



CHANGING THE BOUNDARIES INDEPENDENT REVIEW INTO RACISM IN SCOTTISH CRICKET CRICKET SCOTLAND ACTION PLAN

Overview

In July 2022, Global Equality, Diversity and Inclusion (EDI) experts, Plan4Sport, published the ***Changing The Boundaries*** report into racism in Scottish cricket. The review included close to 1,000 direct engagements from a broad cross-section of all levels of Scottish cricket and concluded that the governance and leadership practices of Cricket Scotland were institutionally racist.

As part of the review Plan4Sport found 448 separate examples of racism, discrimination or inequalities across the sport. Reoccurring themes were mapped against 31 indicators of institutional racism, with 29 failing to meet the standard. ***Changing The Boundaries*** contained three immediate high-level recommendations, with associated sub-recommendations to address the issues raised in the review.

This short-term Action Plan provides an overview of Cricket Scotland's response to these immediate recommendations and more importantly how the governing body will use these to make our sport the most diverse and inclusive in Scotland. Central to this is a commitment to ensure cricket is a welcoming place for all groups and sections within our society. That is a vision the governing body and the wider cricket must work towards to make our sport truly inclusive.

The immediate priority for Cricket Scotland is to rebuild the sport and deliver meaningful cultural and systemic change and that is our primary focus. Central to this is Cricket Scotland's new Anti-racism and EDI Advisory Group and associated Strategy and Delivery Plan, which will be fully consulted on. The work in this area will help the governing body build a new culture that empowers people to call out discrimination, challenge micro-aggressions, create safe spaces to talk about difficult issues, as well as creating opportunities for people at all levels of our sport to learn about different cultures.

This Action Plan is the start of the process, but Cricket Scotland is committed to delivering real and meaningful change that will enable our sport to become the most inclusive in Scotland.

Action Plan (updated 31.03.24)

Board Recruitment

Action	Status	Timeline
Recruitment of Chair and new Board members by 30 September 2022.	Recruitment process completed with Chair and four Independent Non-Executive Directors appointed and announced by 31 October 2023. Transition and onboarding complete.	Complete.
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.	Completed through application process. CSL articles allow for appointment of two CSCL members to Board.	Complete.
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 which should be reflected in the membership of the Board).	Diversity targets were a key consideration during the appointment of the Board of Directors announced in October 2023. 40/40/25 split is the committed target for the full Board once Governance Review is complete and CS is confident this will be achieved.	Completed via appointment of new Board.
Recruit a permanent Chief Executive Officer (CEO).	Trudy Lindblade appointed Chief Executive in October and began work on 1 February 2024.	Complete.

Governance review

Action	Status	Timeline
Complete a governance review of Cricket Scotland.	Governance review authored by Harper MacLeod and published on 22 March 2023.	Complete.

	<p>Club engagement sessions took place in March/April 2023.</p> <p>Nationwide survey of cricket community followed by public consultation meetings in August and September 2023.</p> <p>Regional Association consultation meetings took place in December 2023 and January 2024.</p> <p>EGM took place on 27 February 2024 with motions to amend articles passed.</p>	
<p>Action Plan to be developed by Cricket Scotland which addresses the immediate actions and short-term KPIs set out below. The Action Plan should be approved by sportscotland by 30 September 2022.</p>	<p>An initial short-term Action Plan was approved in July 2022. This has been kept under review to ensure it delivers against all recommendations and significantly improves not only the systems and practices but also the culture within Cricket Scotland.</p> <p>An updated version of this Action Plan was published on 1 April 2024.</p>	Complete.
<p>sportscotland to have oversight of progress against the agreed Action Plan. Cricket Scotland to provide weekly update reports to sportscotland on this.</p>	<p>sportscotland has committed to publishing regular progress updates.</p>	<p>30 September 2022 - complete</p> <p>31 January 2023 - complete</p> <p>28 April 2023 - complete</p> <p>31 July 2023 - complete</p> <p>31 October 2023 – complete</p> <p>31 March 2024 – due</p>
<p>Temporary and immediate suspension of WDCU's role in managing all disciplinary matters.</p>	<p>WDCU Disciplinary matters are currently being managed by Cricket Scotland.</p>	Complete.
<p>An urgent, independent review into the overall effectiveness of WDCU's Management Committee implementation of the disciplinary processes to be completed by 30 September 2022.</p>	<p>An independent report was produced that has been considered as part of the overall governance review; this has now been published.</p>	Complete.

Produce Learning and Development plans for all employees.	Performance Management Framework implemented for all staff. Development plans agreed as part of this process.	Complete.
Develop and implement a new disciplinary framework.	Recommendations flowing from the governance review to be implemented by the start of the 2023 season.	Complete.
Train regional workforce in new disciplinary framework.	Recommendations flowing from the governance review to be implemented by the start of the 2023 season.	Complete.
Recruit an Independent Disciplinary Panel.	Initial group of fifteen panel members have been selected. Board approval required to verify appointments. Future recruitment to the panel to be considered on an ongoing basis.	Complete.
Recruit Communications Manager, Disciplinary Manager, HR Manager and EDI Manager.	Head of Communications in post. Specialist HR support contracted. Head of EDI in post. Conduct in Sport Manager in post.	Complete.

EDI

Action	Status	Timeline
Establish anti-racism and EDI Advisory Group.	Head of EDI has reconvened Advisory Group, with three of four members who stepped down returning to the group. Terms of reference agreed. Schedule of monthly meetings (in person) outlined and agreed.	Complete.
Produce an Anti-racism and EDI Strategy.	Draft Strategy created – to be further developed by new Head of EDI and taken back to Advisory Group for further consultation. Delivery Plan to be further developed by Advisory Group and partners.	Draft Strategy being finalised, which is to be approved by Board. Following final approval of above Strategy, advisory group to advise on further steps.
Develop and deliver an anti-racism, EDI, and cultural awareness education programme for the paid and voluntary workforce.	Initial training rolled out to CS staff, players, Board members and CSMOA members. Further training dates provisionally scheduled.	Partially completed; ongoing to roll out to clubs and personnel joining the organisation.

Develop and implement an EDI data management system.	This will be another priority output of the above Strategy under the guidance of the Advisory Group. Data to be attained from the new Scottish Cricket Registration System (SCRS) which is now operational.	To be determined by Head of EDI in consultation with Advisory Group.
Undertake an annual perception survey and consultation with ethnically and culturally diverse communities, and external stakeholders.	Head of EDI to take on and oversee this project.	To be determined by Head of EDI.
Manage all recruitment to ensure inclusion at the heart of process.	Specialist HR support contracted and in place. HR support critically evaluates all recruitment activity to ensure an inclusive approach is taken.	Review of HR policies and processes complete.
Update policies, procedures, job descriptions and employment contracts with an anti-racism and EDI lens.	Review completed by HR. All contracts changed as necessary.	Complete.
Produce regular internal and external communications on anti-racism and EDI.	Newly appointed Head of EDI and Head of Communications to build into continuous comms moving forward, forming a pillar of future CS comms strategy.	Continuous.
Review all communications to embed anti-racism and EDI.	New Head of EDI and Head of Comms to review all communications going forward.	Continuous.

Review of Referrals

Following publication of the Changing The Boundaries report in July 2022, a total of 53 referrals were identified as cases that required investigation by the independent investigative team. Of these, 51 have been passed to Cricket Scotland.

All complaints received are reviewed as part of an independent process being led by law firms Harper MacLeod LLP and Bishop Lloyd Jackson LLP, with support from UK-wide race equality charity Sporting Equals, with **sportscotland** owning oversight of the process. Support for complainants, where appropriate, has come from anti-racism campaign group Running Out Racism.

Within the 51 referrals cases passed to Cricket Scotland, a total of 245 recommended actions have been made, with 186 of these actions unique.