

CHASING GLORY **2026- 2036**

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The Yorkshire County Cricket Club has long stood at the heart of the game - a club defined by pride, heritage, and an enduring contribution to English cricket.

For generations, Yorkshire has set the standard. From the players we have produced to the moments created at Headingley, this Club has represented the very best of the game.

But the landscape of cricket is changing. The global game is evolving rapidly - with shifting economics, increasing competition for talent, growing expectations from fans and partners, and a domestic game facing increasing financial pressure.

Recent years have also tested the Club. These moments have been difficult, but they have provided clarity - a clear need to evolve, to modernise, and to ensure Yorkshire is built to thrive in the years ahead.

This strategy marks that commitment.

It reflects our responsibility to protect what Yorkshire stands for, while ensuring the Club is built to succeed in the years ahead.

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Colin Graves, CBE

Chairman, The Yorkshire County Cricket Club



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Chasing Glory 2026–2036 sets out a clear ambition to return Yorkshire County Cricket Club to the forefront of the game — on the field, across our communities and as a modern, sustainable Club.

Our cricketing priority is to strengthen one of the most respected pathways in the game, accelerate the growth of the women’s game, and ensure Yorkshire continues to produce the next generation of players capable of succeeding on the domestic and international stage.

Today, success in sport is measured by more than results alone. It is also defined by the impact we make, the opportunities we create and the pride we inspire.

That is why our purpose is clear: to be the pride of a thriving Yorkshire and the pulse of global cricket.

It will guide how we develop world-class talent, deepen our connection with communities across the county, re-energise Headingley as a leading cricket venue and year-round destination, and build a stronger, more resilient Club that thrives for generations to come.

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Sanjay Patel, MBE
CEO, The Yorkshire County Cricket Club



THE YORKSHIRE ADVANTAGE

An unrivalled opportunity.



THE YORKSHIRE
COUNTY CRICKET CLUB



Cricket is woven into the fabric of Yorkshire.

- Yorkshire is home to c.15% of all cricket clubs in England and Wales, with deep participation, pride and passion for the game across the county.

Yorkshire is a powerhouse of cricket talent.

- The Club has produced more England players than any other county and retains one of the strongest talent pathways in the game.

Headingley is at the heart of a major opportunity.

- Located on the doorstep of Leeds and the wider West Yorkshire conurbation, Headingley is positioned within one of the UK's largest and most dynamic regional markets.

The strength of women's cricket in Yorkshire.

- With more women's teams than Surrey, Lancashire and Warwickshire combined, Yorkshire has the scale to become the leading force in women's cricket.



A NEW PURPOSE FOR YORKSHIRE



THE YORKSHIRE
COUNTY CRICKET CLUB



OUR PURPOSE

**TO BE THE PRIDE OF A
THRIVING YORKSHIRE
AND THE PULSE OF
GLOBAL CRICKET.**

STRATEGIC ENABLERS



01. INVESTMENT

Make the Club investable to unlock third-party capital aligned to our strategy.

Without external investment, we will not have the capital required to deliver our ambitions.

02. PEOPLE

Build the capability, alignment and accountability to deliver the strategy.

Without the right culture and execution discipline, we risk falling short of our strategic vision.

03. TECHNOLOGY

Leverage technology to drive performance excellence across the Club.

Adoption of modern platforms will create competitive advantage and enable delivery at scale.

STRATEGIC PILLARS



THE YORKSHIRE
COUNTY CRICKET CLUB

STRATEGIC



PILLARS

INSPIRE

**Be the global benchmark
for cricketing excellence.**

The Club inspires every generation as it leads the way in developing world-class cricketers, powering England teams and consistently competing for domestic success





Over many years, the Club's success has been built on a clear belief: strong player development drives domestic performance.

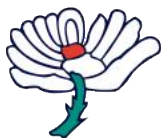
Yorkshire has an unrivalled record of producing world-class cricketers, with more England captains and international representatives than any other county. Recent home-grown stars such as Joe Root, Katherine Sciver-Brunt, Adil Rashid and Harry Brook remain powerful role models through England and The Hundred, where growth has introduced the game to new audiences. By nurturing talent at every level, the Club strengthens the wider cricketing community and its own long-term competitiveness.

With one of the largest participation bases in England, Yorkshire ranks among the top three counties for progression into domestic First XI cricket across all formats. Yet, like other counties, it has not materially outperformed relative to its demographic size. With the right elite pathway architecture, this presents a major strategic opportunity.

The Club must provide fit-for-purpose facilities and high-quality outdoor training environments, recognising that buildings and equipment alone do not create success. Deep community connection is equally critical - embedding aspiration in schools and grassroots clubs, and creating one aligned county-wide network built on a shared belief that identifying and developing talent is everyone's responsibility.

Following a period of instability, the Club now benefits from strengthened cricket leadership with the experience and expertise to drive progress. This creates a platform to embed a culture where success is defined by long-term player development ambitions, with accountability driven by measurable outcomes aligned to its vision. Embracing emerging technology and data as core enablers of insight and development offers a clear opportunity for competitive advantage, recognising that achieving this requires sustained cultural change at every level of the Club.

Yorkshire's opportunity is to evolve from strong to truly elite - transforming demographic scale and historic pedigree into the nation's leading talent factory, producing players who succeed on domestic and global stages and inspire the next generation of Yorkshire heroes.





INSPIRE

01. UNLOCK THE FULL POTENTIAL OF OUR TALENT ECOSYSTEM.

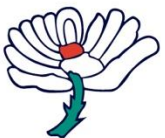
Work with the Yorkshire Cricket Foundation to build transparent systems and structures that foster deep connection and aspiration across the community so that grassroots clubs, schools, and communities view finding and developing talent as everyone's responsibility.

02. RELENTLESSLY COMMIT TO TALENT DEVELOPMENT.

Build a true high-performance culture where talent development for players and coaches alike is a Club-wide obsession, ambition is tied to long-term development outcomes, and smart investment in emerging technology and data is a point of differentiation and competitive advantage.

03. CREATE ELITE, HIGH-PERFORMANCE ENVIRONMENTS.

Invest in high-quality facilities, taking pride in achieving elite outcomes through resourcefulness and innovation, and prioritising outdoor training and varied environments over indoor infrastructure.





INCLUDE

Be truly connected to our county.

The Club includes its communities through meaningful engagement and action that reflects our responsibility to the county, inviting everyone to belong to the future of Yorkshire Cricket



Cricket is more than a sport in Yorkshire - it is part of the cultural fabric of the county. From village greens and inner-city parks to Headingley's storied stands, it runs through every corner of Yorkshire.

For generations, the game has brought people together, creating pride, belonging and connection, with the power to change lives through opportunity and aspiration.

That belief underpins the Yorkshire Cricket Foundation's strategy, A New Horizon, which sets out a clear vision for how cricket can enrich lives and communities across Yorkshire. With its reach, scale and networks, the Foundation is uniquely placed to connect schools, clubs, families, and communities, using cricket to inspire healthier, happier, and more connected places while creating lasting social value.

Communities thrive on shared ambition and values, with belonging created when those values are translated into lived experiences. Yorkshire Cricket provides a powerful platform to collaborate and deliver meaningful environmental, social and governance impact, creating ownership and pride that deepens engagement and strengthens the bond between players, fans, and communities.

Storytelling amplifies that connection. When experiences are shared as stories, they create emotional resonance and shared understanding. Storytelling transforms cricket from a sport into something people live and feel - elevating role models, building trust and creating a lasting sense of belonging.

Yorkshire is the largest cricketing county in England and Wales, accounting for one in six participants nationally, and enjoys a global following that magnifies its reach and reputation. The Club has a unique opportunity to connect Yorkshire to the world, and the world back to Yorkshire, using cricket as a force for good through shared values, connection and stories that inspire and unite.





INCLUDE

01. DELIVER MEANINGFUL COMMUNITY IMPACT.

Deepen our strategic partnership with the Yorkshire Cricket Foundation as the primary vehicle for community impact, integrating and amplifying its work to drive transformational change across Yorkshire.

02. LEAD POSITIVE SOCIAL AND ENVIRONMENTAL CHANGE.

Deliver coherent and impactful environmental, EDI and governance sustainable outcomes that meaningfully engage Yorkshire communities.

03. INSPIRE CONNECTION THROUGH POWERFUL STORYTELLING.

Use engaging and purposeful storytelling to inspire, elevate role models, strengthen our brand and drive positive fan engagement.






INVEST

Be financially sustainable for generations to come.

The Club invests in diversified revenue streams to transform the business model, establish Headingley as a vibrant destination venue in the north, and create the most valuable commercial platform in domestic cricket



The Club's revenue model has remained largely unchanged for many years, relying heavily on traditional income streams and third-party arrangements with limited diversification or control.

In a rapidly evolving global cricket landscape, this approach is no longer sustainable. For more than two decades, the Club has carried significant debt without the capacity to fund it - a position that must never be repeated.

The remaining proceeds from The Hundred sale represent a once-in-a-generation opportunity, but alone they will not be enough to restore Yorkshire to the top table of English cricket or deliver the Club's long-term ambitions. Rather than being absorbed by short-term pressures, it must form part of a broader commercial reset that restores long-term stability, resilience, and strategic control.

One of the Club's greatest assets, Headingley Cricket Ground, has experienced prolonged under investment and under-utilisation. Player, member, and customer facilities no longer reflect the standard on the field or the expectations of modern audiences, falling behind peers and weakening its position at the forefront of international cricket. For significant parts of the year, the venue lies dormant, underperforming in non-cricket revenue despite its location in one of the UK's most dynamic regional cities. Inconsistent venue experiences also limit repeat attendance and long-term loyalty.

Modern sport demands a clear understanding of the communities it serves - who they are, how they engage and what they value most. By applying insight, the Club can shape products and experiences that feel relevant and welcoming, unlocking the full potential of Yorkshire's scale, diversity, and passion for cricket.

Following two fallow years of major men's international cricket, the 2030 ICC T20 World Cup and 2031 Men's Ashes Test must herald a new era. Investment in Headingley should ensure the Club is positioned to maximise these moments - strengthening financial sustainability and securing the future of elite performance and grassroots cricket across the county for decades to come.



INVEST

01. RE-ENERGISE HEADINGLEY CRICKET GROUND.

Preserve the Headingley's world-class cricket status, whilst maximising the venue's potential as a 365 sport and entertainment destination with diversified and reliable revenue-generating facilities that service the local community.

02. BUILD LONG-TERM FINANCIAL STRENGTH.

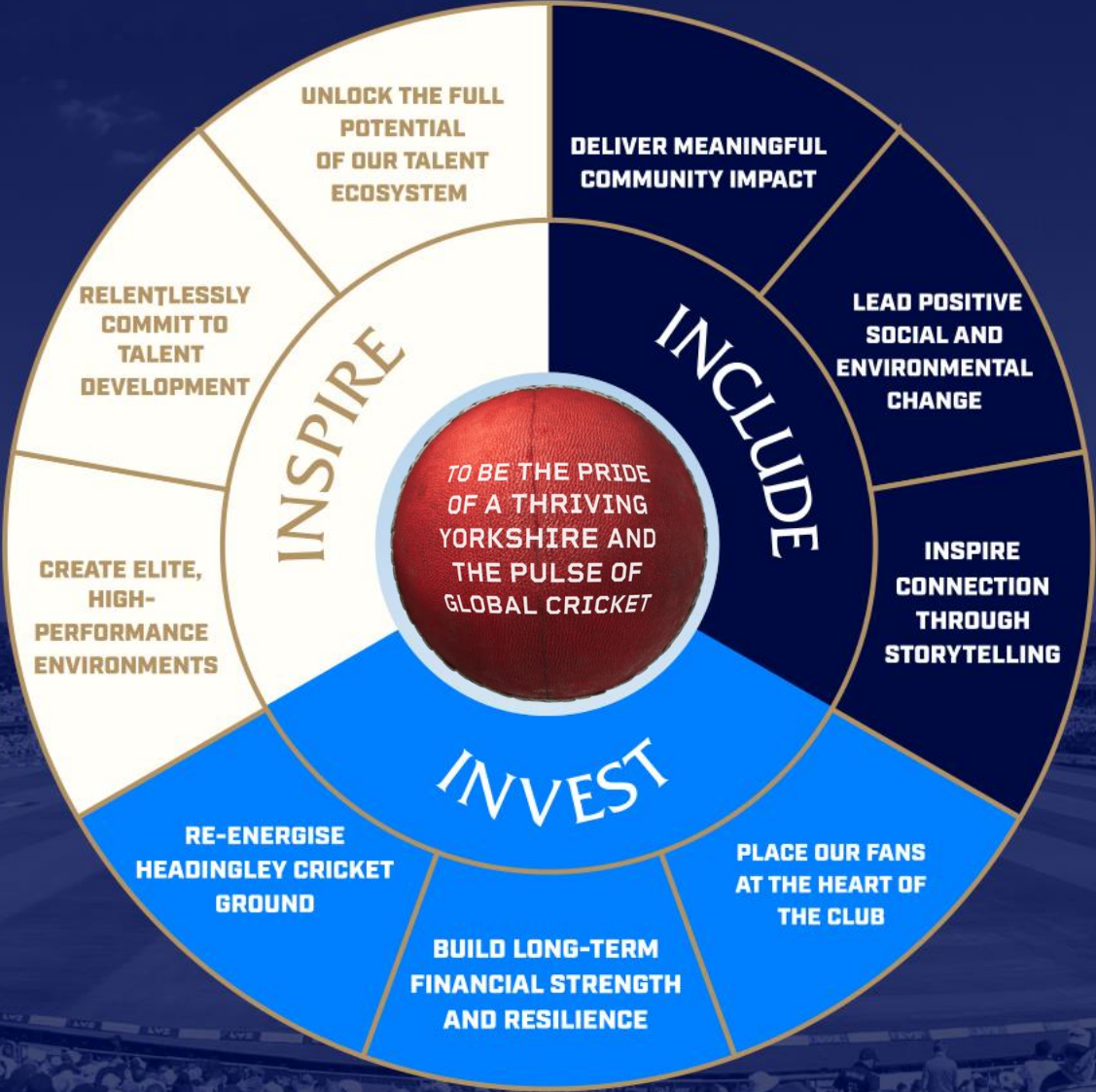
Ring-fence the remaining windfall from the Hundred sale in an investment subsidiary with strict governance to maintain capital and deploy additional returns to grow cricket in Yorkshire.

03. PLACE OUR FANS AT THE HEART OF THE CLUB.

Build a deep understanding of our audiences through data and insight to deliver personalised products and welcoming experiences that inspire customer loyalty and unlock new, diversified revenue opportunities.



CHASING GLORY 2026- 2036





**A STRATEGY TO RETURN YORKSHIRE
TO THE TOP OF THE GAME AND
BUILD A CLUB THAT THRIVES FOR
GENERATIONS TO COME.**

