



MARYLEBONE CRICKET CLUB



CRICKET STRATEGY



2022-24

OUR
3-YEAR
OBJECTIVES

1 Provide strong, global, independent leadership on cricket and specifically on the Laws and the Spirit of Cricket.

Increase diversity of playing opportunities through Road to Lord's fixtures and by broadening the MCC Out-Match programme.

2

3 Develop the MCC playing programme to provide enjoyable fixtures for Members in underrepresented areas of strategic importance and to grow cricket as a game for all, throughout the United Kingdom and globally.

Provide increased opportunities for young people to access cricket and develop their cricketing skills.

4

5 Present all facilities as world-class and fit-for-purpose, befitting the world's finest cricket club and the Home of Cricket.

Underpinning all objectives, to be a welcoming, service-driven host to all who play at or visit Lord's.

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WORKING FOR THE



MISSION/

To provide strong, independent
game and grow its global ap
Through the Club's pass
world-class facilities, prov
playing opportunities, un
excellence and c

VALUES/
BEHAVIOURS

SMART

— We make informed decisions
We cut out inefficiency and complexity
We ensure that everything we do looks,
sounds, feels and is high quality

ATTENTIVE

— We are welcoming hosts to
We pride ourselves on imp
We work with other organ

CRICKET CLUB STRATEGY

2-24

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CRICKET CLUB IN THE WORLD,
FOR THE GOOD OF THE GAME.



PURPOSE

Independent leadership across the
club with a focus on appeal and accessibility for all.
To ensure a passionate membership and
to provide increased and diverse
opportunities underpinned by operational
excellence and customer service.

To people of all cultures and backgrounds
in a professional and impeccable manner
and to ensure the best organisations for the good of the game

OUR STRATEGIC PILLARS

1

INDEPENDENT GLOBAL LEADERSHIP

- A. Laws of the Game
- B. Spirit of Cricket
- C. World Cricket committee

WORLD-CLASS FACILITIES

- A. Main Ground
- B. Nursery Ground
- C. Indoor Cricket Centre

2

3

CRICKET FOR ALL

- A. MCC Foundation Hubs
- B. Disability Cricket
- C. Lord's Fixtures

MCC MEMBERS' CRICKET

- A. Men's Programme
- B. Women's Programme
- C. Overseas Tours

4

ORIGINAL

- We set our own high standards
- We constantly seek out better ways of working
- We encourage people to be imaginative in their work

INTRODUCTION

From its formation and first match in 1787 to the present day, Marylebone Cricket Club (MCC) has held a unique leadership role across cricket. This role has evolved as the Club has been challenged to re-align its priorities and find new ways to lead the game into the future. History has delivered much of the privilege that the Club enjoys but it must continually adapt to meet the changing needs of the modern game. It must promote and grow its cricket assets and find new opportunities to retain its places at the forefront of the game and serve the best interests of cricket.

As a private members' club, MCC has key considerations to both provide enjoyable cricket matches for Members to play in and to attract the very best quality fixtures for Members and spectators to watch at Lord's.

MCC also holds a prestigious role as Custodian of the Laws of Cricket and the Spirit of Cricket. The protection and promotion of both remain strategic imperatives for the game globally. Cricket is a sport played by all and the Club also has a unique opportunity to positively impact and grow the reach of the game at all levels.



This strategy aims to link the Club's cricketing objectives back to a bold vision to aspire to be *'The finest cricket club in the world, working for the good of the game'*. Being the finest takes a true passion for excellence, a desire to not accept compromise and a commitment to continually raise performance standards and exceed expectations. Working for the genuine good of the game requires an independence that very few others can commit to and often requires the conviction to stand up for what is right, even if that means making decisions which might be unpopular.

MCC has an opportunity to play a positive community leadership role as society emerges from the pandemic over the coming months and years, by bringing people back together and restoring a sense of pride and purpose through a common love of cricket. With so much of the game and society forced behind closed doors or into abeyance since 2020, there is now an opportunity to reset under a new strategic direction, which has greater direct relevance to the game's current needs and, as importantly, to what it aspires to become.

Cricket is a national and international treasure. It should be a vehicle for uniting people, not dividing them. MCC has progressive anti-discrimination plans in progress to ensure the Club and Lord's provide a welcoming environment for all. These plans continue apace, carrying through to our Cricket Strategy in the way we listen to, educate and provide pathway opportunities for underrepresented communities. More recently, the Club has published formative Equity, Diversity & Inclusion and Environmental, Social & Governance plans, as well as committing as a partner to the England and Wales Cricket Board (ECB) in their game-wide pledge and 12-point action plan to drive discrimination from the game.

MCC has a strong voice and an opportunity to make decisions which work for the greater good



of the game. This three-year Cricket Strategy seeks to bring together objectives designed to establish clear criteria for decision-making, both now and into the future, delivering outcomes to contemporise MCC and assist it to lead the game into a post-pandemic world. Critically, it prioritises support and access to cricket for those who previously might have found this challenging, as MCC enacts a vision to grow a game for all.

Delivery of the Cricket Strategy will be scrutinised annually to ensure relevance is maintained and progress towards established outcomes is made. Whilst the impacts are planned to be felt well beyond the three-year period and all initiatives are part of longer-term strategic planning, an immediate commitment to plans beyond 2024 seems unforeseeable in a world of constant and significant change.

Jamie Cox
MCC Director of Cricket & Operations

INDEPENDENT GLOBAL LEADERSHIP



MCC has a strong voice and maintaining a position of global influence is an important pillar of its future.

Cricket continues to evolve as quickly as at any period in its long history and the scope of matters requiring action is becoming increasingly complex. The need for an independent leadership voice, to act as a 'conscience' to challenge key decisions and to ensure that the good of the game is the catalyst for any change, is as strong as ever.

The rise of Twenty20 cricket and even shorter forms and the expansion of the Indian Premier League; the increased global opportunities for players and consequent power of the player voice; the rising prevalence of player choice between franchise commercial possibilities and national

loyalties; the increased use of DRS; the soaring popularity of the female game and the overdue introduction of thorough equity, diversity and inclusion policies - all form a contemporary but by no means exhaustive list of global issues and are areas upon which the MCC can provide independent leadership. Perhaps the most transformative issue of all, the racism crisis played out in the UK in late 2021, is already bringing with it further significant and positive change to cricket.

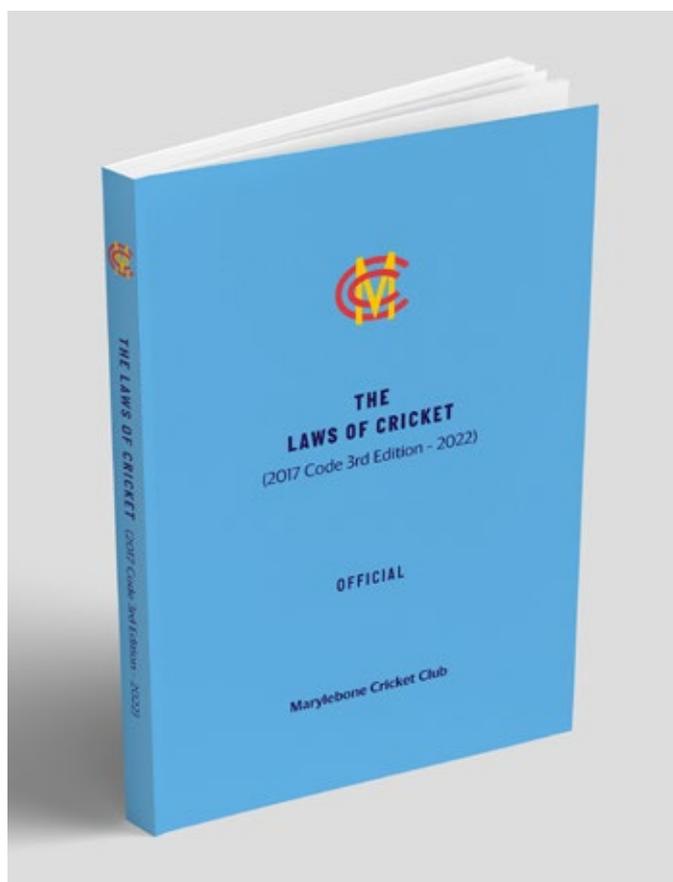
Whilst this Cricket Strategy will initiate a range of actions, the unprecedented and fast-paced change requires leadership which must be bold and adapt quickly to the game's demands for relevance to be maintained.



CUSTODIAN OF THE LAWS

The first code of the Laws of Cricket was published by MCC in 1788 and the guardianship of this most prestigious asset has been a significant focus of the Club ever since. Protection of the Laws is sacrosanct, and any changes must be communicated broadly and promoted strongly, due to their global impact across all levels at which the game is enjoyed.

Standardised application of the Laws is important for the sake of clarity to the global game. MCC must continue to address this point, through its position on the ICC Cricket Committee, and remain a considered authority on how the game is played and how the Laws support this. History provided MCC this critical role and continual promotion, proactivity and investment will be needed to maintain this relevance.



- Ensure that the Laws of Cricket remain contemporary, inclusive and applicable to all levels of the game, through constant assessment and fit-for-purpose updates.
- Campaign to minimise the practical differences between the Laws and the regulations applied by various governing bodies, primarily through MCC's role on the ICC Cricket Committee.
- Be responsive to all public enquiries requesting clarification of the Laws or further exploration of issues affecting the game.
- Invest in research opportunities to remove the reliance on other sources and to add a deeper layer of ownership to Laws outcomes.
- Publicise Law amendments with relevant and engaging content made available through the Lord's website and MCC's social media channels.
- Further diversify the balance of the Laws sub-committee to involve greater gender balance and former player involvement, with representation on a global level.
- Enhance online modules to undertake greater education of umpires and extend this to face-to-face opportunities at Lord's Indoor Cricket Centre.
- Simplify, translate and publish the Laws into multiple languages, both in printed formats and online.

What success looks like in 2024:

- MCC is an unrivalled and often quoted authority on the game's Laws, prominently identified as the foremost expert.
- Regular digital promotion of changes to and interpretation of the Laws, including explanation and analysis, published via MCC's digital channels.
- Laws written in gender neutral terms and available in as great a number of languages as possible.
- Online education sessions and resources continually updated and directed specifically at players, umpires and match referees, identified as best-in-class.

SPIRIT OF CRICKET

The Spirit of Cricket was included as the Preamble to the Laws in the 2000 Code and has remained a principle focus for MCC ever since. It has been brought to life each year through the MCC Cowdrey Lecture, named after its co-author, former England captain and MCC President Colin Cowdrey.

“Cricket is a game that owes much of its unique appeal to the fact that it should be played not only within its Laws but also within the Spirit of the Game.”

The game, played at its best, is hard but fair - in good spirit. Respect for all stakeholders is a central theme. Cricket's complex and human nature makes it almost impossible to legislate for every possibility and there will remain a certain greyness to some elements of the Laws. This complexity underwrites the need for a Spirit, which must be upheld, and all must be held accountable for the greater good of the game.

As the Custodian of the Spirit of Cricket, MCC must take a bold leadership position and hold the game and its participants to account by celebrating positive moments and being critical of moments when the line is obviously crossed.

There is long-standing contemplation across the breadth of the game as to the place and interpretation of the Spirit of Cricket. Its abstract nature can leave it open to interpretation, best evidenced by these differences displayed in matches played across the globe. Debate needs to be encouraged so that acceptable levels of competition can be identified. However, what seems quite consistently accepted is that cricket is a better game when played the right way.

If MCC does not adopt this leadership position to provide this clarity and relevance and protect the look of the game, then it is difficult to foresee anybody else who will.

Objectives/Opportunities

- Establish a formal MCC Spirit of Cricket sub-committee, either as a subsidiary of the Laws sub-committee or as an independent forum.
- Bring the abstract Spirit of Cricket to life, ensuring that its purpose is promoted and clearly understood and that its intention is deeply embedded across all formats and levels of the game.
- Seek to identify and understand the different global interpretations of Spirit of Cricket.
- Continually assess all grey areas, which currently rely on Spirit and determine if modern interpretation enables any ambiguity to be eliminated through the Laws.
- Publicly celebrate positive examples of adherence to the Spirit of Cricket, as well as ensuring that any infractions are publicly identified and challenged as contravening the good of the game.
- Generate connection with like-minded organisations to better understand how they successfully incorporate Spirit.
- Ensure that all MCC matches are played within the game's Spirit and that the MCC playing programme is used to strongly promote Spirit of Cricket principles.

What success looks like in 2024

- The Spirit of Cricket is regularly reviewed (four times per year) as a standing agenda item for the Laws sub-committee.
- MCC has led debate and provided clarity, through commentary on live incidents in the game, within 48 hours of their occurrence.
- MCC has successfully developed creative methods to drive debate and generate awareness on the importance of the Spirit of Cricket to the game's future success.
- MCC successfully strengthens its bold, independent, leadership role, whilst maintaining respectful, key stakeholder partnerships.
- The Spirit of Cricket and MCC are more closely aligned, as evidenced through annual brand association surveys.



WORLD CRICKET COMMITTEE

In 2006, the MCC World Cricket committee (WCC) was formed as an independent body, comprised of experienced former players and officials from across the globe, tasked to act as a complementary and advisory body to the ICC Cricket committee and its constituent nations.

Good governance demands both 'big picture' thinking and accountability for key decisions and the WCC has a strong collective voice, due to the status held by its members within the cricket world. This, when coupled with the significant public reach of MCC, gives it the distinct ability to generate considerable media and public commentary and, as such, adds a strong layer of scrutiny and accountability to those entrusted with making the game's key decisions.

Objectives/Opportunities

- Collectively debate the prevalent big issues within the game and generate clear and considered views, for public dissemination and further debate.
- Undertake significant, self-funded research projects identified for the greater good of the game, and which can aid debate on critical issues.
- Diversify the committee composition, through seats made available by existing candidates' tenures coming to an end.

What success looks like in 2024

- WCC becomes more reflective of the evolving cricket landscape with the gender balance changed by a minimum of two more women.
- ICC positively acknowledges the WCC debates and commends the depth of research into critical issues affecting the game.
- Strong media content is shared widely from two annual WCC meetings.
- WCC is widely regarded through brand surveys as a leading commentator and authority on the significant issues affecting the game.





WORLD-CLASS FACILITIES

An aspiration to be the finest cricket club in the world, based at Lord's, the Home of Cricket, demands the consistent presentation of playing, training and spectator facilities to world-class standard, for every guest experience.

This means always presenting the Main Ground, Nursery Ground and Indoor Cricket Centre as fit-for-purpose, showpiece facilities.

In addition to the highest quality of aesthetic presentation, the Main Ground should present a flawless playing surface, which offers the appropriate bat v ball challenge for the match and format being played, whether that be international, first-class or limited-over cricket, or a minor match. The Nursery Ground should likewise present a practice facility the equal of anywhere in the world, with conditions which best replicate the Main Ground and a centre square offering best-in-class match opportunities for those suited to

the reduced boundary size. Lord's Indoor Cricket Centre needs to welcome cricketers of all abilities and provide an offering where all can aspire to advance their game.

LORD'S GROUND

Lord's is MCC's most valuable physical asset, and maintenance of the playing surfaces to the highest quality ensures that MCC continues to attract the very best cricket fixtures for the enjoyment of its Members and cricket supporters generally. Being the greatest cricket ground in the world is an aspiration to which MCC will proudly hold itself to account, alongside being 'The Home of Cricket'. Lord's remains the venue for which every cricketer, regardless of standard or level, wants to save their best performances. It is a special place which stirs special emotions that never wear out, regardless of the occasion or the frequency with which anyone is fortunate enough to play at Lord's.

This aspiration to be the best brings intense pressure to prepare the playing surface consistently to world-class standards, which becomes particularly challenging when faced with the Ground's unique topography. With a square only 20 pitches wide and a heavier workload than other Test match venues in the UK, the short, square boundaries at Lord's also mean that only the middle 13 pitches are available for professional cricket. Consequently, the ground and pitch rotation must be very carefully managed throughout a summer to optimise ground preparation.

The pristine management of the pitches and outfield at Lord's will remain a very high priority.



Objectives/Opportunities

- Establish a set maximum number of playing days which can be accommodated per season without compromising the standard of the playing surface presented for major matches.
- Ensure that the ground maintenance operations are suitably resourced with the best mechanical, technological and human capabilities to produce the world's best playing surfaces.
- Ensure that ground surface preparation, at all times, balances the fine line between art and science and constantly reviews and challenges processes in the interest of improvement.
- Configure an internal working party of experienced former players/umpires to provide constructive advice and feedback around the preparation of pitches for major matches to the Head Groundsman and groundstaff.
- Implement environmentally sustainable, best-practice standards into everyday ground maintenance operations.

What success looks like in 2024

- Lord's has an enhanced reputation for producing consistently world-class playing surfaces, which produce an optimal balance between bat and ball and accurately reflect the format being played.
- Pitches for international, first-class and List A matches are consistently ranked as five (good) or six (very good).
- Lord's is considered a world leader in environmentally sustainable, yet innovative, cricket pitch and playing surface preparation practices.





NURSERY GROUND

Elite venues demand elite training and preparation facilities. The Nursery Ground at Lord's, with access to over 50 pitches and 7,500m² of dedicated space, is equipped to be a high-quality practice facility for those preparing for matches at Lord's and elsewhere.

The 2022 Ground Development review has confirmed that:

- (a) the Nursery Ground does not meet the minimum boundary size requirements for ECB-sanctioned adult cricket (defined as a radius of 60 yards/55m from the pitch); and
- (b) this would remain the case even were we to demolish the Nursery Pavilion to restore the footprint (approx. 107 yards/98m in length and width) the Nursery Ground occupied prior to redevelopment of the Compton and Edrich stands.

The perimeter wall, which forms the boundary to both Wellington Road and Wellington Place, remains within easy striking distance of most adults

who might bat on the ground, when taking into account modern batting styles and the way the ball flies off the bat today.

We can - and should - aspire to create world-class, fit-for-purpose practice facilities, which also allow us to host matches for other strategically important groups such as boys and girls and disability cricketers. In addition, and with the right localised playing conditions, we envisage being able to stage some adult cricket at a social level - for Cross Arrows matches and for commercial use.

The Nursery Ground is in significant need of resurfacing and drainage works to ensure it is deserving of world-class status. The existing surface is undulating and not befitting the quality expected at Lord's. Currently, even light showers cause significant puddling in the hollows of the ground, rendering it unusable for considerable periods.

Objectives/Opportunities

- Undertake a formal and objective assessment of the viability of the Nursery Ground as a playing venue, as part of our Ground Development planning work.
- Fully scope the precinct to identify the enhancement works necessary to transform the Nursery Ground into a world-leading training ground.
- Assess the ground resurfacing and drainage requirements, to even out the surface and mitigate the current flooding risk posed by rain.
- For 2022, ensure that more matches are scheduled on the Nursery Ground, commencing with the new Lord's Under-13 boys' and Under-15 girls' teams and gradually lifting the age group and playing standard until the capacity of the ground for match-play is understood.
- Incorporate Cross Arrows and commercial fixtures in 2022, to be played under creative local playing conditions.
- Expand fit-for-purpose fixture lists for 2023 and 2024.
- Experiment with the various types of cricket balls available to determine if there is a softer version which does not fly as far but still plays well on turf.
- Explore various synthetic surfaces which, when temporarily laid upon grass or turf can play satisfactorily and assist with the wear and tear of the limited number of pitches in the middle of the ground.
- Scope the aesthetic, planning and financial viability of erecting netting around the Nursery Ground and/or perimeter wall to mitigate the risk of balls clearing the wall.
- Scope the possibility and effect, on ground playability and use as a training facility, of rotating the centre pitch square 90 degrees.
- Experiment to find solutions for all UK suburban grounds with similar space challenges.

What success looks like in 2024

- The future purpose of the Nursery Ground is clearly identified and embedded within the Ground Development Masterplan by the end of Q3 2022.
- The Nursery Ground hosts regular, fit-for-purpose matches throughout each summer, commencing with at least six matches in 2022 and increasing year-on-year to at least ten by 2024 with well-established local playing conditions in place. Conditions might include perhaps a specially produced ball, and matches would cover a broad range of participants, including boys and girls, disability groups, Cross Arrows and commercial cricket as a minimum.
- The Nursery Ground surface is level and draining works completed to mirror the quality of the Main Ground and to form a world-leading training and warm-up space by Q1 2024.
- The Indoor Cricket Centre and the Nursery Ground are branded as a vibrant precinct of cricket activity for aspirational young male and female cricketers, disability cricketers and social cricketers.



INDOOR CRICKET CENTRE

Lord's Indoor Cricket Centre is a busy venue, welcoming thousands of visitors of all abilities and ages every year. It specialises in offering private and group cricket coaching and indoor games and as such, often plays a critical role in providing the first exposure young players have to cricket. It must therefore symbolise high standards and present MCC and the game in the best possible light, as first appearances will provide life-long impressions.

The centre has maintained a contemporary appeal, but it is tired and in need of updating, as it does not currently resemble the feel of other areas of the Ground or match MCC's aspirations to deliver world-class experiences.

The technology needs updating, the considerable internal space reconfiguring and a clear purpose outlined for the full Indoor Cricket Centre, including use of the retail shop.

Objectives/Opportunities

- Undertake a complete qualitative analysis of the indoor facility and operations, re-align its purpose, and update its equipment and technology to deliver a high-quality asset.
- Re-purpose the facility to offer a greater level of coaching and umpire education. The ownership of the Laws of the Game and Spirit of Cricket create a natural conduit for umpire (and coach) education, which is a critical part of the game.
- Raise the overall standards and service offering to that befitting the finest cricket club in the world.
- Elevate and diversify the coaching offering, to cover players of all talent levels and in the process, to attract aspirational male and female cricketers wanting specialist, high-level assistance.
- Relocate the retail shop and move it (as part of an office reconfiguration) to become part of the entry and exit from the facility.
- Contemporise all internal photos and artwork to represent modern-day players.
- Increase access to the gym area for physical performance training.

What success looks like in 2024

- Lord's Indoor Cricket Centre is re-imagined as a world-leading, training and development centre, offering a wide range of services for players of all ages and abilities.
- A vibrant hub integrates a prominent retail cricket shop, tailored coaching and development options, skill analysis, indoor cricket, physical preparation and delivery of specific education and training sessions/conferences.
- Physical reconfiguration of space and uplift of branding completed Q4 2023.
- The facility is recognised as a centre for umpire development, through regular presentation of face-to-face and online education sessions.





CRICKET FOR ALL

Cricket is a game played by all nationalities, genders and abilities. However, the reality of its participation pathways is that they can exclude. It is a heavily skills-based game to learn, it absorbs quite significant amounts of time and perhaps above all else, it requires an expensive range of equipment, protective clothing and facilities to play competitively.

The game's enduring strength and future growth requires sustainable solutions to participation, which enable barriers to entry to be broken down and opportunity created for all both to play cricket and to aspire to be the best they can be.

MCC has played a significant historic role in aiding the development of many young cricketers from the UK and right across the world, most notably through the Young Cricketers programme (YCs). The programme was put into abeyance when the social and financial impacts of Covid-19 hit in 2020 and a subsequent review has shown that in a cricket world where high-performance coaching has become a burgeoning industry, this



talent development role is now heavily duplicated within an ecosystem of pathways and academies at national and county level. Talent development programmes are expensive to operate and demand strong purpose to justify ongoing investment - neither of those currently exist to justify the re-creation of the YCs in its former guise at this point in time.

The time is currently right for MCC, in its efforts to grow the game for all, to offer greater options to those who currently find the game harder to access.



MCC FOUNDATION HUBS

The MCC Foundation (MCCF) has identified a clear need and has created a cricket programme that, whilst still not at full capacity, has already exposed the game to a wide range of talented young participants who might not otherwise have found an opportunity to play organised cricket.

The MCCF services a key niche, as it provides a network of Hubs that offer free-to-access training and match-play to approximately 3,000 state-school educated young cricketers, across 74 sites in the UK and two overseas in Lebanon and Nepal. The Hubs focus on helping talented 11-15-year-olds (increasing to 16 from 2023) who have been engaged through mass participation activities to join cricket clubs, develop their hard-ball skills, and access the formal talent pathways. The Hubs are currently oversubscribed and provide an immediate opportunity for further investment, to be allocated to stimulating growth, allowing further reach across the UK initially, and eventually overseas.

An additional and associated niche possibility has been identified to provide a streamlined service to the best of the graduating group from their Hub region. The majority of this group, who are not identified to continue within the talent pathway, such as being offered a spot within a county development squad, are currently expected to be picked up by the club cricket system. Whilst this may be adequate for maintaining interest, growing participation and generally keeping players involved in the game, it is unlikely to provide optimal opportunity for those both keen and capable enough to maximise their talent and forge a higher-level playing career.

Conversations within the World Cricket committee have identified the MCCF Hub programme as something which could also transform the pathway in other countries, where privately-schooled talent also dominates the ranks of professional and senior club cricket.



The MCCF Strategy will ultimately determine how far-reaching their UK Hubs and overseas work can spread (within their organisational capacity) and the timeline for growth.

Objectives/Opportunities

- Expand the reach of MCCF Hubs to enable more boys and girls who do not readily have access to cricket, to experience the game and advance their development.
- Develop a critical 'graduation' step for Hub involvement, which will see all participants actively steered in the direction of local clubs, who can continue to foster their playing aspirations, with the most talented in each region invited to continue in an advanced talent development programme from ages 16-18.
- Truly enrich lives through cricket by offering a holistic development program including



(in addition to cricket) access to mentoring, networking, employment, coaching, umpiring and general life education skills.

- Promote the MCC playing programme as a viable option for Hub graduates.
- Contribute to the diversification of MCC's playing membership, including broader gender, race and socio-economic perspectives.
- Expand the MCCF Lord's Finals Day to involve more matches and more players, becoming a real day of celebration, with possibly two matches at once on the Main Ground, as well as games on the Nursery Ground.
- With an expanded MCCF offering and increased profile, work towards obtaining new corporate sponsor interest and becoming financially self-sustainable (whilst retaining free-to-access programmes for participants).
- Expand MCC's global reach, exporting the Hub model to other areas of need across the world.

What success looks like in 2024

- Graduation Hub Pilot(s), for both boys and girls, scoped by Q3 2022 and implemented by Q1 2023 in strategically critical areas of the UK. These Graduation Hubs will be addressed through a separate proposal and will invite the most-talented of the Regional Hubs to remain in a tailored, free-to-access, talent development program.
- Support the MCCF Hub programme to accelerate to reach qualitative and quantitative goals across the UK well-within the targeted five year period.
- Hubs successfully 'level-up' to as near as possible 50:50 balance of boys to girls' participation in Hubs by Q2 2024.
- Successful migration of all Hub graduates into a club and/or other appropriate talent level pathway.
- Clear pathway established for Hub participants to MCC playing membership, by Q3 2023, which supports them from 13 right through to adulthood.
- Successful migration of a number of Hub 16-18-year-olds into county talent pathway structures (specific success factor to be established).

DISABILITY CRICKET

More than 20% of United Kingdom residents identify as having a form of disability. The ECB runs established pathway programmes to national teams across four categories of disability:

1. Physical
2. Learning
3. Deafness
4. Blindness

The 2012 London Paralympics set the UK agenda for disability sport and the ECB has been supportive since then with initial investment into the top end of talent, which has now spread throughout the participation pathway.

Despite the growth locally within the UK, disability cricket still operates from a small base and lacks global leadership and governance. As is the case with many smaller and developing associations, too much is left to too few in the organisation of disability matches and tournaments. Internationals are currently only organised through bipartite arrangements and generally with Cricket Australia, who themselves only support learning, blind and deaf disability groups.

As a Club which seeks to champion inclusion and with disability identified across such a significant percentage of the population, MCC has a distinct opportunity to deepen its support of disability cricket.

Opportunities/Objectives

- Help to grow the profile of disability cricket categories through MCC communication channels.
- Raise awareness of global disability cricket through the World Cricket committee.
- Help to establish global governance for disability cricket.
- Strengthen cricket's appeal as a Paralympic sport.

- Increase opportunities for MCC Playing Members with disabilities to participate in specific disability cricket matches.
- Grow the MCC playing membership for those who identify as having a disability.
- Increase MCC fixtures for disability matches.
- Greater presence of disability cricket played and practised at Lord's.

What success looks like in 2024

- MCC playing membership has grown to include a minimum of five additional cricketers playing membership for those who identify as having a disability.
- MCC Playing Members' programme to incorporate a minimum of two additional disability matches per annum.
- Support for disability cricket more formally recognised through a minimum of one representative with a disability on MCC (sub) committees by Q3 2023.
- Lord's Indoor Cricket Centre and grounds to host a minimum of two more disability cricket fixtures per year.
- Global governance of disability cricket is better established, and a greater number of international fixtures are being played amongst countries where disability cricket is currently less well-established.
- Cricket is an increasingly attractive Paralympic prospect and generating media interest, through increased profile and aligned governance.



LORD'S FIXTURES



The Home of Cricket remains the venue where all cricketers, regardless of the level of cricket they play, want to save their very best day for. There is an allure for all cricket lovers to come to Lord's and for cricketers, the opportunity to play on the Main Ground remains the stuff of dreams.

The world's finest cricket club is one which promotes meritocracy and assists the growth of a game for all through its fixtures.

MCC undertook a review of existing Lord's fixtures in October 2021, in order to establish the maximum possible days of cricket on the Main Ground, without compromising the preparation of the best possible pitches for major matches.

In careful consideration of a number of factors including the overlay of fixtures from recent full seasons, the ideal preparation time required for world-class playing surfaces and the balance of both major and non-major match fixture days, it was decided that planned match days should be restricted to 60, at least for the time being.

MCC's desire to host two Test matches and an ODI each season, the long-established partnership with Middlesex County Cricket Club and commitment to hosting The Hundred competition (including the final in 2021 and 2022), has meant as many as 45 days can be absorbed by international, first-class and List A matches. The success of The Hundred and general increased interest in women's international cricket has seen both MCC and the ECB keen to return England Women to Lord's, which has led to an ODI against India in September 2022. That leaves 10-15 available days for other matches. Given competing priorities, the following have been ratified as general principles against which the relevance of a fixture request for Lord's could be assessed:

- More "Finals-Day" matches, creating "the Road to Lord's" in current or new competitions.
- Greater diversity of teams.
- More playing opportunities for female cricketers.
- More playing opportunities for junior cricketers.
- Cricket for MCC Playing Members (male and female) on the Main Ground.

Advancements have been made across all categories for the 2022 season fixtures, with a commitment to take further steps across 2023 and 2024.

Opportunities/Objectives

- Increase the opportunity for female cricketers to play at Lord's and thus further ensure MCC is inclusive to all.
- Expand the number of 'Road to Lord's' Finals played at the Home of Cricket.
- Seek new and exciting fixtures which align with our guiding principles.
- Return the Nursery Ground to play fit-for-purpose fixtures in keeping with its current dimensions.
- Maintain optimal fixtures per year in the ECB Major Match allocation.

What success looks like in 2024

- A fixture list which provides the best possible meritocratic and diverse range of meaningful matches, enabling the broadest range of cricketers to earn the right to play at Lord's.
- Road to Lord's fixtures increased by one per year across pathway levels and both genders.
- Number of days involving female cricketers at Lord's is greater than 12 for the 2024 season.
- Two Test matches and a One Day International per year scheduled from the next round of major match allocations.



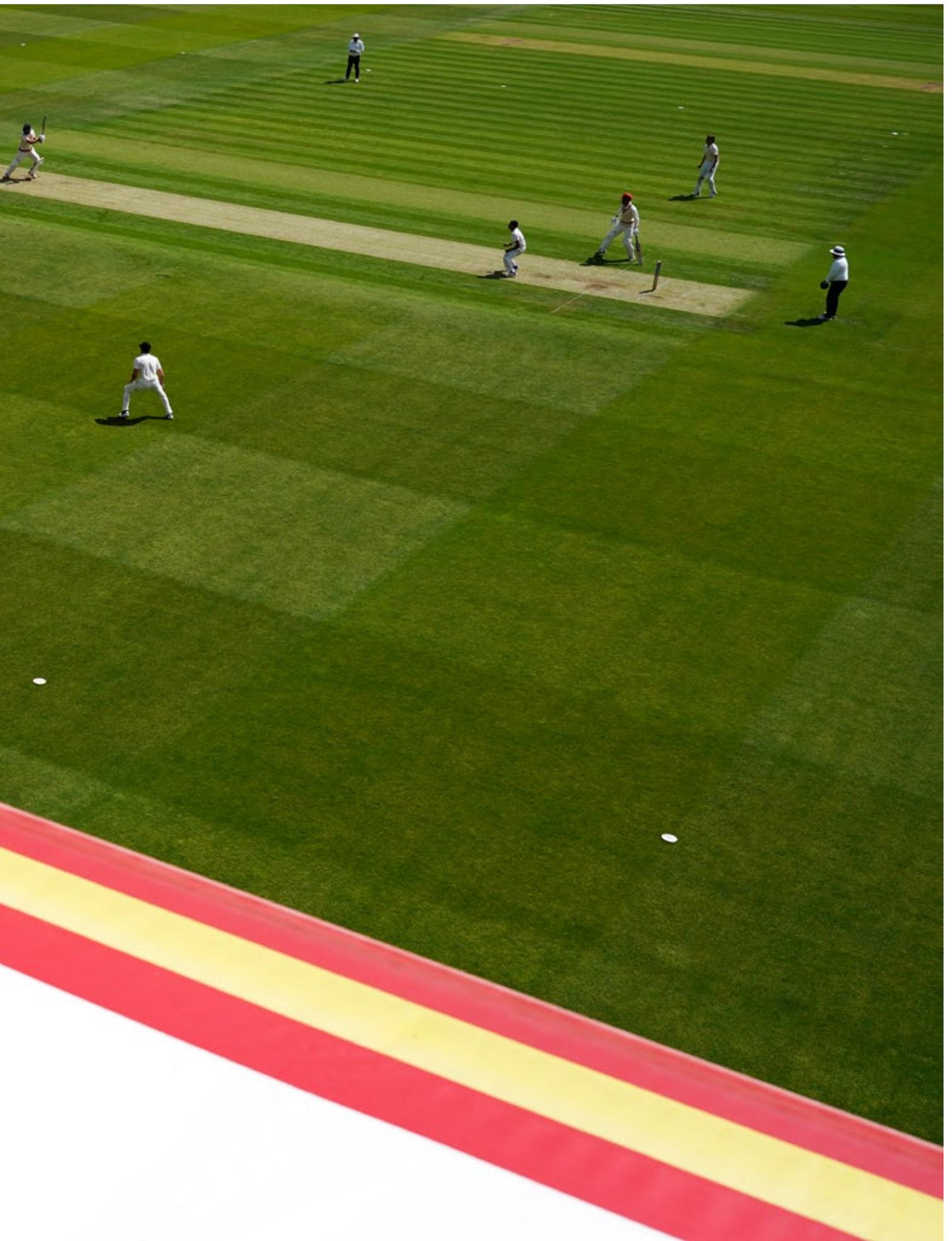
MCC MEMBERS' CRICKET



MCC is a private members' club. One of its key functions is to provide a high level of service and attractive fixtures to its Playing Members and through their efforts, promote and grow the game. The playing programme is a significant asset and represents an expansive platform for MCC to strengthen cricket in its traditional markets and expand the game into non-traditional regions.

The programme currently has a distinct perpetual feel with an enormous workload borne by a compact and dedicated administrative team and a diligent band of committed Member volunteers who regulate the fixtures and playing candidate lists.

The finest cricket club in the world is one that celebrates the strength of this asset, services, promotes and grows it accordingly and leverages its reach to grow the game in underrepresented areas.



MEN'S PROGRAMME

The MCC men's programme comprises upwards of 500 matches per year, spread predominantly across the UK, but also overseas. With almost 3,000 active Playing Members, the cricket programme presents a strong promotional vehicle for MCC and the Spirit of Cricket, which underpins every match played.

It has broad reach and appeal and creates a variety of stories to be told in celebration of its purpose.

Objectives/Opportunities

- Review the fixture list across 2022 to ensure it remain fit-for-modern-purpose.
- Generate greater storytelling content around key fixtures and overseas tours, shared on MCC's social media channels.
- Grow the Spirit of Cricket message through the fixture list.
- Publicise playing programme and scorecards on the Lord's website and MCC's social media channels.

What success looks like in 2024

- Fixture review completed Q3 2022 and 2023 fixtures set by Q4 2022.
- A minimum of 40 MCC matches per annum livestreamed.
- Quantum of MCC's social media posts about the playing programme increased by 10% per annum.
- A showpiece MCC programme which Members love to play in.
- A clear and positive story is consolidated and communicated broadly about the purpose of the programme, which will grow and promote the game under the Spirit of Cricket backdrop.







WOMEN'S PROGRAMME

Formed in 1999, the MCC women's playing membership currently plays between 30 and 40 matches per year across the UK and overseas. An internal working group is currently investigating methods of attracting more female players to MCC, in the hope that it translates into an avenue for future membership growth.

Anecdotally, the benefits of MCC playing membership are not well known to women and the Club's ambition to become more inclusive and diverse has therefore not been well-understood by many female cricket enthusiasts. Furthermore, it has been suggested that the regular membership nomination and approval process is too complex for many women whose predominant interest might be to play some more games of cricket. Despite internal efforts, too much is currently conspiring against women being attracted to MCC membership in any great numbers.

There is also a dearth of female pathway coaches, meaning that the natural recruiting force for players is also very compromised.

Objectives/Opportunities

- Simplify the capacity for women to play for MCC, either as Members or, at the very least, as playing guests.
- Increase the number of female fixtures, using Out-Match membership and attracting new players to simply play some games.
- In partnership with the ECB, increase opportunities for female coaches to complete their formal coaching qualifications, graduating into practical programme experience.
- Once the membership process is simplified, promote membership benefits to female players and assist any who might wish to apply for membership or to upgrade from Out-Match membership.

What success looks like in 2024

- Survey data showing a softening of women's attitudes towards MCC, a deeper understanding of the Club's EDI progress and future intentions, and a subsequent steady increase in female playing and non-playing membership applications.
- Vibrant playing programme with a fixture list that has grown to around 80-100 matches by Q3 2024, through established female talent wanting to play for MCC.
- MCC has become a more popular option for women players and there is tangible evidence of a minimum of 25 new players each year that playing for MCC has generated playing and non-playing membership applications.
- The number of active female coaches has grown by a minimum of three per annum due to MCC coaching placements, mainly within Lord's Indoor Cricket Centre.



MCC OVERSEAS TOURS PROGRAMME

MCC has a strong history of touring overseas and taking the game to previously underexplored cricket destinations across North and South America, Asia, Europe, Africa and South-East Asia/Australasia. The arrival of Covid-19 has seen the touring programme disrupted since 2020. In November 2021, two men's squads toured Spain to play in a tournament involving Austria, Germany, Italy and Spain - the first MCC overseas tour since January 2020.

The women's programme undertook its first tour in 2001 and our female cricketers are also now powerful overseas ambassadors for MCC.

Touring is an important and popular feature of the MCC Playing Members' programme. Designing a program of international tours, which Members find attractive to play on which takes the game are of where MCC can assist with growing the game, is of equal importance.

Objectives/Opportunities

- Reintroduce the MCC overseas touring programme from 2022, with tours to be generated under strategically relevant categories.
- Liaise closely with MCCF and ICC's Associate office for input into legacy opportunities and alternative areas where tours would be beneficial.



What success looks like in 2024

- MCC men's and women's overseas tours are re-established as a centrepiece of the playing programme, under clear direction to grow the game internationally, whilst providing enjoyable experiences for MCC Playing Members.
- In partnership with ICC and the MCC Foundation, determine MCC's next overseas cricket legacy by Q4 2022 and support with a Playing Members' tour in 2023.



WELCOMING WORLD-CLASS HOSTS

An important element of MCC's cricket leadership role requires independence to be maintained and, by extension, an appropriate separation from greater partnership involvement with any teams who play at Lord's.

However, MCC should strive to ensure that sides based at Lord's love to call it their home and similarly welcome visitors with open arms to the Home of Cricket. A world-class level of support must underpin every engagement at Lord's for it to maintain its reputation as the ground for which every cricketer wants to save their best performances.

MCC should be mindful of:

- Never being complacent about the esteem in which cricketers and cricket lovers hold Lord's.
- Seeking to provide the best fixtures for sides based at Lord's which are, wherever possible, fit-for-purposes for the game format and competition being played.
- Providing the best possible playing and training surfaces for those set to play at Lord's, again fit-for-purpose for the game format and competition played.
- Providing a high level of customer service, delivering the Lord's experience for all match days, regardless of level.

What success looks like in 2024

- A noticeable and elevated approach to customer service becomes commonplace for customer-facing staff at Lord's.
- Lord's has an enhanced reputation year-on-year as the Home of Cricket, providing a welcoming experience for all, as evidenced by uplift in post-match survey outcomes.
- Positive survey results and testimonials are received from all who play at and attend Lord's.
- Lord's thus retains its preferred international calendar of matches, including two Test matches each year.







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