EDI cases in the public domain against CS or any member organisation (can be weblinks)
- EDI cases not in the public domain against CS or any member organisation (last 5 years)
- EDI case management details, including any process documents, role and responsibilities, referral policy to third-parties e.g. police (both staff and others)
- Safeguarding case management details, including any process documents, role and responsibilities, referral policy to third-parties e.g. police (both staff and others)
- Other - process for use/storage of images, acceptable use policy for devices, thresholds documents for dealing with concerns of EDI, policy/process for dealing with allegations against staff

#### **Strategies and plans**

- Access Audits
- anti-racism Strategy or Plan
- Coach Education Plan
- Communications Plan & Inclusive Comms Plan
- CS Strategy or Business Plan
- Disability Strategy
- EDI Monitoring Reports
- EDI Objectives, Action Plan and/or Strategy
- Ethnicity pay gap reports and plan
- Facilities Strategy
- Gender Pay Gap Reports and Plan
- Learning and Development Plan
- Marketing Plan
- Match Official Strategy or Development Plan
- Mental Health and Wellbeing Strategy
- Retail Plan and/or Strategy

#### **Governance and corporate processes**

- Articles of Association
- Board appointment process (including where roles are advertised)
- Board recruitment examples
- Board review process and development plan
- Board risk register (we note the sensitivity of this)
- Board values and competency/behaviour framework

- Cricket Fans Charter
- CS vision, mission, and values
- Designated EDI, and Safeguarding Lead - role description
- Induction Policy or Process - Board
- Induction Policy or Process - volunteers and others
- Internal mentoring/shadowing process
- Procurement process
- Redacted CSL Board and CSHL Board minutes with EDI updates (past 24 months)
- Staff sample job adverts
- Staff sample job descriptions
- Examples of EDI roles and responsibilities in job or role descriptions (including Board champion)
- Examples of adaptations made to working practices to be more inclusive
- Sponsorship/partnership agreements (we note the sensitivities of this)
- Stadium access audits and delivery plan
- Staff performance/PDR/appraisal process
- Staff values and competency/behaviour framework

#### EDI

- Terms of reference and membership details of any external EDI Advisory Group
- Terms of reference and membership details of any internal EDI Steering Group
- Equality Policy
- Equality Monitoring Report (copies for last 3 years or as relevant)

#### Initiatives

- Details of race equality positive action initiatives (last 3-5 years)
- Detail of EDI initiatives (last 3-5 years)

### Regional Association Policy Framework

#### List of documents provided as examples for Regional Associations for the desktop review

Category	Example documents
<b>Governance</b> Documents relating to governance and how the Regional Association conducts itself and its business	Constitution
	Handbook
	Board, Executive and/or committee structures and the role of each group
	Board, Executive and/or committee members names
	Copies of formal meeting/AGM minutes for the last three year
	Code of Conduct and Values
	Annual reports for the last three years
	Details of how Board, Executive and/or committee members are recruited and how they can be removed from post
	Any policy or procedures relating to employment

<b>Employment</b> Documents relating to employment of staff	Staff handbook
	Codes of conduct, guidance, or briefing information
	Recruitment and selection policy and policy, job description example, job advert example
	Disciplinary, dismissal, redundancy and grievance policies and procedures
	Family friendly policies – e.g. maternity, paternity, adoption
	Template contract of employment
	Policies relating to absence, holiday, sickness, working time directive and flexible working
	Policies relating to conduct, discrimination, bullying and harassment at work
	Expenses policy and procedure
	Any appraisal or performance and development review documentation
	Any induction or exit interview procedures
	Policies and procedures relating to use of data, GDPR and Data Protection, including privacy statements, Health and Safety, Whistleblowing, use of all IT systems including devices such as laptops, tablets, and mobile phones
	Policies relating to social media and any form of communications both internally and externally
<b>Communications</b> Documents relating to how the Regional Association communicates with staff, volunteers, and members	Examples of communications such as updates or newsletters
<b>Workforce</b> Documents relating to the Regional Associations' voluntary workforce and how they are managed	All policies and procedures relating to the voluntary workforce
	Codes of conduct, guidance, or briefing information
	How volunteers are recruited for their roles and how they can be removed from role
	Disciplinary, grievance policies and procedures
	Policies relating to conduct, discrimination, bullying and harassment
	Complaint's procedure
	Reward and recognition for the volunteer workforce e.g. awards
	Policies relating to social media
	Expenses policy and procedure
<b>Players and officials</b> Documents relating specifically to players and officials not included in voluntary workforce	Code of conduct
	Disciplinary policies or procedures
	Selection criteria and procedures
	Incident management log/data detailing racism or discrimination of any kind
	Sanctions and banning details
	Awards criteria

<b>Integrity</b>	Policies relating to conflicts of interest, integrity, betting in cricket, anti-corruption and bribery, anti-doping, and ethics
	Policies related to compliance, the environment and modern slavery
<b>Equality, diversity, and inclusion (EDI)</b>	Equality Policy
	Any strategies or plans relating to EDI
	EDI initiatives undertaken in the last three years
	Any strategies or plans relating to mental health and wellbeing
	Any equality monitoring, data collection and reports
<b>Safeguarding, wellbeing, and child protection</b>	All policies, procedures and practices involving the safety and wellbeing of children and vulnerable adults
	Details of incidents involving young people or vulnerable adults and EDI
<b>Clubs and competition</b>	Policies relating to clubs and competitions
	Grant policy, procedure, and process

