

OUR VALUES/ BEHAVIOURS

SMART

We use our knowledge and expertise to ensure that everything we do looks, sounds and feels high quality

ATTENTIVE

We are open and welcoming to all, always paying close attention to people's needs

ORIGINAL

We are proud of our history and constantly seek to evolve and innovate

TOGETHER

Like players, we help each other to achieve our collective goals and be our personal best

CLUB

The Finest Cricket Club

GROUND

The Greatest Ground

PARTNER

The Cricketing Partner of Choice

GUARDIAN

Always working for the Good of the Game

MARYLEBONE CRICKET CLUB CRICKET STRATEGY 2026-29

VISION

TO BE THE FINEST CRICKET CLUB IN THE WORLD,
WORKING FOR THE GOOD OF THE GAME.



MISSION/PURPOSE

To provide strong, independent leadership across the game and grow its global appeal and accessibility for all.

Through the Club's passionate membership and world-class facilities, provide increased and diverse playing opportunities, underpinned by operational excellence and customer service.

OUR STRATEGIC PILLARS

1

PLAYERS PROUD TO REPRESENT MCC

1. MCC Men's Cricket
2. MCC Women's Cricket
3. MCC Members' Tours
4. MCC Young Cricketers' Programme

FIRST RATE FACILITIES

1. Main Ground & Nursery Ground
2. Indoor Cricket Centre
3. Wormsley Cricket Ground
4. Player Experience

3

PARTNER OF CHOICE

1. London Spirit, TeamCo & the Tech Titans Consortium
2. Middlesex County Cricket Club
3. MCC Foundation
4. Commercial Opportunities within the Cricket Department

2

GROWING CRICKET

1. The Road to Lord's
2. The Recreational Match Programme
3. Disability Cricket
4. Research & Development

4

INFLUENCING WORLD CRICKET

1. The Laws & Spirit of Cricket
2. World Cricket Connects
3. Governing Bodies, Franchises & Key Stakeholders
4. International Cricket Council

5

INTRODUCTION



INTRODUCTION

UNDERSTANDING MCC & THE CRICKET STRATEGY

Marylebone Cricket Club - the Home of Cricket, the guardian of the Laws and the Spirit of the game and a Club and Ground that represent over 200 years of legacy, tradition, and pride.

MCC's relevance is global, as is the reverence in which it is held. Cricketing greats such as Brian Lara and Heather Knight have spoken about how playing at Lord's completed their cricketing journey. Indian stars from Kapil Dev to Rohit Sharma have described it as a "career highlight". Lord's is not simply where cricket is played. It is where it has always been and continues to be preserved, elevated and championed.

Yet, in an era where the International Cricket Council and India dominate, Franchise cricket grows at a pace, Test cricket questions its place in the modern game and commercial, business and media interests are just as vital to survival as the game itself, how does MCC retain its place in an ever-evolving landscape?

This Cricket Strategy will seek to answer these questions and set out a clear path for the next three years. It will look at embracing change without losing character, bridging the past and future and allowing technology and tradition to co-exist.

Under five separate pillars, containing 20 areas of focus the Cricket Strategy will detail the current status of the Club in all areas under the responsibility of the Director of Cricket and the Cricket committee. It will look at the internal work of MCC as a working cricket club, the facilities it offers those who play, the influence the Club has on the local, national and global game and the place it

occupies amongst the authorities of the modern age. It will also look at key partners within the game and whilst the Cricket Strategy will not, in some of these cases, have direct and ultimate jurisdiction, their inclusion will be essential to understanding the development of the Club and the game over the next three years.

In all of these categories the Cricket Strategy will set out objectives for the next three years and take into consideration the nuance of budgets, governance, MCC Members and partners. A living institution such as MCC must be questioned, continuously shaped, and carried forward and this is what this Cricket Strategy aims to achieve.



PRODUCING THE CRICKET STRATEGY

The previous Cricket Strategy spanned the years of 2022-24, and analysis of the achievements and shortfalls of this that first informed the new Cricket Strategy. This research involved looking at the successes of the last years, which objectives had been achieved, what remained to be done, what was and was not still relevant and identified the priorities for 2026 onwards. For information and ease of reference we have included a summary page of this extensive research.

See Appendix 1 for further details of 2022 to 2024 Strategy

Research also looked at what had been missing from the previous Cricket Strategy and where a re-focus was necessary. With this in mind the pillars and areas of focus were revised (in conjunction with the Club's latest Cricket Strategy objectives).

Sources:

Each of the pillars and areas of focus in the Strategy have been produced from extensive research using the following documentation:

- Email chains and correspondence between relevant stakeholders
- Capex documents
- Business justification documents
- Committee papers (Cricket and MCC)
- Research papers
- Papers from other departments (including Commercial and Marcomms)
- World Cricket Connects papers



They have also been produced from conversations and meetings with MCC staff, Executives Principal Officers and members of the Cricket committee. The end result is a Cricket Strategy that has been comprehensively researched and taken a myriad of opinions and expertise into consideration.

STRUCTURING THE CRICKET STRATEGY

The 2022-24 Cricket Strategy utilised the "Pillar" format to group the areas of focus, and the 2026-29 Cricket Strategy follows that same format, albeit with increased pillars and areas of focus. When selecting the relevant pillars and the order in which they would be presented it is important to note that we have chosen to align ourselves with the new Club Strategy. The areas of focus within these pillars have been decided by the Cricket Department and include many used in the 2022-24 Cricket Strategy with some key additions. The order in which the pillars appear is not a reflection of priorities or importance but simply a case of aligning the Cricket Strategy with the format used by the Club.

See Appendix 2 for further details of how the Cricket Strategy has been structured.

FINANCING THE CRICKET STRATEGY

To achieve what has been set out over the course of the next three years, a number of factors come into play. Some of the areas of focus can be delivered through considered prioritisation, training, education, continuation of work and specific focus and will be delivered with little financial input necessary. However, for other areas of focus to be successful, whilst all the above will be relevant, nothing of note can be achieved without more substantial and ongoing financial commitment.

The annual budget process for the Club commences in September of each year to establish core financing for the following year and other financial proposals are dealt with by the Executive on a case-by-case basis. There are many demands



on the Club's finances therefore it is not possible to confirm, at this stage, what level of financing will be available to support the Cricket Strategy in the timelines set out.

This financial caveat is added not as an excuse, but to set the Cricket Strategy and its objectives in the context of the demands on the Club as a whole and to reiterate the importance of prioritisation and continually working to make a case for the importance of investment in cricket.

PRIORITISING THE CRICKET STRATEGY

It has already been mentioned that the structure of the Cricket Strategy and the positioning of the pillars is not a reflection of priority. However, knowing that not all can be achieved at once it is important to prioritise the objectives, particularly those which will rely heavily on financing.

In order to assist with this, Appendix 3 of the Cricket Strategy (see page 71) has sought to attach a guide to the prioritisation and financing of the objectives. This document will evolve over the coming months, and further information will be added as research and costing continues with respect to specific items and priorities are adjusted accordingly as necessary.

MONITORING THE CRICKET STRATEGY

The 2026-2029 Strategy will be a live document, to be updated throughout the next three years. It is not uncommon for strategies to be written, acknowledged and then put to one side as day-to-day practicalities take over. If this Cricket Strategy is to achieve its goals that cannot be allowed to happen.

This Cricket Strategy will be consistently monitored for progress. Those responsible for executing the objectives will meet regularly and provide reports which will in turn be submitted to both the Executive and the Cricket committee for information and discussion.

A Strategy Progress Report will also become a standard agenda item for the Cricket committee, thus guaranteeing it remains at the forefront of the committee's attention.

PLAYERS PROUD TO REPRESENT MCC



PLAYERS PROUD TO REPRESENT MCC

At the heart of any cricket club's strategy must be the game and the members of the club that play that game. The "egg and bacon" colours of MCC are iconic and it is the job of the Cricket Department to ensure that any player wearing those colours does so with pride.

MCC MEN'S CRICKET



The current Men's Programme is in a strong position having achieved the majority of the goals set out in the previous strategy. Applications continue to grow (in November 2024 there were 328 applications, 226 of which were successful and added to the list of Probationary Candidates for 2025) and there are currently 3,020 active cricketers live on the Fixture Manager database. The Men's Players & Fixtures sub-committee (Men's P&F) review Probationary Candidates and new Prospective Candidates in Autumn each year and we continue to see a large number of cricketers of a high standard coming through the system.

The fixture list is robust. Requests for new fixtures continue to be received by the Cricket Office and in 2025 there were 522 fixtures scheduled throughout the country. As with Probationary

Candidates, Men's P&F discusses and decides upon fixtures each Autumn for the following season, by reviewing previous match reports and looking at new fixture applications and they are never short of applications.

The fixture list also continues to offer diversity and opportunities for different formats of cricket, different abilities and different communities. In 2025 there were 26 Secretary's matches, 52 matches against state school opposition, six matches against the MCC Foundation sides and five NACC matches against teams put together by the National Asian Cricket Council. Whilst the programme is in excellent shape and there is a clear administrative process and hierarchy overseeing the playing programme, the supporting systems and technology remain an area where modernisation and change is fast becoming essential.

The Fixture Manager system is run by an external agency. It is very costly to make changes or corrections, the Cricket office cannot upload data and each year this must be outsourced at a cost of £5k. Various databases (Unify, Powerapps, Fixture Manager) are not properly linked together, and as a result there is significant of duplication and system error. In addition, with the present systems, there remains a large amount of data entry and players are unable to see their own records, to cite just two limitations.

In the area of social media, progress has been made but there are also further necessary steps to be taken in the communication of the programme through social media and the ability to stream matches.

MEN'S CRICKET STRATEGIC OBJECTIVES 2026 TO 2029



1. Ensure that the Men's Programme, which is robust and not in need of drastic change, continues to be reviewed and scrutinised to guarantee it remains fit for purpose and maintains its level of applications and standards. Specific attention should be paid to the Elite List, the contribution of Area Representatives and Match Managers and the monitoring of late dropouts (which was improved in 2025 as a result of an initiative led by the Head of Cricket).
2. Consult with the Cricket Office to ensure that by 2027 at the latest, the Cricket Office's administrative processes, databases and IT are completely overhauled in order to allow for our Members to be properly serviced by a state-of-the-art and fully integrated system that is easy for staff to use and provides all functions required.
3. With the success of the new streaming services for the recreational programme of fixtures played on the Main Ground at Lord's, commit to at least 20% of MCC Out-Matches being streamed by 2027 with an increase to 50% in 2029.
4. Ensure a popular and active social media presence which represents players through professional and regularly updated content, including professional videos and photography at key matches within the fixture calendar to capture content and reward players with good imagery.

MCC WOMEN'S CRICKET

Since the recruitment of a Head of Women's Cricket in January 2024, the Women's Programme has begun to make valuable progress in numbers, recognition and gravitas. However, it remains an area in relative infancy with much still to be done.

Prior to 2024, the Women's Programme received an average of 15 applicants a year. In 2024, that number rose to 98 with 200 active female players and that figure increased to 298 in 2025. The number of fixtures played by MCC also continues to make steady progress with 72 fixtures scheduled in 2025 (an increase of 12 from 2024) including a Women's Day at Lord's).



The Women's Programme needs to be strongly supported by social media and marketing to give it the exposure that it needs. It is also important for the perception of women and MCC to evolve through the playing membership to reassure potential Candidates that the Club is accessible and welcomes female players and that the process for membership is inclusive and can be navigated with ease. Whilst levels of enthusiasm for growth must remain high and the Women's Programme grows quickly it must do so steadily to ensure it has strong foundations and that the increase in fixtures grows in line with Candidates, at a pace that can be sustained.

WOMEN'S CRICKET STRATEGIC OBJECTIVES 2026 TO 2029

1. Working closely with the membership committee and in conjunction with the Club's female membership drive, establish ambitious female playing member targets. Achieve substantial growth in the Women's Programme ensuring that the current number of playing members increases significantly through proactive recruitment and new initiatives.

Deliver an increase in the number of fixtures at a rate that sustains the new intake of players. Ideally the growth in fixtures should also focus on securing more state school opposition matches and a wider distribution of matches throughout the UK.
2. Oversee a focused and active recruitment programme which is both self-sustaining and targeted. Utilising current Members, committee members and Area Representatives to recruit new Candidates at matches and in the wider cricketing network with targeted recruitment in the state school sector, at universities and amongst Tier 1 and Tier 2 cricketers.
3. Create a new role of Women's Cricket Administrator, initially as a fixed-term or part-time role, to provide support for the administrative elements associated with fixtures, Candidate recruitment and engagement. This will allow the Women's Cricket Manager more time to focus on developing and implementing long-term recruitment strategies to grow the Women's Programme.
4. Ensure a welcoming and supportive system is in place for women who wish to join the Club. This should consist of an application process that is open and easy to navigate, consistent support and proactive engagement with applicants to provide the best possible experience and prevent disengagement, a strong social network amongst players, a reliable and full complement

of Area Representatives and assistance in purchasing kit if necessary.

5. Establish a free or low-cost sign-up scheme designed to engage with female cricketers under the age of 18 and their parents. The aim of this initiative would be to increase MCC's visibility and relevance amongst younger players, to keep the Club front-of-mind before they are able to formally apply for membership, thus making an application more likely when they turn 18.
6. Increase the level of marketing support for the Women's Programme through a popular and active social media presence which represents women through professional and regularly updated content, including professional videos and photography at key matches within the Women's calendar to capture content and reward players with good imagery.
7. Prioritise the development of softball cricket by hosting regular softball cricket matches and tournaments. The aim of this would be to recognise the popularity of this form of the game and its place for women as a "gateway" to increase interest in membership and become more familiar with the Club. Whilst this would not be a route to membership in itself it would be viewed as an effective promotional tool.

NB: There are current internal discussions between the membership committee and the Cricket Department around the further expansion of the women's playing membership route that may require updates to this section of the Cricket Strategy as they develop.

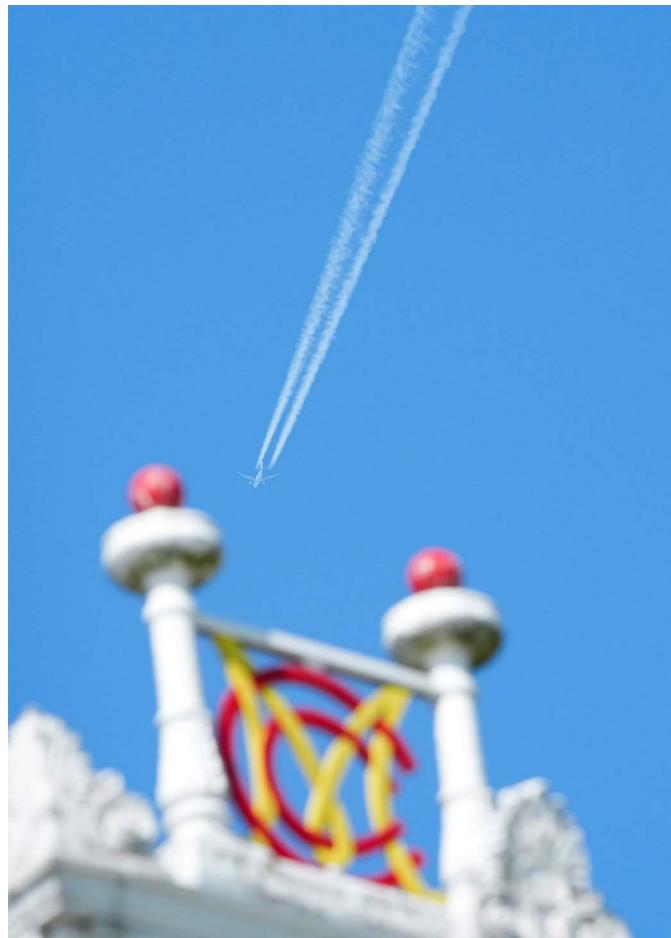


MCC MEMBERS' TOURS

In 2025, the current status of overseas tours was as follows:

MCC Men undertake 4 tours per year: 2 within Europe, 2 long-haul chosen from Asia, Africa and the Americas.

MCC Women undertake 1 tour per year, alternating between long-haul and short-haul.



The Tours Programme is popular with Members and is overseen by the Head of Cricket Projects and the Tours Selection Group (comprising members of Men's P&F). Applications for 2025 were up by 26% and tours are seen as an important and achievable goal for those that play regularly in Out-Matches.

Budgets remain an issue, and ways have had to be found of making tours cheaper by playing shorter itineraries, increasing short-haul destination tours and charging a £200 flat fee per tourist. In 2012, £202k was spent on tours and in 2023, £190k was spent.

Currently MCC tours are viewed by governing bodies of the countries visited as impactful and are welcomed. The Club works closely with the International Cricket Council who assist in partnering us with countries that need support, thus ensuring that MCC can play a role in the development of cricket globally and contribute towards the "Good of the Game".

There are also commercial opportunities for MCC's hosts, who often leverage the visit with sponsors. However, going forward it must be understood that the nature of cricket worldwide is changing, and the Club must look to adapt accordingly. The global focus on franchise and T20 cricket as a realistic avenue to World Cup events means that more nations are playing cricket, standards are improving, and MCC tours must evolve to remain relevant.

MEMBERS' TOURS STRATEGIC OBJECTIVES 2026 TO 2029

The tours schedule for 2026 to 2029 will be costed by the Head of Cricket Projects and the Tours Selection Group to ensure MCC travels to as many of the ICC regions as possible. It will ensure that Members continue to enjoy fantastic experiences, whilst maximising the opportunity for MCC to continue to grow the global game.

1. Tour as many ICC regions as possible each year, thus replacing one European tour with one further afield. Touring the Pacific region remains an ambition, having not visited there since 2009.
2. Prioritise tours to India, be that to play at the Cricket Club of India or further afield, recognising that touring India will contribute to raising the profile of MCC in the region.
3. Tour USA - the Tech Titans partnership with MCC as co-owners of London Spirit and cricket's inclusion at the Los Angeles 2028 Olympic Games strengthen the case for a stronger US connection.
4. Ensure that the touring teams produce useful and appropriate social media content to be shared.
5. Research and cost the possibility of a Disability Tour (either as an independent tour and/or in conjunction with an existing tour) or the introduction of more disabled cricketers as part of the Men's and Women's touring teams.
6. Consider other touring options for Members who have never previously toured and/or older Members.
7. Research and look to commit further to legacy tours linked with the MCC Foundation.





MCC YOUNG CRICKETERS' PROGRAMME

The MCC Young Cricketers Programme (the YCs) ceased existence in 2020. Since then, the cricket landscape has changed. Counties are under financial pressure, and the recent minimum salary increases for professional cricketers are making it more difficult for players to gain or keep a contract at a Professional County.

Following a number of conversations with various stakeholders it became obvious that there was a demand for the YCs to be relaunched, and a decision was made to introduce a four-week pilot which commenced in May 2025.

The pilot met with immediate and quantifiable success, relaunching the careers of several young cricketers. Thus far two of the 14 selected in 2025's squad have been awarded contracts with Professional Counties. In addition, 14 of an additional 20 who were invited to trial were either given extended (and guaranteed) trials with Professional Counties or were officially signed.

There is confidence that the existence of the YCs contributed significantly to these positive results.

SUCCESS OF 2025

- 2 YCs signed professional contracts with Professional Counties
- Good on-field results (Played 13, Won 6, Lost 3, Tied 1, Drawn 2, Abandoned 1)
- Wide-ranging and positive media coverage
- Support and recognition for the scheme from ECB and Professional Counties
- Strong partnership with South Asian Cricket Association
- 3 YCs used as substitute fielders for England during the Lord's Test in July
- Fixture arranged against Pakistan 'A' during their tour in August 2025
- 2 YCs toured with MCC to Zimbabwe in October 2025
- At least 4 YCs (plus 2 YCs who were existing Candidates) qualifying to join the Club as Members

Thus far, this scheme has only been launched within the men's game. This is predominantly because there is an obvious gap to fill but also because the women's Tiers 1,2 and 3 structure is relatively new and is likely to take some time and thought to establish MCC's equivalent role for the female player. However, this is an area that will be under consideration for the next three years.

The success of this pilot scheme has done two things. It has increased the interest for the coming years and the future of the programme. It has also led to more conversations as to what this future might look like and if there are more opportunities than might first have been considered.



YOUNG CRICKETERS PROGRAMME STRATEGIC OBJECTIVES

2026 TO 2029

1. After the success of 2025 and the various new conversations that are developing as a result of this, take 2026 to fully research and cost the numerous options that are potentially open to this programme and its participants and engage with a number of organisations to discuss their potential involvement in the future.
2. As a result of the above research produce a fully costed, multi option report which details all the possible variations of the programme for the coming years for both men and women. This report should include but not be limited to the following ideas:
 - A three month and less condensed programme, extending the three months of playing time across 4-6 months of the season, thus working in tandem with the needs of the counties the players are hoping to impress. Weeks without cricket would be utilised for players to trial, play for MCC in Secretary Matches, or to receive coaching at Lord's and to experience the magic of the ground on matchdays.
 - In England and Wales, organise a Tier 2 Talent ID Festival showcase week for the Women's game for the best 33 Tier 2 players, thus elevating the opportunities for Tier 2 players to be taken on as professionals in the Tier 1 Structure. In addition, look to link this with a European U23 Festival week. Dependent on the success of a Talent ID week introduce a one-month pilot programme for female players.
 - Organise a European U23 Festival week, possibly in conjunction with the Women's Showcase week (see above) and research an Overseas Commercial Young Cricketers programme running from July to September.
3. Fully research the potential for a relationship between the Young Cricketers Programme and the MCCF and the Barclay's Knight Stokes Cup and the feasibility of cricketer's from the Hubs and the Barclay's Knight Stokes Cup being awarded places in the programme. research the potential for a relationship between the Young Cricketers Programme and the London Spirit Team.
4. As a result of the thoroughly conducted research present the preferred options for the future of the programme in 2027 and beyond for decision making purposes.





**FIRST RATE
FACILITIES**

FIRST RATE FACILITIES

Lord's is known globally as the Home of Cricket and the eyes of the sporting world are frequently focused on our venue. First-rate facilities are expected and we must deliver. From the pitch to the Dressing Rooms and from the Indoor Cricket Centre to the Nursery Ground, MCC must present Lord's as the best that cricket has to offer.

MAIN GROUND & NURSERY GROUND

MAIN GROUND

The Lord's pitch is arguably the most scrutinised 22 yards of grass in world sport and that comes with a unique set of challenges. Each year the fixture list continues to make demands on the pitches which challenge both the Ground and the Ground Staff. The level of commentary and the number and variety of opinions voiced regarding pitches at Lord's dictates that the square must be at the forefront of the Club's priorities when thinking about work to be done, research, innovation and investment. MCC is a cricket club first and foremost and cannot afford to compromise on any of these areas nor can it afford to see this as an issue to be left for the future.

Some initiatives to improve the square have taken place recently and more are planned. After the 2024 season, the Club undertook the process of "steaming" four of the pitches used for domestic cricket. This process is undertaken every four years on all courts at the Wimbledon Championships but its use at Lord's was a first in cricket. In simple terms, 200 degrees of steam were pumped seven inches into the turf. The results and the feedback have been positive. This process has been extended

across the square at the completion of the 2025 season. In addition, at the end of 2025 season, the outfield was and replaced for the first time in 23 years.

While this work will result in positive improvements, the greatest challenge lies with the need to re-lay pitches in the future. This cannot be further delayed but equally the Club cannot afford, with the demands of the current fixture list and the resulting financial impact, to take a pitch out of use for the necessary settlement period of two to three years.

The 'permanent' drop-in pitch project currently being developed is slightly different from that which has been tried before, with the concept being to cultivate pitches in a fabricated tray on the Nursery Ground until they are ready. They would then be picked up, dropped in and left. If this worked, pitches could then be replaced on a rolling basis annually.

As well as focusing on the pitch, it is also important to look at the equipment being used by the Ground Staff. Not only is it essential that this equipment is modern, state-of-the-art and the best it can be, but equally its impact on the environment must be considered and aligned with the Club's goal to be carbon neutral by 2040.

NURSERY GROUND

In 2023 the Nursery Ground went through a complete renovation project to improve performance and drainage. It was a key feature of the last Cricket Strategy and over the course of 2024 and 2025 proved to be a fantastic success, met with great commendation. For this reason, the objectives for the Nursery Ground need only relate to maintenance and achieving more positive feedback as no other major interventions are required.



MAIN GROUND AND NURSERY GROUND STRATEGIC OBJECTIVES 2026 TO 2029

1. Commence a full project utilising external expertise/consultancy to understand the costs of drop-in pitches, the process and all other information required to make a decision regarding the future of the pitches. Conclusions are to be reached as to whether this is the best long-term solution for Lord's and a comprehensive report is to be presented to the Club's Executive and Committees at the beginning of 2026 to enable further work to commence in April 2026.
2. If the drop-in pitches proposal meets with approval the process of installing the first drop-in pitch will begin, followed by a plan and timeline for the pitches on the Main Ground square that covers the next twenty years.
3. Establish a database of current knowledge, research and available data to provide a starting point for a forensic analysis of all aspects of pitch management, preparation methodology, weather metrics, soil characteristics, pitch hardness and the behaviour of the ball.
4. Having established the database as in 3 above, identify the gaps in knowledge, science and technology, ensure that every possible element that can be measured is being measured and look to commit to studies, research and expert consultation if deemed necessary. This will allow greater clarity on where and how progress is being made in this very complex and challenging area.
5. Use MCC's unique ability to bring together key figures in the game to create a forum linking ECB, those in the profession, invested parties and known experts with the aim to share knowledge, opinions and experience.
6. Establish a three-year plan for asset replacement and enhancement, looking at current inventory and establishing additional needs as new products come to market.
7. Confirm a timeline for the transition from petrol to electric mowers in line with the Club's sustainability programme and requirement to be carbon neutral by 2040. There are currently 12 mowers that could be replaced.
8. Replace the current Ground Staff hut with a more appropriate and comfortable rest area to increase the level of welfare of the Ground Staff.
9. Continue to maintain the Nursery Ground and keep its current high standards whilst ensuring it is fully utilised for training and appropriate fixtures.

INDOOR CRICKET CENTRE



The Indoor Cricket Centre (the Centre) is a fundamental part of people's experience at Lord's, with an annual footfall of approximately 70,000. It had been a goal of the previous Cricket Strategy to make changes and improvements to the Centre in order for it to be considered a "World Class Facility" but with focus and financing dedicated to other areas, whilst making some progress, there remains much still to achieve at the Centre.

Throughout 2025 there has been noticeable progress made:

Management and Partnerships

A change of management and staffing structures and a new partnership with "Fit with Me" running the gym, an on-site eatery, therapy rooms and a turfed conditioning area saw dramatic and immediate improvements.

Facilities

Approval was granted and funding allocated for the replacement of the nets, flooring and lighting and plans were developed to bring back a retail unit into the Centre, a project being overseen by the Retail Department.

Coaching

Under new management and now merged with MCC's Community coaching, the coaching programme underwent review, also linking in with the digital coaching offer.

All these improvements were essential and completed, the first phase of the Centre's redevelopment. They have succeeded in bringing the Centre up to a base level of what would be expected for an experience at Lord's. It is now the job of the Cricket Strategy over the next three years to ensure that the Centre makes the jump from base level to "World Class Facility."

INDOOR CRICKET CENTRE STRATEGIC OBJECTIVES 2026 TO 2029

1. In broad and visionary terms, aim to create a flagship facility worthy of one of the world's most iconic sports grounds. Make the Centre a place for the stars of the game and aspiring and recreational players, gaining recognition as a "best-in-class" sporting facility through at least one industry award or external accreditation by 2029.
2. Ensure that all of the facilities offered at the Centre are state of the art, by creating an annual investment programme to upgrade or refresh at least one major feature per year, whilst ensuring we achieve 100% compliance with all safety and accessibility standards.
3. Deliver a complete re-branding of the Centre by 2027. Even with improvements made to facilities, the Centre remains in need of a complete re-brand to increase its curb appeal and revitalise and complement those facilities within that have been replaced and modernised. In addition to this re-branding, secure a naming rights partner by 2027 (see Partner of Choice on page 40 for further details).
4. Maximise commercial growth and achieve 10% annual revenue growth each year. To be achieved by continuing to build the MCC and Fit With Me partnership to support the development and performance of aspiring and professional cricketers.
5. Establish the global reach of the Centre and begin to host a global customerbase. Research and pilot an international programme in 2026, with a full roll-out established from 2027 onwards.
6. Deliver a cricket coaching programme (both on-site and digital) which adapts and caters for inspiring young players learning physical and technical skills, developing players with aspirations to progress in the game, elite cricketers training and preparing for matches and corporate clients wishing to enjoy unique private events and experiences.
7. Create a year-round hub which welcomes the local community, MCC Members and players of all formats of the game. A Centre that is inclusive, safe, inviting and excels in its customer service offering.





WORMSLEY

MCC faces a currently unsolvable problem related to the fixture demands on the Main Ground. Following over 70 days' worth of requests to schedule matches at Lord's in 2026, it has been necessary to explore ways to ease the operational pressure on both Club resources and the venue, including its pitches. Whilst this particular level of demand may not be the case every year, this is an issue that will only continue in the coming years.

Acquiring access to the cricket facilities based at Wormsley Estate for a pilot partnership would alleviate this pressure, create new opportunities for our Members and increase our impact within the game itself. It has a strong reputation, the necessary gravitas and is already home to high level cricket with the opportunity to develop further given the necessary upgrades to the infrastructure.

The current proposal involves hiring the venue to host 35 Match Days and 15 Training Days during each of the 2026 and 2027 seasons.

The benefits of this pilot include:

- (a) reduced strain on Lord's pitches and infrastructure.
- (b) a distinctive and unique matchday experience.
- (c) revenue generation opportunities.
- (d) future growth potential, with scope to expand the partnership if the pilot proves successful.

- (e) More benefit to MCC Members who can access the Wormsley Estate on days when MCC is playing there.

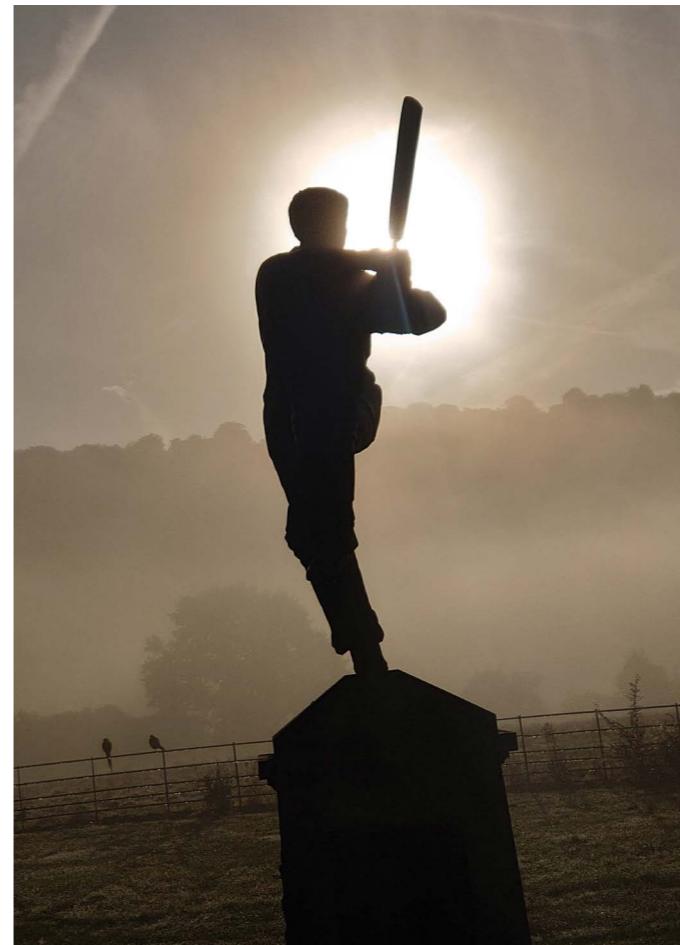
For context, the average MCC non-major match day played at Lord's makes a loss of around £16k. Securing access to Wormsley, would allow the Club to maintain a relationship with teams/finals by continuing to host their games, but on a rotation basis at Lord's, rather than the current alternative of declining them altogether.

Securing access to Wormsley would align with all aspects of the Cricket Strategy. It addresses a critical infrastructure need, opens up new revenue streams, increases the overall Member offer and impact on the wider game.

Should a pilot programme be considered a success and the relationship maintained in the following years, the cricket facilities at Wormsley could be used for a number of other purposes including more women's matches, Secretary's matches, Cross Arrows matches and the Barclays Knight-Stokes Cup semi-finals, and could also be used as a training base for London Spirit as well as a training and playing base for MCC Young Cricketers.

WORMSLEY STRATEGIC OBJECTIVES 2026 TO 2029

1. Secure Wormsley as a partner ground to MCC for a pilot two year trial in 2026 and 2027. These seasons will serve as a valuable learning opportunity, allowing a deeper understanding of the partnership, the refining of the operational processes, and exploration into the full potential of what could be achieved in 2028 and beyond.
2. In 2028, if the two pilot years have proven to be successful, commit to a longer-term Venue Hire Agreement which would allow for future fixture planning.
3. Utilise Wormsley to increase the Recreational Match Programme and establish a three-year cycle for which two years would be Wormsley-based and one year at Lord's.



4. Establish Wormsley as the home of MCC Young Cricketers.
5. Use Wormsley for women's matches, Secretary's matches, Cross Arrows and MCC Foundation, corporate days and events.
6. Look at building local relationships and additional offers for current partners together with the Commercial Department (see Partner of Choice on page 40 for further details).
7. Improve the infrastructure at Wormsley and the brand alignment with MCC to better suit the requirements of our matches and open up a new, creative, and revenue-generating opportunity for the Club.

PLAYER EXPERIENCE



MCC is a cricket club first and foremost and those who come to Lord's to play on the Main Ground, from a recreational to an international match, must be a high priority. The Club is well versed in the need to provide an excellent customer experience for spectators and does so with great results. It is now time to take these skills and focus equally on the players, for when they visit Lord's they too are our customers, and we must all strive to deliver excellent service and recognise their vital role in MCC's success.

In October 2025, for the first time in its history the Club became joint owner of its own professional team as London Spirit officially comes under the control of MCC and the Tech Titans consortium. Never has there been a more appropriate time to put players at the forefront of our thinking and adjust the culture of the Club.

At the end of the 2025 season work commenced to re-configure the Match Officials' room and the shower, bath and toilet areas of both Dressing Rooms. This project will elevate and modernise the Players' and Match Officials' Area (PMOA) but, as is the case in many situations, when you make great improvements to one area it shines a light on others and demands a comparison.

Therefore, as we make improvements to those facilities, we believe that we should also look at the player journey, the staff they interact with, the experience we provide them and how welcome we make them feel. As is our policy with all others that visit the Ground, we should always seek, where possible and reasonable, to prioritise their needs and requests.

PLAYER EXPERIENCE STRATEGIC OBJECTIVES 2026 TO 2029

1. Ensure that the PMOA work started in October 2025 is maintained to the highest of standards.
2. In conjunction with the Estates Department, explore the potential for further development of PMOA projects specifically in the Home and Away Dressing Rooms.
3. Undertake a project to analyse the player journey of each level of player that comes to Lord's to identify areas of weakness, potential staff training needs, system and administrative requirements and levels of engagement.
4. Use the results of the analysis to produce player service guides and checklists for all levels of players participating in all formats of the game.
5. Continue and develop the players' gifts programme, reinstated in 2024 by the Club Chair. This has been an initiative that has been received with gratitude and enthusiasm.





PARTNER
OF CHOICE

PARTNER OF CHOICE

This pillar of the Cricket Strategy differs from the others in that it relates to collaborations and partnerships with other entities and therefore its delivery does not sit wholly within the jurisdiction of the Cricket Department and the Cricket committee.

Each of these areas of focus, whilst having the game at the forefront, have a far wider remit than that of cricket and a substantial business focus. For this reason, each will or does have their own separate objectives into which other departments will feed and the objectives set within the Cricket Strategy reflect that.



LONDON SPIRIT, TEAMCO & THE TECH TITANS CONSORTIUM

In October 2025, MCC and the Tech Titans took operational control of London Spirit having completed all negotiations and signed all contracts. For the 2026 Hundred tournament and beyond, a 51% stake of the team will be owned by MCC (gifted to the Club from ECB) and a 49% stake by Cricket Investor Holdings Limited (a consortium known as the Tech Titans, led by Nikesh Arora, CEO of Palo Alto Networks, and Egon Durban, Co-CEO of Silver Lake), purchased from ECB by auction process in January 2025.

In relation to the governance of London Spirit, alongside the three directors nominated to the London Spirit Board by the Tech Titans consortium, MCC nominates four directors, including the Board Chair. In addition, MCC Club Chair will attend London Spirit Board meetings as an observer and, along with Nikesh Arora, will represent London Spirit on ECB's Hundred Board.

The London Spirit franchise is held in a separate legal entity, being an incorporated subsidiary. Tech Titans have purchased a 49% stake in London Spirit only; their involvement with the franchise has no bearing at all on any Club asset or activity outside The Hundred.

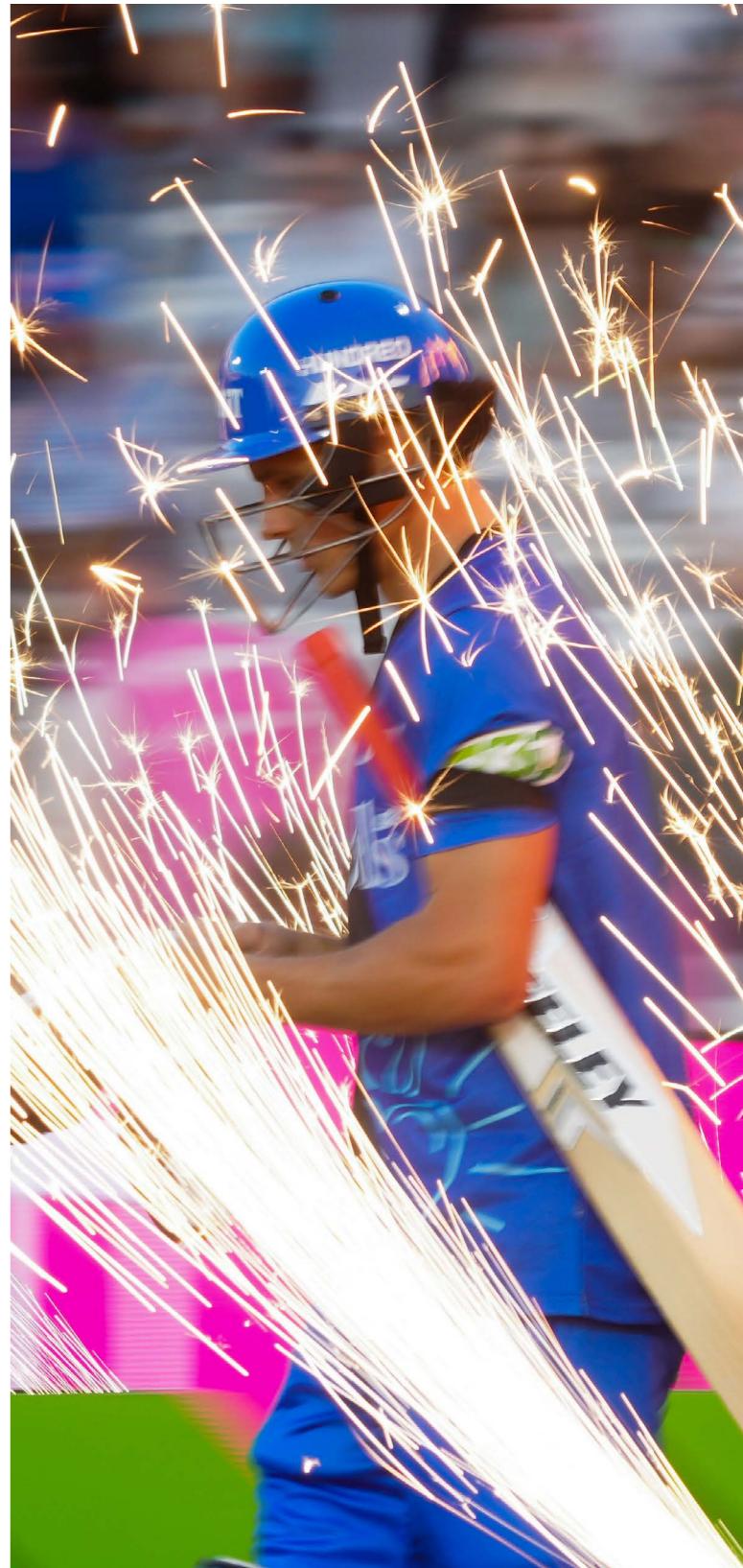
The above is a clear summary of the new status of London Spirit and the partnership that MCC now enjoys with the Tech Titans. This is the first time in MCC's history that it has been the owner of a professional team and the collaboration with the Tech Titans is expected to open up many and varied opportunities for the Club, London Spirit and the game as a whole.

LONDON SPIRIT, TEAMCO & THE TECH TITANS CONSORTIUM STRATEGIC OBJECTIVES 2026 TO 2029

At present the specific objectives are yet to be decided and will be subject to further consideration. The aim will be to reach an agreed London Spirit vision and mission and providing strategic and cultural direction to all involved.

The following will be key to all parties:

1. A best-in-class model for a cricket (and sports) franchise, leading the way with its standards on and off the field, known for being "bold, driven and united".
2. A brand to rival the biggest cricketing franchises with the best UK entertainment events, and association with the biggest global sports brands.
3. Teams unrivalled on the pitch consistently achieving on-field success through competitive cricket, high standards of preparation and intelligent and adaptable team play.
4. An off-field leadership team that is respected, promotes a culture of integrity and has an affinity amongst the people that they lead.
5. A London Spirit home match-day experience that is unique and holds the enjoyment of the fans at its core.
6. A brand that promotes innovation and sustainability whilst building a lasting legacy to inspire the next generation.





MIDDLESEX COUNTY CRICKET CLUB

Middlesex have enjoyed a long history with MCC at Lord's (150+ years) and currently play 29 days of cricket per year on the Main Ground with their corporate offices based at Lord's. MCC is currently in extensive consultation with Middlesex regarding their future at the Ground and their ongoing relationship. Whilst recognising that a vibrant and successful Middlesex is good for the game and Lord's should be host to the best county team in the country there are concerns over falling ticket sales (especially Blast matches), staging payments and the pressure and demands on the Main Ground.

At this point in the decision-making process, it is not possible to establish specific objectives related to this partnership, but it retains its place in the Cricket Strategy as it remains an ongoing and very relevant subject for the Club and the Cricket Department

MIDDLESEX COUNTY CRICKET CLUB STRATEGIC OBJECTIVES 2026 TO 2029

1. Reset the relationship between MCC and Middlesex with a view to helping make Middlesex the top county side in the country and ensuring that high-quality first-class cricket is played at Lord's.

NB: This will be added to and more specific objectives written at such time when there is more clarity as to the way forward between MCC and Middlesex.



MCC FOUNDATION

The MCC Foundation (MCCF) was covered in the last Cricket Strategy, but a question arose during research as to why it was included when the "Strategic Objectives/What does success look like in 2024", were solely in the remit of the Foundation and not the wider Cricket department/committee.

Following further discussion, the Cricket committee concluded that MCCF should remain part of the new Cricket Strategy, but that focus should shift from the day-to-day planning and running of the Foundation and its hubs to areas over which MCC had jurisdiction and could make a difference. It was decided that these areas would be:

- Finances and donations
- Profile-raising
- Promotion and communication
- Collaboration

It was also agreed that MCCF and the Cricket committee should liaise more with each other for information-sharing purposes and that MCCF would write reports for committee and attend committee meetings when invited to inform and update the members.



MCC FOUNDATION STRATEGIC OBJECTIVES 2026 TO 2029

Since MCCF already has two strategies of its own (Overseas and Community) that cover 2024 to 2029, these objectives will relate to the points mentioned on page 38.

1. MCC's level of funding for MCCF continues each year.
2. MCC and MCCF continue to collaborate on key projects e.g. the Barclays Knight-Stokes Cup, Afghan women's cricket, the Global Refugee Cricket Fund.
3. MCCF and MCC Cricket committee form a closer alliance, with a report submitted to each Cricket committee meeting and that a representative from MCCF attends the Cricket committee as a guest at least once during a committee year.
4. The Director of Cricket and the Director of MCCF meet quarterly to discuss current issues and collaborations and the Director of Cricket reports back to MCC's Executive Management Board with recommendations

CRICKET'S COMMERCIAL OPPORTUNITIES



In 2025 the Cricket Department collaborated with the Commercial Department and secured the sponsorship of the Black Heart Foundation and Barclays for the new Knight-Stokes Cup competition for state schools, which will see its first final played at Lord's in 2026. Whilst this funding was acquired for the benefit of this specific tournament, it is an excellent example of the wide range of commercial opportunities that are available for cricket to assist the Club in revenue generation and contribute to the money that the Cricket Department needs to drive forward its plans for the next three years and beyond.

Throughout this Cricket Strategy there are examples of plans for commercial collaboration and therefore this area of focus is key to bringing those examples together and working on a plan, in conjunction with the Commercial Department, for future sponsorship.

CRICKET'S COMMERCIAL OPPORTUNITIES STRATEGIC OBJECTIVES 2026 TO 2029

1. Establish a plan and list of all assets within the Cricket Department that could be monetised and appeal to potential partners/sponsors.

To include but not limited to:

- Indoor Cricket Centre naming rights
- Wormsley - local businesses and wider promotion
- Tours
- Laws
- MCC Young Cricketers Programme
- Research & Development
- Niche areas of the day-to-day business of the Club which could attract a social media following

2. When a clear list is established, financial details confirmed and packages produced, look to utilise current contacts and create new possible sponsorship leads.
3. Establish whether the Tech Titans consortium could play a role in this project (outside of London Spirit and The Hundred).





GROWING
CRICKET



It has always been the aim of MCC to work for the good of the game whether that be in the hosting of recreational cricket at Lord's, finding ways to make the game accessible for all or using its influence at home and on an international stage. MCC takes its position and responsibility seriously and must always seek to do the best it can for the game, its players, its supporters and our Members.

ROAD TO LORD'S

Road to Lord's fixtures are part of the Club's Recreational Match Programme and the term applies to those days where Lord's is hosting the final of a knockout tournament. In 2025 the following Road to Lord's fixtures were played on the Main Ground:

- Schools Open Finals Day
- MCCF Finals Day
- ECB Club Championship Final
- ECB Junior Club Championship Final
- Voneus Village Cup Final

The Road to Lord's fixtures are an important part of the fixture list as they represent opportunity and inclusion. All the teams that play in the matches from villages, clubs, schools or universities do so because they have reached the final of their particular competition and have therefore earned their place at Lord's. The days are inspirational for all those who play and the incredible goodwill generated by these fixtures is something that cannot easily be described or measured.

Whilst there is an appetite to increase the number of Road to Lord's fixtures (and indeed another new final will be added in 2026 when the new Barclays Knight-Stokes Cup Final comes to Lord's) the pressure on the Main Ground imposed by the growing fixture list means that none of these days are secure.

These fixtures are also subject to pressure as they are not revenue-generating, cost the Club money and have low attendance figures. Whilst these days are the pinnacle of a cricketing career for the grass roots cricketers and their supporters, they do not bring any financial benefit to the Club and therefore their merit, rightly or wrongly, will always be subject to questions.

Please refer to the Wormsley section on page 28 for further information related to the Road to Lord's matches.

ROAD TO LORD'S STRATEGIC OBJECTIVES 2026 TO 2029

1. Conduct a full review of the Road to Lord's matches in order to assess their future place in the fixture list. This review should carefully consider the financial demands of hosting these fixtures versus their value as part of the Club's commitment to work for the good of the game.
2. If Wormsley proves to be a success, look at its role in a rotation of Road to Lord's matches and adding additional Road to Lord's fixtures as part of the three-year rotation. Consider whether Wormsley's potential partnership with MCC gives it sufficient status to host Road to Lord's matches.
3. Look at the potential of increasing the number of women's and junior matches as part of that rotation and utilising the Nursery Ground.
4. Work with the relevant organisations to ensure greater attendance at the Road to Lord's matches through increased publicity and any other marketing and communications methods.
5. Look at ways to encourage a greater interest, coverage and engagement in these matches, e.g. for example staging matches at the same time as other events.

THE RECREATIONAL MATCH PROGRAMME

Recreational matches at Lord's are defined as those played by amateur cricketers. The Recreational Match Programme can vary from year to year but is comprised of all Road to Lord's fixtures (see page 45) and, in 2025, the following matches (which are stand-alone days and not part of a tournament):

- Eton v Harrow
- Oxford v Cambridge
- UK Armed Forces Cricket Day
- Disability Cricket Day (see Disability Cricket on page 48)
- MCC Member Cricket Days (on average four days per season)

Whilst Road to Lord's fixtures, as previously mentioned, can claim that they represent players who have earned their place at Lord's, the above fixtures can be criticised as they are not part of any competition and form part of the fixture list for reasons which may or may not be seen as having merit. In addition to this, financial analysis recently undertaken has shown that these matches, cost the Club on average around £16k per match. For days such as Disability Cricket Day and MCC Member Cricket Days, the arguments for inclusion are obvious and completely valid, others arguably less so.

Please refer to the Wormsley section on page 28 for further information related to Road to Lord's the Recreational Match Programme



THE RECREATIONAL MATCH PROGRAMME STRATEGIC OBJECTIVES 2026 TO 2029

1. Look at all fixtures in the Recreational Match Programme and put forward a case for their inclusion or otherwise in the fixture list, using a number of criteria and their value in each of those. This will then be used to determine their future status whether that be as part of a rotation, an annual Lord's fixture or exclusion from the list.
2. Work with the relevant organisations to ensure greater attendance at the matches through increased publicity and any other marketing and communications methods.
3. Look at ways to encourage a greater interest, coverage and engagement in these matches, e.g. for example staging matches at the same time as other events.
4. Meet with UK Armed Forces personnel to review the UK Armed Forces Cricket Day and discuss ways to improve the attendance to justify the growth of the event over the last three years and the considerable financial and operational implications this day has for MCC.

DISABILITY CRICKET

In 2024 as part of the previous Cricket Strategy, MCC hosted its first Disability Cricket Day and in June 2025, the second day took place, staging an England v India Disability match as well as MCC v Middlesex Disability. Both days were incredibly successful, very well supported and praised throughout the game. As well as the cricket matches staged, this day also raised awareness of the disability game through activations run by the Lord's Taverners and a Disability Conference in Pelham's, amongst other events.

MCC currently has nine disabled Playing Members (up from three in 2023). This increase was as a result of an initiative to allow ECB Disability Premier League (DPL) cricketers the opportunity to qualify as Members, without having to qualify through a probationary period.

As well as the Disability Cricket Day at Lord's, MCC also plays matches against England Deaf and Mixed Disability sides each year. This field is in its infancy, but it is moving forward and whilst progression will not be fast, numbers should not necessarily be



seen as the only measure of success in the short term. MCC is committed to raising the profile of the disability game, not just at home, but also overseas and with the relevant governing bodies.

We aim to be an international voice for Disability cricket, working closely with ECB and the various organisations invested in this form of the game.

DISABILITY CRICKET STRATEGIC OBJECTIVES 2026 TO 2029

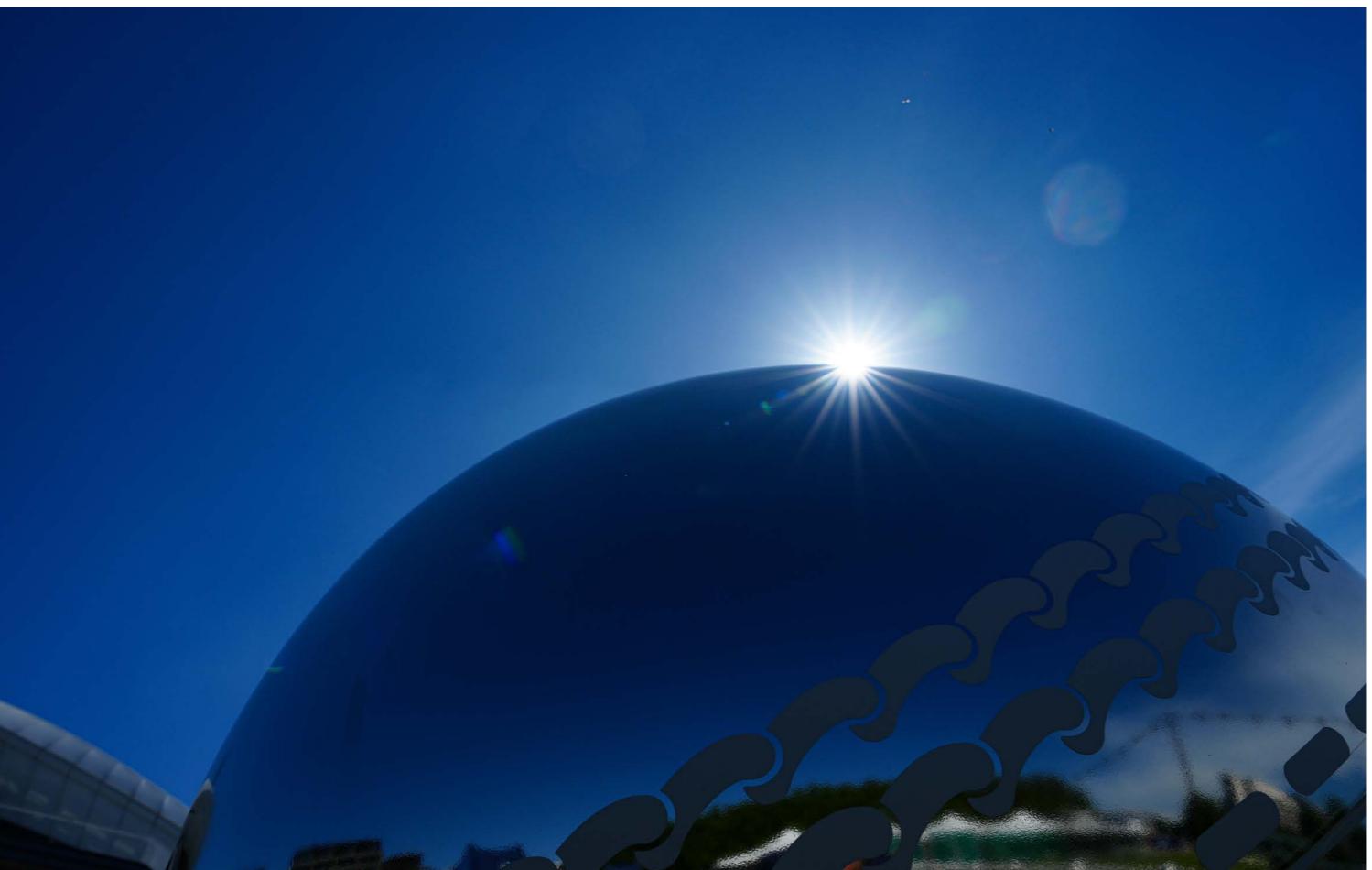
1. Retain an annual Disability Cricket Day (to be known from 2026 as "Festival of Disability Cricket") on the Main Ground. The day will continue to be a forum for the promotion of this format of the game, including different organisations and linking together through seminars and networking events.
2. Seek to become a global voice for the promotion of Disability Cricket through MCC's communication channels and by lobbying for support for Disability and Blind Cricket in the mainstream cricket agenda.
3. Ensure Disability Cricket is featured on the agenda at a World Cricket Connects event in the near future.
4. Increase the number of disabled Members. The existing talent pool consists of circa 60 players who participate in the DPL, and these are the players who would be deemed strong enough to represent MCC. The Club will seek to recruit between 15-20% of these players per year and look to reassess that number in 2029 based on progress made. This figure has been classed as ambitious but achievable by the Head of Disability Cricket at ECB.

5. By 2029 ensure there are at least five Disability Cricket Out-Matches and a commitment to Blind Cricket matches (Member numbers permitting).
6. Continue close collaboration with ECB Disability Cricket and seek advice as to where MCC can have the most impact.

See Disability Cricket objective in MCC Member Tours section on page 16.



RESEARCH & DEVELOPMENT



Research & Development (R&D) has long been a subject of discussion within the Cricket Department although it did not have a place in the previous Cricket Strategy. However, as the Club looks to focus as much outside its own walls as within them, it is arguably an area where the game can benefit from specific research projects and the impact this research might have.

In 2025 two research topics were given the green light: LED floodlights and materials to be used in the future to produce laminated bats. Progress related to research for floodlights is reliant on the slightly shorter days of the latter part of a season, but research into laminated bats has made progress with a research trip to India and testing through Loughborough University. A presentation was also shared at the World Cricket Connects event in 2025 where guests listened to a discussion on the

crisis facing the manufacture of cricket bats. The segment was well received and further research received great support from those in the room.

Now that MCC has dipped its toe into the R&D pool it is necessary to decide how to progress, not just with the individual projects mentioned but with the concept as a whole. The question we must now ask ourselves is whether there is an appetite or indeed the budget to move this from its current *ad hoc* project status to a fully functioning department with the structure necessary to truly impact Research and Development in the game of Cricket. Does MCC have other more pressing priorities over the next few years, or should this be a priority in itself?

RESEARCH & DEVELOPMENT STRATEGIC OBJECTIVES 2026 TO 2029

1. Continue to work and progress the two live projects - materials to be used in the future to produce laminated bats and LED floodlights as budgets allow. Establish the level of commitment to these projects, a firm timeline for results, next steps in the research and collaboration with relevant stakeholders.
2. Create a list of potential R&D subjects for the future and attach priority and costings to each one.
3. Build a full business case for an R&D Department linked to the Laws Department and fully cost a number of scenarios of differing commitments and budgets.
4. Research the potential for partnerships with universities and sponsorship opportunities for R&D projects (see Partner of Choice on page 40 for further details).
5. With all the necessary information, look to assist the Club in defining its stance and commitment to R&D - does it remain an *ad hoc* initiative, or does it warrant a more established structure?





INFLUENCING
WORLD CRICKET

MCC is a global institution which has always had influence over the cricketing world. Not only does it write the Laws of the game, its ground, Lord's, is universally known as the Home of Cricket and the Club has the power to bring together the great and the good within cricket. However, no great institution can afford to be complacent and MCC must work hard to ensure it remains relevant in the world of cricket for years to come.



LAWS OF CRICKET

MCC is the Guardian of the Laws of Cricket and in that role the Laws Department performs several functions. The Department responds to queries, comments when a global story requires clarification, ensures that the Laws stay fit for purpose in the modern game, interprets the Laws, and, on occasion, conducts research. The Department is run by the Head of Cricket and the Laws Advisor. In addition, there is significant support from the Laws sub-committee, which provides the Department with its global credentials. Of the sub-committee's nine members, two are based in Australia, one in India, and one in Dubai, whilst the remaining five are UK-based.

In the current global climate, there have been suggestions that MCC should relinquish control of the Laws to the International Cricket Council and whilst there is no indication that this will happen it does bring the future of the Department into the spotlight and raises important questions. These questions focus predominantly on whether there is an appetite (in much the same way as R&D) to invest in the Laws and the Department, to raise its profile, to modernise it and what it offers and to increase its staffing. Or should it stay as it is, fulfilling the requirements of its role but no more?

With the new edition of the Laws due for publication in October 2026, arguably the period covered in this Cricket Strategy could be seen as the ideal time for the extension and modernisation of this vital area of MCC's responsibilities.

LAWS OF CRICKET STRATEGIC OBJECTIVES 2026 TO 2029

1. Produce a comprehensive and fully costed business case for a reinvigorated Laws Department which is led by and represents the following vision:

"The Laws of Cricket Department should be a positive, pro-active body, visible to the world of cricket, which seeks to shape conversation, as well as policy. It should be at the forefront of research, collaborating with all stakeholders and helping to direct their future. It should explain the Laws before it is questioned, and it should be truly global."

2. Ensure that the following areas of potential focus are included in the business case as they represent the main areas of responsibility and aspiration for the Department:

Laws Materials

The Laws are currently held in separate places. Explore options for an integrated content management system that allows for Law changes to be made in one place and automatically amended in all different formats.

Laws Translations

Ensure that the Laws and materials are translated into as many relevant languages as possible, to expand global reach and cater for those for whom English is not their first language.

Digital Laws Content

This is an area of infinite possibilities. Build on the Laws animations of twelve years ago with

the production of match footage of good Laws examples, with voiceovers in different languages to explain them. React quickly to topical events with authoritative content that includes video footage and voiceover comment.

Global Laws Events

Examine the options for extending the Laws reach beyond the UK by staging Laws-based events in other parts of the world.

3. Cost and analyse the staffing requirements of a reinvigorated Laws Department, looking at the following roles as key appointments either as full-time, part-time and/or fixed-term contracts or combined roles:
 - Laws of Cricket Manager
 - Laws Projects Manager
 - Global Laws position (translations co-ordinator)
 - Researcher
4. Having produced the fully-costed business plan and established the financial impact of all recommendations, seek a commitment from the Club as to whether the Laws Department performs a good enough service as is or whether there is a need for investment and a commitment to improve its offering and what level of commitment is deemed appropriate.
5. Look to improve collaboration with the International Cricket Council by opening channels of communication with regard to the Laws of the Game.

SPIRIT OF CRICKET



In the late 1990s former England captains and MCC Members Ted Dexter and Colin Cowdrey sought to enshrine the Spirit of Cricket in the Laws of the Game. Their aim was to remind players of their responsibility for ensuring that cricket is always played in a truly sporting manner. When the 2000 Code of Laws was introduced, it included, for the first time, a Preamble on the Spirit of Cricket.

In recent years however, the Spirit of Cricket has been a subject of debate within MCC and throughout the global game. Whilst seen as an educational and useful tool at grass roots level, it has been accused of being an unnecessary distraction and point of contention in the professional game. Whilst the majority adhere to the belief that if something is within the Laws then it must be within the Spirit, others venture into a grey area which often leads to disagreement. In addition, there are many that believe that the Spirit of Cricket is more nuanced than a "one size fits all" statement, open to differing interpretations influenced by culture, geography and team philosophy.

A final challenge to the Spirit comes from MCC's own stance. The Club has often been called on to pass comment on a moment in the international game when the Spirit has come into question and has sometimes been criticised for failing to do so.

2025 was an important year for the Spirit of Cricket, marking 25 years since it was seen in the Preamble to the Laws of the Game. To honour this milestone, the Club produced a new Spirit of Cricket logo which will adorn all kit worn by MCC players at home and overseas. Plans also commenced for MCC to collaborate with global franchise leagues to celebrate the Spirit of the game around the world. This proposal was put to a number of Franchise CEOs in July 2025 and was extremely well received. Finally, in April 2025, it was a great pleasure for MCC to present the Spirit of Cricket Award to Mel Jones, Catherine Ordway and Emma Staples for their work in organising and funding ways for the Afghanistan women's cricket team to flee their country and safely evacuate to Australia, a fantastic example of the Spirit of Cricket in action off the field of play.

SPIRIT OF CRICKET STRATEGIC OBJECTIVES 2026 TO 2029

1. Refrain from shying away from the Spirit of Cricket debate by adopting a more positive standpoint. Promote understanding that the Spirit of Cricket can mean different things in different parts of the world and move away from passing judgement or policing the Spirit of Cricket and instead commit to promoting, upholding and celebrating.
2. Continue to develop the work started in July 2025 by engaging with Franchise CEOs by seeking to collaborate with global franchise leagues to celebrate the Spirit of the game around the world. The aim of these ventures will be to keep the Spirit of Cricket at the forefront of the minds of players, spectators and broadcasters. The partner leagues and MCC will benefit from mutual association and play a part in improving the global game, as well as having the opportunity to generate commercial sponsorship opportunities through the Spirit of Cricket affiliation.
3. Ensure that the new Spirit of Cricket logo is present on all MCC kit and used as part of a promotional exercise at Out-Matches and during MCC Member Tours.
4. Continue to raise the profile and celebrate the Spirit of Cricket Award (capitalising on the high-profile winners of 2025).
5. Ensure the Spirit of Cricket is embedded in the DNA of any new fixtures or tournaments with which MCC is involved, such as the Barclays Knight-Stokes Cup.
6. Working on a widely accepted premise that the Spirit of Cricket is an extremely useful educational tool at the grass roots and junior level of the game, look at direct ways to promote in schools and clubs e.g. promotional packages, pledge signups (similar to that proposed to the franchise leagues).



WORLD CRICKET CONNECTS

In July 2024, the first World Cricket Connects (Connects) event was held at Lord's, providing an open forum of debate and knowledge sharing amongst some of the great international voices of the game. The second Connects event (doubled in time to two days) took place in June 2025 and attracted a similarly prestigious attendance.

In addition to the event itself, Connects is supported by its own Advisory Board. On 1 January 2025, this Board replaced the World Cricket committee and met for the first time in person after the Connects event at Lord's in June 2025.

Both editions of Connects held so far have met with great support from many of cricket's leading figures, who have reacted enthusiastically to the opportunity to have their say on the challenges that are faced every day in so many different parts of the world.

Feedback from attendees has been almost unilaterally positive regarding the chance to share thoughts and opinions in an open forum as well as taking full advantage of the ability to mix with one another, spend valuable time together and forge new relationships with colleagues globally. Connects is the broadest group of stakeholders from across the sport ever assembled and there is no doubt that any organisation other than MCC would struggle to achieve such a gathering.

Measured on these terms, Connects has been a great success and claimed its place in the cricketing calendar. However, we cannot escape the criticism of some and the reality that whilst Connects attracted many important voices, arguably it did not attract the most important voices.

It therefore leaves the obvious questions - does Connects and the Connects Advisory Board have any gravitas if those whom it seeks to advise are not engaged and does the event have enough kudos and provide enough of a service to the game to carry on irrespective of the involvement of the International Cricket Council and/or the BCCI.

WORLD CRICKET CONNECTS STRATEGIC OBJECTIVES

2026 TO 2029

1. In collaboration with the Club Chair, Chief Marcomms Officer and the Connects Advisory Board, plan and deliver the third World Cricket Connects event in 2026 or 2027 (if a rest year is considered the most appropriate option) seeking to attract the same high calibre guests as in 2024 and 2025.
2. Work towards and encourage a strong turnout from the International Cricket Council and BCCI in order to alleviate any criticism that the event is not being supported by the most powerful people in the game.
3. As well as a strong turnout from the International Cricket Council and BCCI, ensure that attendees remain of the same high calibre as previous years and also seek to engage those who have not yet attended.
4. Ensure that the content that emerges from the Connects event is communicated to the International Cricket Council via the World Cricket Connects Advisory Board.
5. Ensure that the Advisory Board remains engaged with the whole process through regular communication, online conversations and meetings and participation in the Connects events in 2026 or 2027.
6. After 2026 or 2027, which will be the third Connects event, arguably it will be an appropriate time to look at the future of the event and its place going forward. Based on the success or otherwise of the goals of 2026 or 2027, the Club can then ask if Connects should play the long game before reaching any hard and fast conclusions about its merits, whether it has proved itself worthy or whether it has not achieved its goals and can no longer be justified.
7. If it is decided that Connects has a long-term future in the cricketing calendar, explore the possibility of alternative locations for hosting, both nationally and internationally and linked to other key events taking place around the world.



GOVERNING BODIES, FRANCHISES & KEY STAKEHOLDERS

In the history of the game there has never been a time of such change, opportunity and growth as there is in the present day. The success of franchise cricket, the rise of the women's game and the weight of influence of the International Cricket Council and India are just three examples of a sport on the ascendancy not just as a game but as a lucrative global business.

This begs the question, where does MCC place itself in this ever-changing, fast-paced environment? The previous Cricket Strategy predominantly looked within the walls of Lord's and made huge steps in that area but in 2026 and onwards there is no doubt that it is the time to look outside of our walls to our key global relationships. We believe that the aim of any strategic thinking going forward must focus on MCC remaining relevant on the global stage not by standing alone, but by collaboration and inclusion as the landscape of the industry evolves at pace.

Whilst we acknowledge that MCC is not a decision-making authority, we believe that we represent views and opinions that can play a role in shaping the future of the game and that this can be achieved through strengthening our relationships with the game's governing bodies and franchises. In some cases, this will involve seeking out and nurturing new relationships and in others strengthening relationships that already exist.

MCC's reputation and the respect it commands will always open doors around the world, and it could be argued that the Club has not taken advantage of this and has instead relied on the cricketing world coming to NW8. This needs to change if MCC wants to continue to influence it must not only rely on being a great host, it must also strive to be a chosen guest.



GOVERNING BODIES, FRANCHISES & KEY STAKEHOLDERS STRATEGIC OBJECTIVES 2026 TO 2029

1. Establish MCC's position as a key leader in the future of the game, a representative of the future as well as a guardian of the traditions of the past. This can be measured and quantified by securing regular face-time with the International Cricket Council, the leading player representative bodies, BCCI, ECB and other relevant governing bodies.
2. Ensure that MCC is recognised as an organisation with some influence over aspects of the global game and an organisation that
3. Support and advise MCC Executives, Principal Officers and committees in relation to forming new collaborations with key personnel in the global cricketing landscape. Ensuring that the key MCC personnel are known and respected worldwide.
4. Look to collaborate with other cricket clubs and organisations both nationally and internationally to co-create initiatives such as conferences and events to promote MCC's name throughout the cricketing world.
5. Ensure that MCC Executives and senior members of the Cricket Department have a far greater global presence by travelling to key matches and events around the world with resources specifically allocated to such trips. Key locations for MCC presence: Dubai, India (IPL), Southern Hemisphere during their season and the Los Angeles 2028 Olympic Games.

INTERNATIONAL CRICKET COUNCIL

The role that the International Cricket Council plays and the sphere of the organisation's influence is arguably unmatched in the modern game and no other organisation or those who run it can hope to have a global voice of any kind without first ensuring a strong professional relationship with the global governing body.

Since Jay Shah took up the position of Chair of the International Cricket Council in 2025, the Club has strengthened its ties with the organisation. Both Jay Shah and Chief Executive Sanjog Gupta agreed to become members of the newly formed World Cricket Connects Advisory Board and the successful staging of the ICC World Test Championship Final (WTC Final) at Lord's did not go unnoticed. The fact that the International Cricket Council has chosen England to host the next three WTC Finals in 2027, 2029 and 2031 is a clear indication of the faith that Jay Shah and his team have in England as a cricketing nation and that is down, in no small part, to their relationship with and faith in MCC.

Now is without doubt the time to capitalise on this and, as with franchise cricket and governing bodies, nurture the relationship with the International Cricket Council and assure them that whilst MCC has a long and celebrated past it has an even longer and brighter future in the global game.

ICC STRATEGIC OBJECTIVES 2026 TO 2029

See Objectives for Governing Bodies & Franchises on page 60 which are also relevant to this section and in addition:

1. Ensure that the International Cricket Council always has an active presence on the World Cricket Connects Advisory Board.



2. Use the success of the 2025 WTC Final and the personal contacts made to enhance the relationship with the Chair and other senior executives of the International Cricket Council and ensure that MCC representatives have meaningful and regular face-time with these executives.
3. Ensure invitations to International Cricket Council events for key MCC personnel, particularly focused on the ICC Men's Cricket Committee and the AGM where World Cricket Connects should aim to have a regular position to present its recommendations to International Cricket Council's Board of Directors.
4. Engage with key personnel in Dubai, to ensure MCC's global presence is literal, not merely figurative. MCC's global presence must be a literal not just a figurative one. This is especially relevant prior to global ICC events hosted at Lord's such as the WTC Final.

APPENDIX



1. 2022-24 Cricket Strategy Summary of Achievements
2. Structure & Alignment of the Cricket Strategy with the Club Strategy
3. Cricket Strategy Financials & Priorities

APPENDIX 1

2022-24 CRICKET STRATEGY SUMMARY OF ACHIEVEMENTS

ACHIEVED

ONGOING

NOT ACHIEVED/NOT IN REMIT

INDEPENDENT GLOBAL LEADERSHIP

Laws of the Game

- 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 Men's 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.

Spirit of Cricket

- Establish a formal MCC Spirit of Cricket subcommittee, 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.

World Cricket Committee - COMMITTEE DISBANDED 01/01/25

- 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.

WORLD CLASS FACILITIES

Main Ground

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 Ground staff.

Implement environmentally sustainable, best-practice standards into everyday ground maintenance operations.

Nursery Ground

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.

APPENDIX 1

CRICKET STRATEGY 2022 TO 2024

ACHIEVED

ONGOING

NOT ACHIEVED/NOT IN REMIT

Indoor Cricket Centre

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.

CRICKET FOR ALL

MCC Foundation Hubs

Expand the reach of MCC 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 16 to 18.

Truly enrich lives through cricket by offering a holistic development programme including (in addition to cricket) access to mentoring, networking, employment, coaching, umpiring and general life educational 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 MCCF's global reach, exporting the Hub model to other areas of need across the world.

Disability Cricket

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.

Lord's Fixtures

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.

MCC MEMBERS' CRICKET

Men's Programme

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.

Women's Programme

Publicise playing programme and scorecards on the Lord's website and MCC's social media channels.

Increase the number of female fixtures, using Out-Match membership and attracting new players to simply play some games.

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.

Overseas Tours Programme

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.

APPENDIX 2

STRUCTURE & ALIGNMENT OF THE CRICKET STRATEGY WITH THE CLUB STRATEGY

CLUB STRATEGY	CRICKET STRATEGY PILLARS	AREAS OF FOCUS
FINEST CLUB		
Harmonious and engaged membership	Players proud to wear the colours	Men
Players proud to wear the colours		Women
Welcoming and inclusive club		Young Cricketers Programme
		Tours
GREATEST GROUND		
First rate pitches & cricket facilities	First rate pitches & cricket facilities	Main & Nursery Ground
Great stands and leading venue for sustainability		Indoor Cricket Centre
Seamless delivery of excellent F&B		Wormsley
		Player experience
PARTNER OF CHOICE		
Growing the commercial value of lord's	Partner of choice	London Spirit, Teamco & the Tech Titans consortium
Growing London Spirit with the Tech Titans		Middlesex CCC
Resetting Middlesex CCC relationship		MCC Foundation
		Cricket's commercial opportunities
GOOD OF THE GAME		
Growing the fan base and engagement	Growing cricket in the community and overseas	Road to Lord's
Growing cricket in the community and overseas		Recreational Match Programme
		Disability programme
		Research & Development
Influencing world cricket	Influencing world cricket	Laws & Spirit of Cricket
		World Cricket Connects
		Governing bodies & franchises
		International Cricket Council

APPENDIX 3

CRICKET STRATEGY FINANCIALS & PRIORITIES

The 2026-29 Cricket Strategy is broken down into 20 separate areas of focus within the five pillars. In order to set priorities and understand the financial commitment involved in achieving all the objectives it is necessary to group these 20 areas of focus, first by financial input required and then by priority. This has been done as follows:

A FINANCING REQUIRED OUTSIDE OF BUDGET

- 1 Main Ground (incorporating Nursery Ground)
- 2 Wormsley
- 3 Indoor cricket centre
- 4 Young Cricketers Programme
- 5 Laws of the game (incorporating the Spirit of Cricket)
- 6 Research & Development
- 7 World Cricket Connects
- 8 Governing bodies, franchises & key stakeholders
- 9 International cricket council

B NO/LIMITED FINANCING REQUIRED OUTSIDE OF BUDGET

- 1 Women's Programme
- 2 Road to Lord's
- 3 Recreational Match Programme
- 4 Disability cricket
- 5 Player experience
- 6 Men's Programme
- 7 MCC Member Tours

C FINANCING OUTSIDE OF JURISDICTION (IN NO PARTICULAR ORDER)

- 1 London Spirit
- 2 Middlesex CCC
- 3 MCC Foundation
- 4 Cricket's commercial opportunities



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