

2026 MEMBER ENGAGEMENT RESEARCH REPORT



2026 MEMBER ENGAGEMENT REVIEW | BACKGROUND

The **Member Engagement Review** has been commissioned by the **Lancashire Cricket Board** to **improve engagement** with the Lancashire Cricket **membership**.

This Member Engagement Review Research was conducted by Two Circles on behalf of the Club to establish **key areas for improvement**.

Details of the outcome from the research can be found in this document.

2026 MEMBER ENGAGEMENT REVIEW | OBJECTIVE

To **build an inclusive and unified members' Club** by strengthening trust, transparency, and shared purpose through **a comprehensive club review** and meaningful board and executive engagement.



Ensuring **member voices** inform continuous improvement.

EXECUTIVE SUMMARY

1. Survey was completed by 968 survey responses with 2 focus groups held online.
2. Lancashire's membership has a Net Promoter Score of +4, with 38% of respondents ranking in the 'passive' rankings and 33% as promoters. This has decreased from +16 in 2022 and +26 in 2023.
3. Members highlighted the regular emails, ticketing information, member meetings and the information available on the Club's channels as strengths of how the Club communicates with members.
4. Board priorities, and transparency was a dominant theme throughout the research with members requesting more information – only half of members understand the Club's priorities and vision.
5. There was a general confusion with Club Rules, with over 55% finding the rules hard to interpret.
6. 80% would recommend a membership to others and 72% feel welcomed and included as a member.
7. For AGMs, members expect their voices to be heard, expect clarity on decision and updates on cricket performance.
8. Members expressed the need for improvements to membership services and experience.

KEY THEMES | 2026 MEMBER ENGAGEMENT REVIEW

There were four key themes that came out of the Member Engagement Review Research:

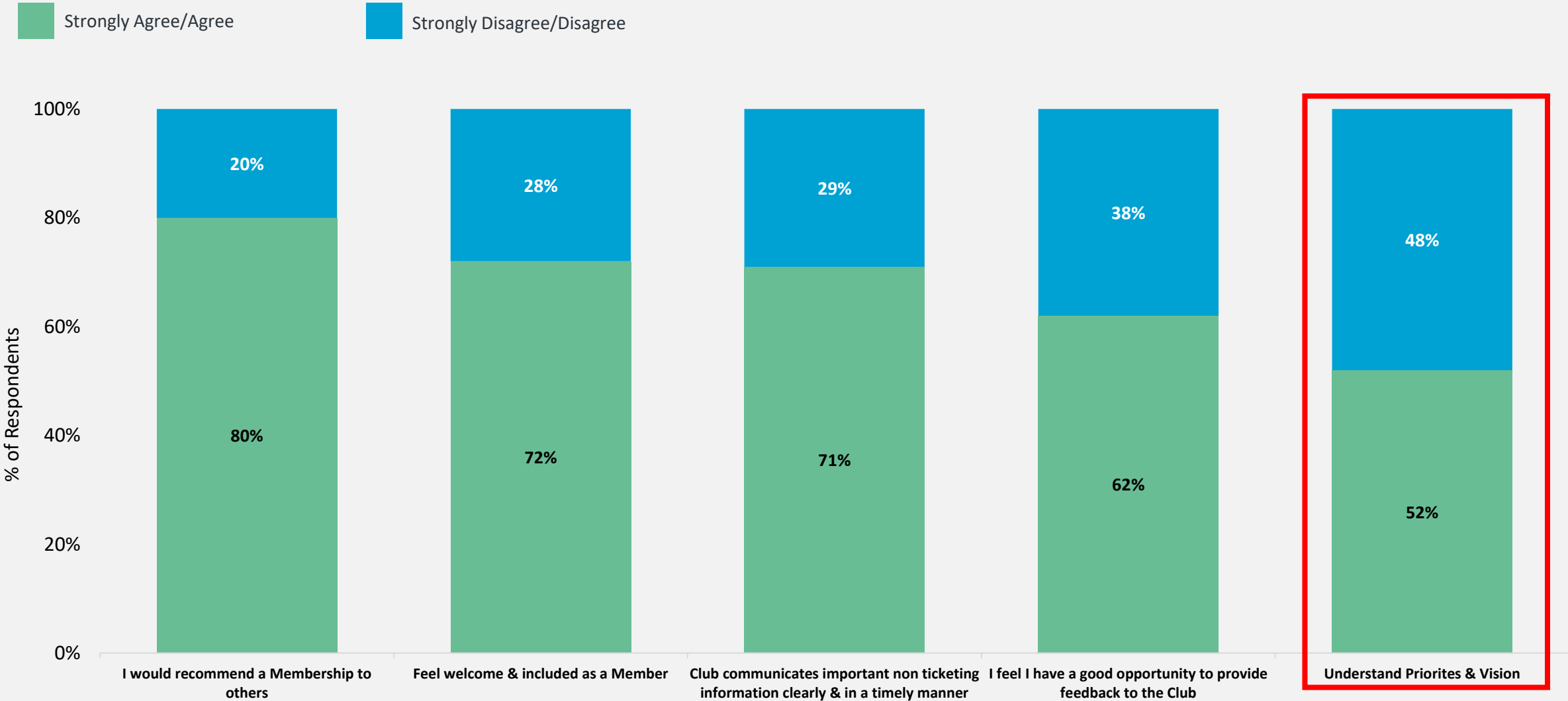
- 1 Communicate our strategy for Lancashire Cricket**
- 2 Build trust and transparency**
- 3 Strengthen member voice and governance**
- 4 Continue improving the member experience**

PRIORITY 1: COMMUNICATE OUR STRATEGY FOR LANCASHIRE CRICKET

There is a strong sentiment amongst the membership who feel welcomed and included – however the key standout point is the lack of awareness of the Club's long-term strategy with the need for a clear cricket-led plan to win trophies and develop homegrown talent across men's and women's cricket.

SENTIMENT | HOW MEMBERS FEEL

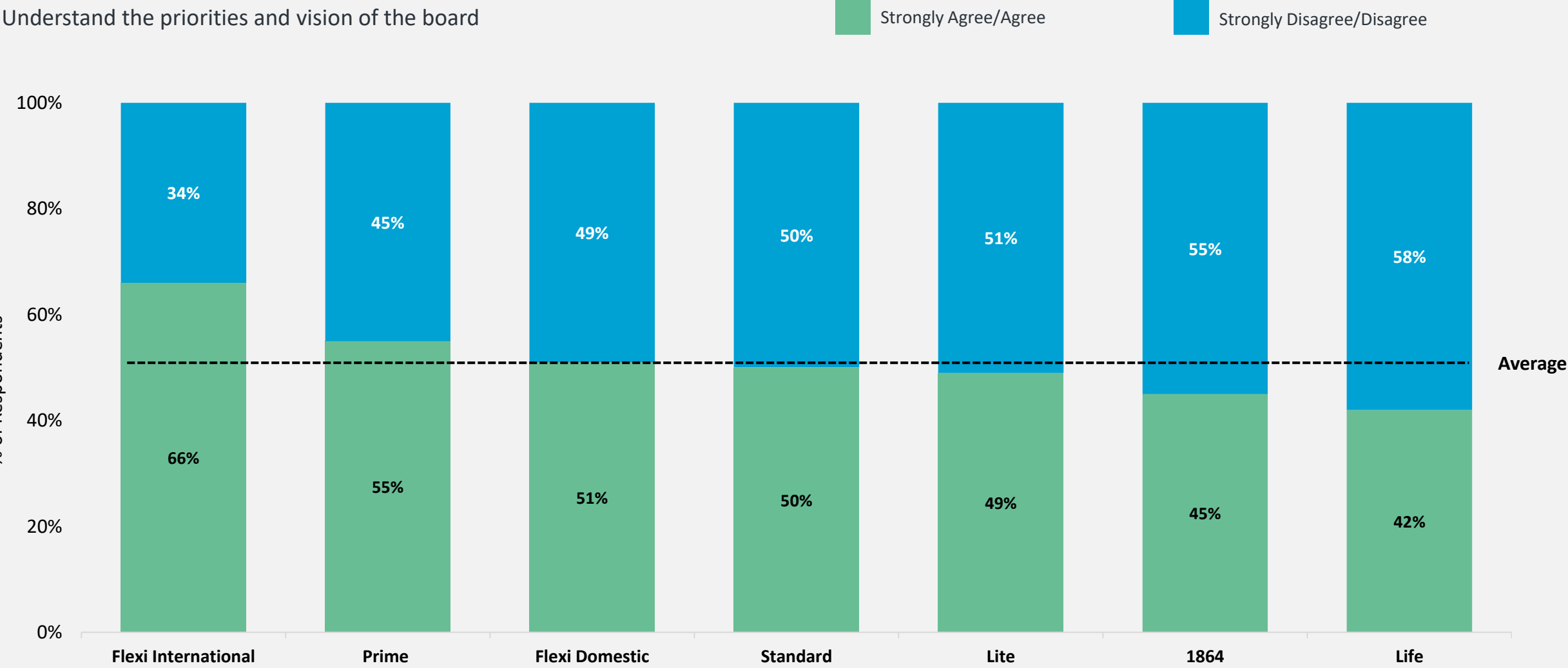
80% of members would recommend a membership to others, whilst only 1 in 2 respondents understands the Club's priorities and vision.



Q: Please indicate how much you agree or disagree with each of the following statements.

SENTIMENT | SPLIT BY MEMBERSHIP

Flexi International and Prime Members are most likely to understand the Board’s vision, while 1864 and Life Members show lower understanding.



PRIORITY 2: BUILD TRUST AND TRANSPARENCY

Members generally praised the quality and frequency of communication, the priority is using communication to build trust, explain decision-making and improve understanding of the Club's direction.

CURRENT ENGAGEMENT | STRENGTHS OPEN TEXT

Members highlight a range of positive experiences in how the Club currently engages with them.

“Plenty of emails, lots of reminders on tickets and LancsTV is great when I can't go”

36-50, Standard Member



“Emails and regular member's forums, communication with the MRG”

18-21, Prime Member



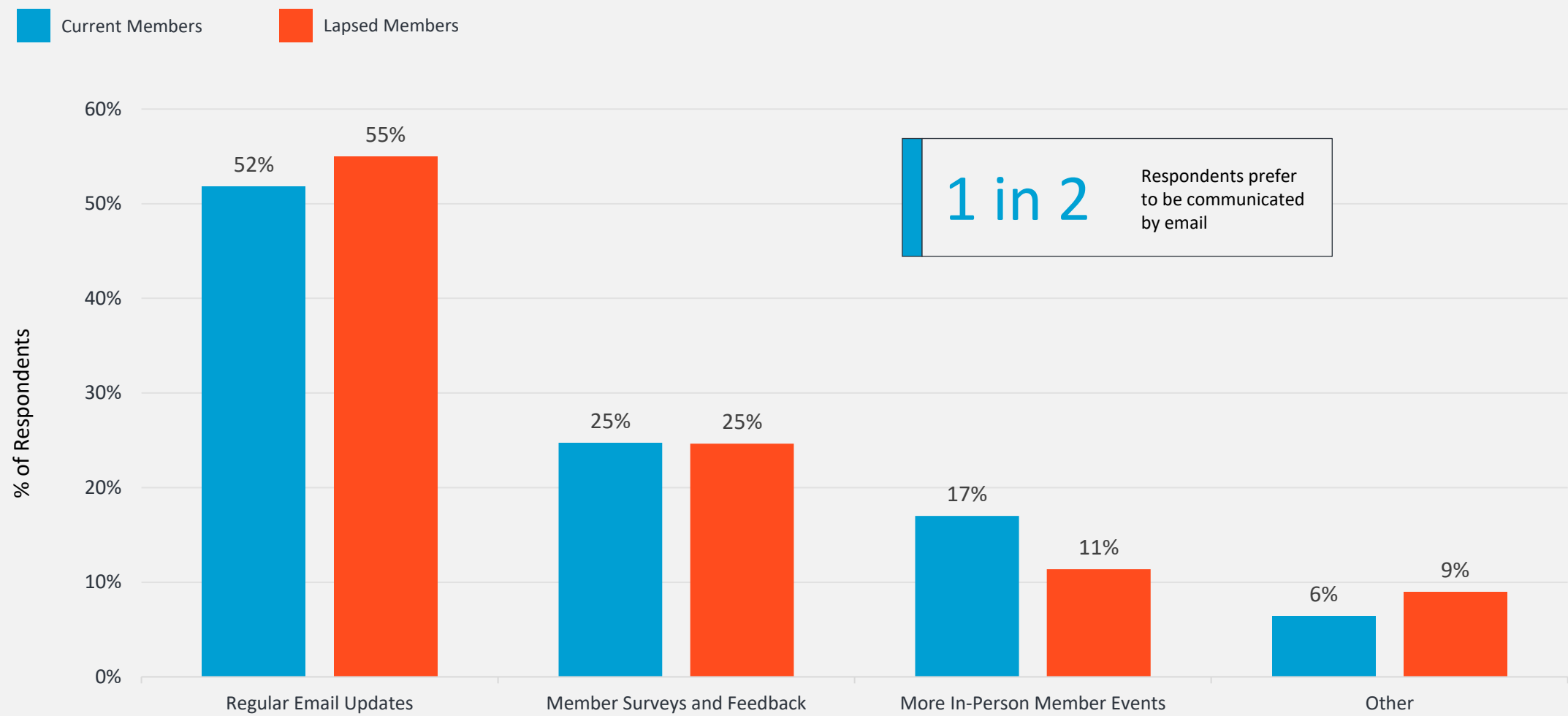
“Very communicative and a very friendly atmosphere. Lots of engagement”

66+, Flexi Domestic



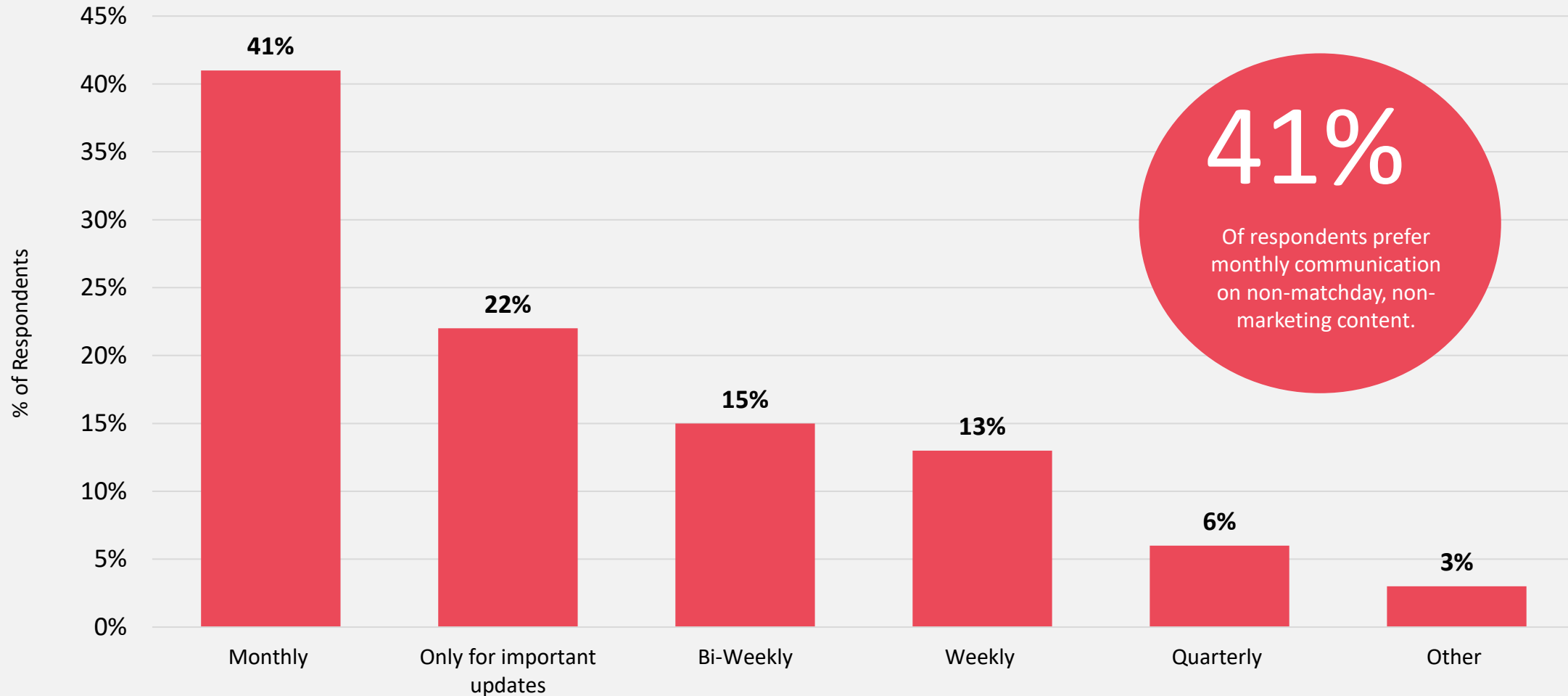
EXPECTATIONS | MEMBER COMMUNICATION

A larger proportion of lapsed members prefer to be communicated to via email, whilst more current members would like more in person events.



INSIGHTS | RESPONDER PREFERENCES

Preferred communication varies amongst survey respondents, with monthly updates most favoured and a notable group preferring contact only when important information arises.



CURRENT ENGAGEMENT | WHAT MEMBERS TOLD US

Analysis of responses identifies trust, transparency and clarity as the dominant themes for improving member engagement.

TRUST

"The club does not value members. All of the club's engagement with members is simply a tick boxing exercise."

Prime, 26-35

"Make members feel more valued and part of the club."

Flexi Domestic, 51-65

"Treat members as members, not just ticket holders."

Flexi Domestic, 51 - 65

TRANSPARENCY

"Be open and clear with decisions, members' options and future changes."

Standard, 36-50

"Stick to the current process but provide more transparency on decisions."

Standard, 26-35

"The messaging was extremely biased, at times dishonest."

No Membership for 2025, 51-65

CLARITY

"We often find out important information from other media sources first."

Life, 66+

"Be honest and upfront with information and facts around votes on the future of the domestic game."

Flexi Domestic, 36-50

"Sometimes the messaging is too corporate and hides behind governance rather than clearly explaining what is actually happening."

Flexi Domestic, 36-50



SENTIMENT | SPLIT BY MEMBERSHIP

There is an opportunity to improve communicating non ticketing information to members.



Q: Please indicate how much you agree with these statements: The Club communicates important non-ticketing information clearly and in a timely manner.

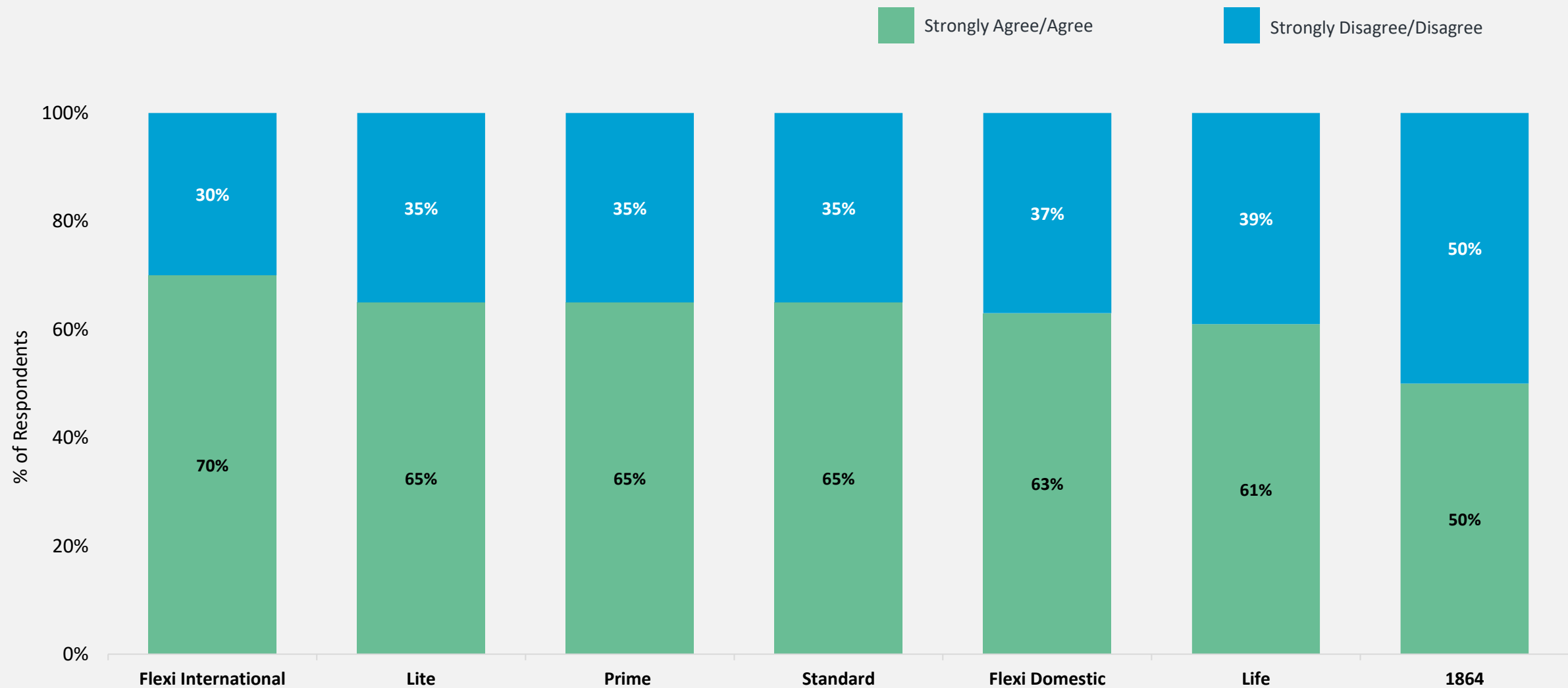
PRIORITY 3: STRENGTHEN MEMBER VOICE AND GOVERNANCE

Members want **confidence** that their voice **genuinely influences** the future of the Club, with requests to make the **General Meetings more accessible** and open for two-way conversation.

Club Rules and **Governance** were highlighted as **key priorities** with many members finding the rules difficult to interpret – along with clarification on the role and impact of the Members' Representative Group.

SENTIMENT | SPLIT BY MEMBERSHIP

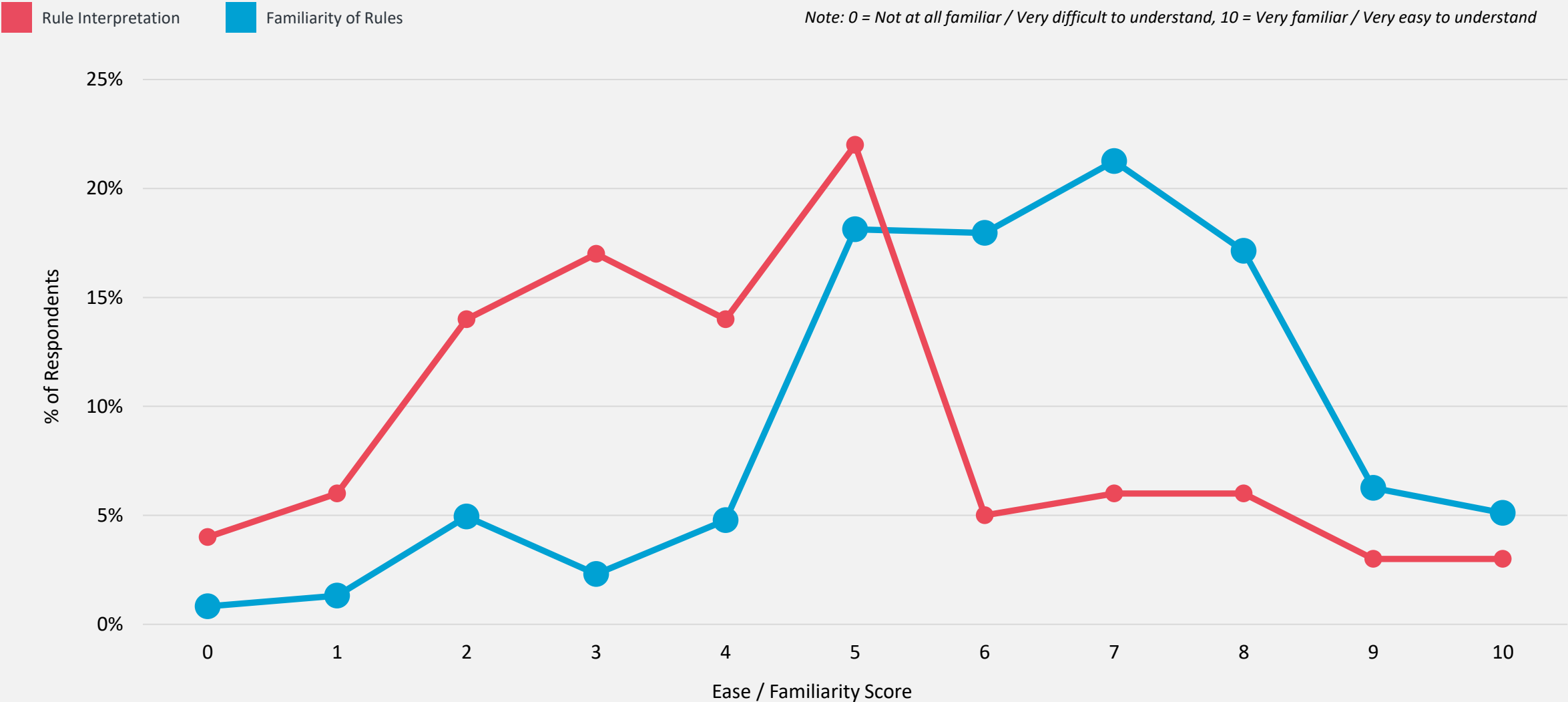
Flexi International leads on perceived feedback opportunity, with lower agreement among Life and 1864 Members.



Q: Please indicate how much you agree with these statements: I feel I have good opportunity to provide feedback to the Club (e.g. via the Member Representative Group)

SENTIMENT | CLUB RULES

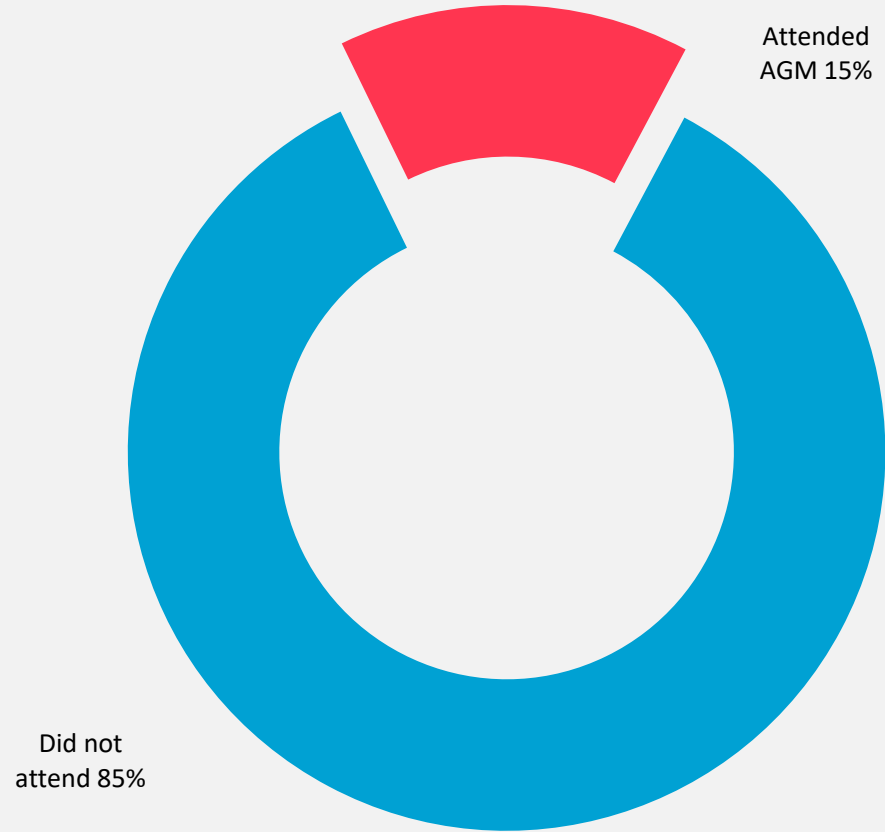
Members are generally familiar with the Club rules, but ease of interpretation is low.



EXPECTATIONS | ANNUAL GENERAL MEETING

Over 1 in 10 respondents attended the latest Annual General Meeting, with those not attending highlighting the key reasons why.

Q: Did you attend the most recent Annual General Meeting?



Q: Why did you not attend?

"Sadly I was not able to **understand the joining instructions.**"

"**Too much negative discussion expected** from some members."

"I am not interested in politics - **I just want to watch cricket**"

"**Have only been a member for a year** so felt a little bit in awe"

"AGM **should be held on a Saturday morning** at a time outside normal working hours."

EXPECTATIONS | ANNUAL GENERAL MEETING

Below are the most popular themes that occurred when asking members the role & expectations of the annual general meeting:

ANNUAL GENERAL MEETING PURPOSE

The AGM is viewed by members as a formal governance forum that combines statutory business with honest reporting, accountability, and a respectful opportunity for members to question and influence the Club's direction.



Member Voice

There is an expectation that the AGM must allow members to ask questions, be heard and be treated with respect.

"A meaningful and respectful exchange of thoughts and opinions"



Transparency

Members want the AGM to be the moment where the Board explains decisions, owns mistakes, and is openly scrutinised.

"Explain decisions made. Showing members the future plans. Be accountable"



Cricket Review

Members expect the AGM to explain how the Club has performed, with emphasis on cricket performance and improvement plans.

"A review of the first team's cricket performance and plans for the future."

EXPECTATIONS | MEMBERS' REPRESENTATIVE GROUP

Members expect the MRG to represent them fairly, challenge constructively, and drive meaningful outcomes.

Member – Club Connection

The MRG is expected to act as a clear link between members and Club leadership.

- Gathering views and ensuring feedback and decisions are communicated back transparently.
- ~65-70% of respondents highlighted this as a key expectation of the Members' Representative Group.

Shaping Outcomes

The MRG is expected to move beyond gathering feedback and help translate member views into meaningful outcomes.

- Challenging decisions constructively and influencing action where member concerns are raised.
- ~35-40% of respondents referenced this as an important principle

MRG ROLE

Balanced Representation

Members want reassurance that the MRG represents all members fairly.

- Operates independently enough to challenge leadership when needed.
- Raised by approximately 50–55% of respondents as a key expectation.

Improving Member Experience

The MRG is often viewed as the group best placed to improve the day-to-day experience of being a member.

- Focusing on practical issues such as ticketing, access, facilities, communication, and matchday operations.
- ~25–30% of respondents associated the MRG with this role.



KEY THEMES | UNDERSTANDING GOVERNANCE



AGM

WHAT YOU SAID

Only **15%** of respondents attend an AGM, with **accessibility and nature of the AGM** amongst the reasons why

KEY THEMES

- Members want **easier, more flexible ways to take part** (e.g. online, better timing)
- Members have **problems joining** or following the meeting **online**
- Some members said the AGM can **feel uncomfortable or confrontational**



CLUB RULES & CODE OF CONDUCT

Over **55%** of respondents found the Club Rules hard to interpret.

- **Focus Group** participants **expressed confusion** between the Rules and the Code of Conduct
- There was however **widespread acknowledgement** that Club Rules exist.



MRG

~**35-40%** of respondents expect the MRG to **translate member views** into **meaningful outcomes**

- Members view the **MRG positively**, particularly for **1:1 support**.
- Many members are **unclear how issues raised** through the MRG **lead to change**.
- Some members are **uncertain** on what the MRG is **responsible** for.

PRIORITY 4: CONTINUE IMPROVING THE MEMBER EXPERIENCE

Continue to improve the day-to-day membership experience through investment in ticketing, facilities, catering, digital services and player engagement.

KEY THEMES | MEMBER EXPERIENCE



WHAT YOU SAID

1. Members would like to see **improvements to the pavilion facilities and food offering**.
2. Members find **online ticketing** booking **confusing** at times, and there is **uncertainty** around **ticket formats** and **guest tickets**
3. Members are **highly passionate** about our players but there is a **lack of engagement** with them
4. Whilst **communication is frequent**, there is **inconsistency** of information across channels, making key details **easy to miss**

KEY QUOTES

1. *"Improving members facilities on key popular days"
"Would be good to **see more improvements to members' facilities** and taking their **feedback on board** more."*
2. *"Buying a ticket (or tickets) **via the website is not a good experience**"
"Improve the **online ticket portal**. It's **very confusing** and **tricky** to use. "*
3. *"Needs to be **greater player engagement** now that members are on opposite side of the ground"
"**More player dialogue** with members"*
4. *"Too much is spread across formats eg email, website, social media so it's **easy to miss things**"
"I find that **I don't get all the material** that **other members get** which I can't understand"*

Appendices

RESEARCH SCOPE

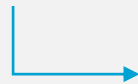
Our research took in the view of our existing member base and 2 focus groups.



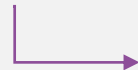
SURVEY

968

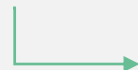
Survey responses



840 2026 Members



117 Lapsed Members



11 Members from 2024 & 2023



FOCUS GROUPS

2

Focus Groups

16

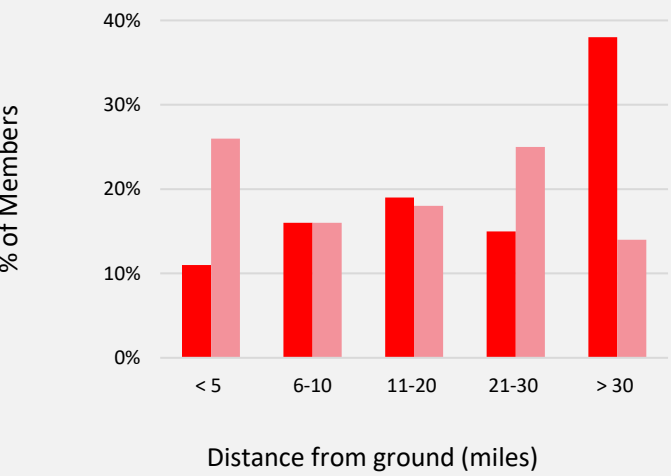
Attendees

DEMOGRAPHICS | SURVEY RESPONDENTS VS 2026 MEMBERS

Survey respondent demographics closely reflect our 2026 Member base, with minor variation in distance from ground and a slight under-representation of younger members.

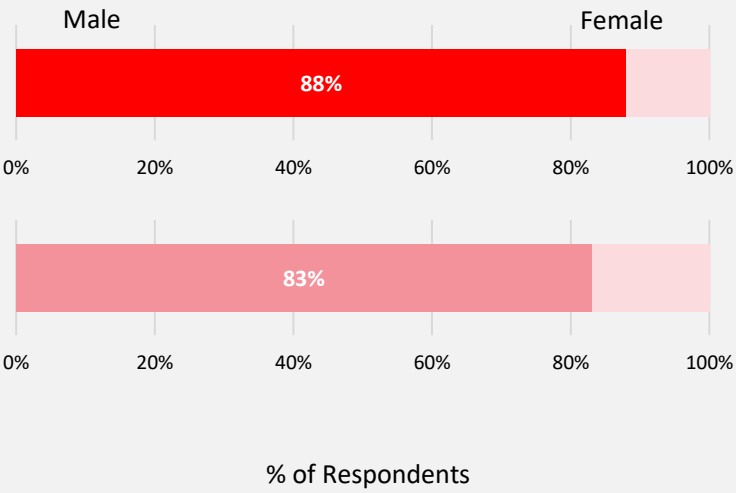
DISTANCE FROM GROUND

Survey respondents saw an over-index in those >30 miles



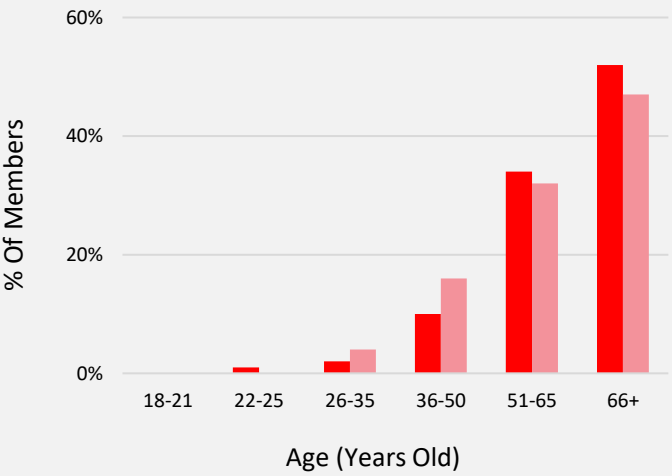
GENDER

Survey respondents were broadly in-line in terms of gender split



AGE

Survey respondents over-indexed slightly in older members



Respondents

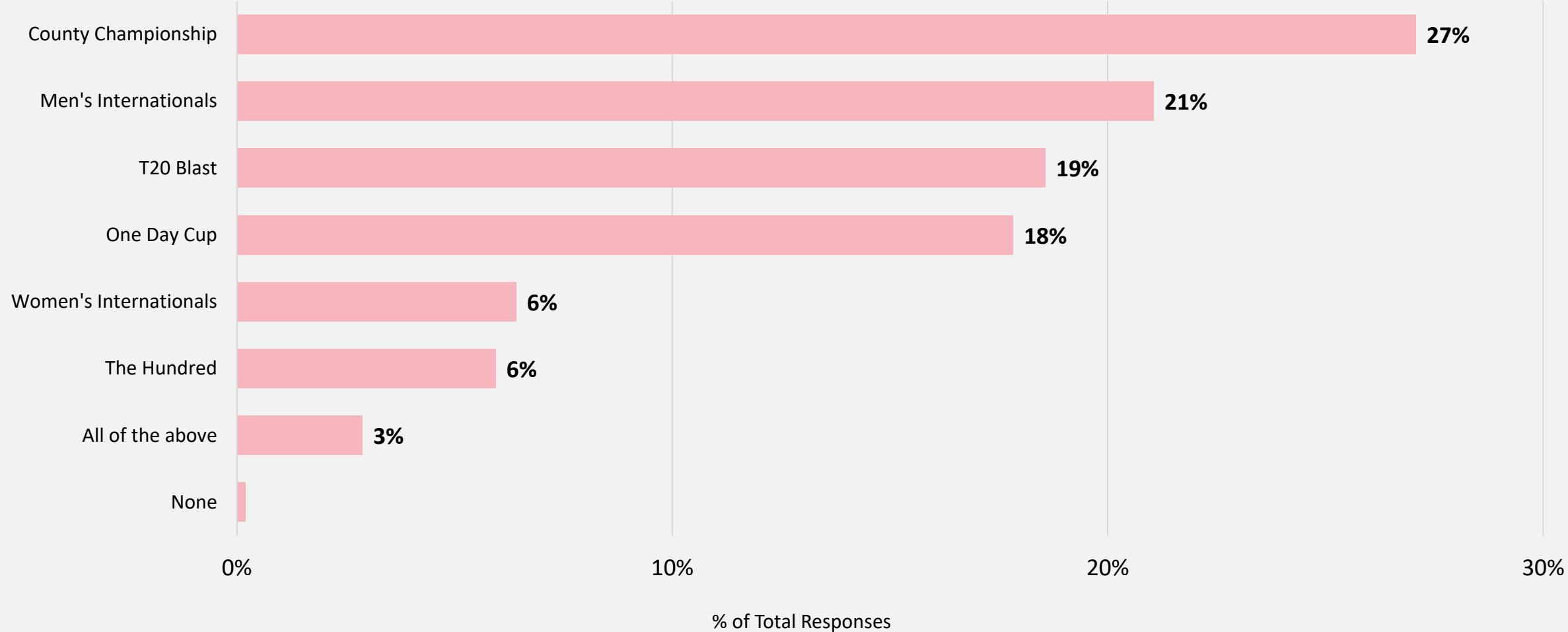
2026 Members



* Survey Respondents, N=968

INSIGHTS | PREFERRED FORMAT

Survey respondents show a clear preference for the County Championship over all other formats.



Q: Is there a specific format of cricket you prefer watching?

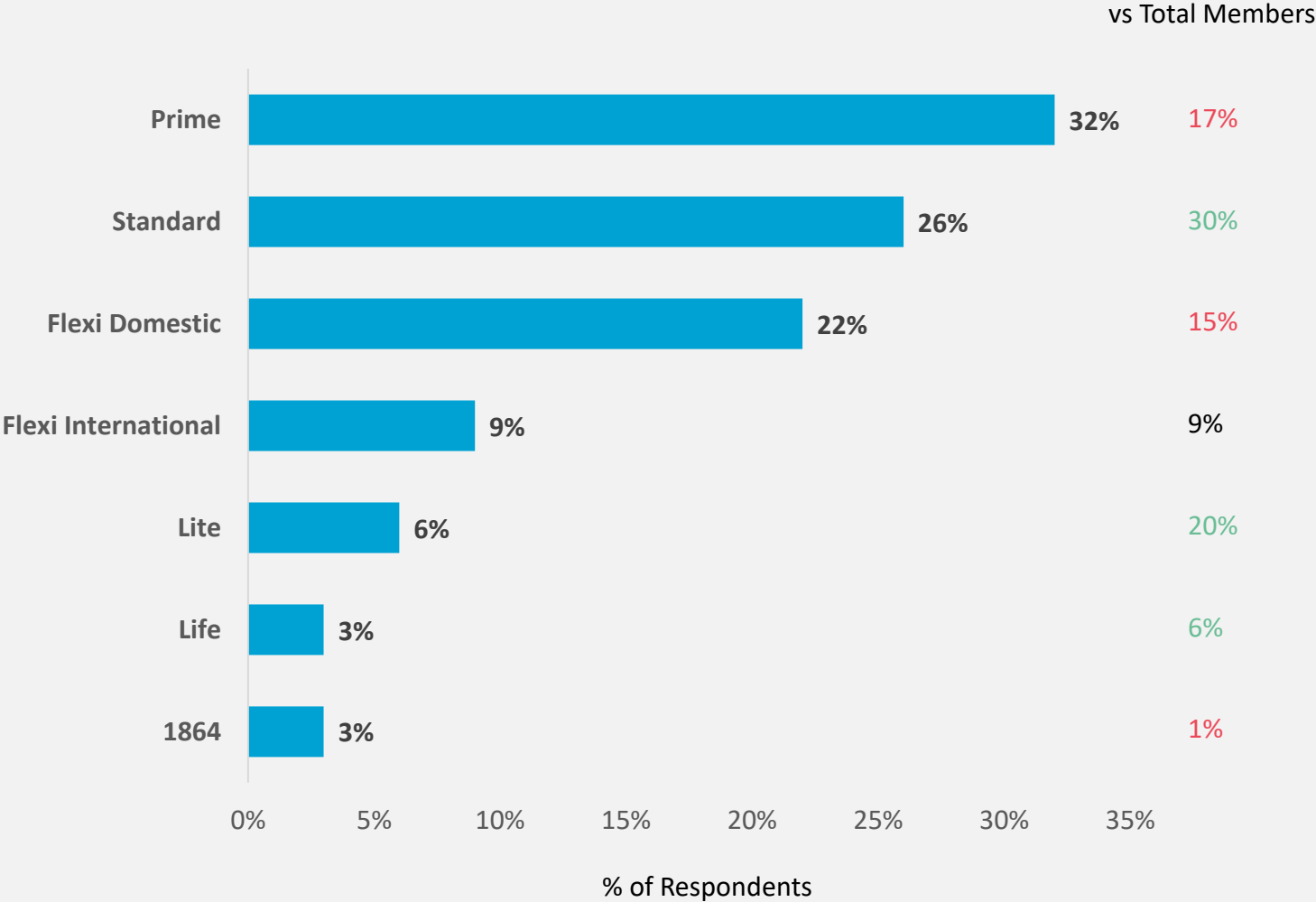
*Note: Multi-select question. Chart shows distribution of all selected formats.

INSIGHTS | 2026 MEMBER OVERVIEW

Over two thirds of respondents currently have a membership, with 32% of these being Prime members.

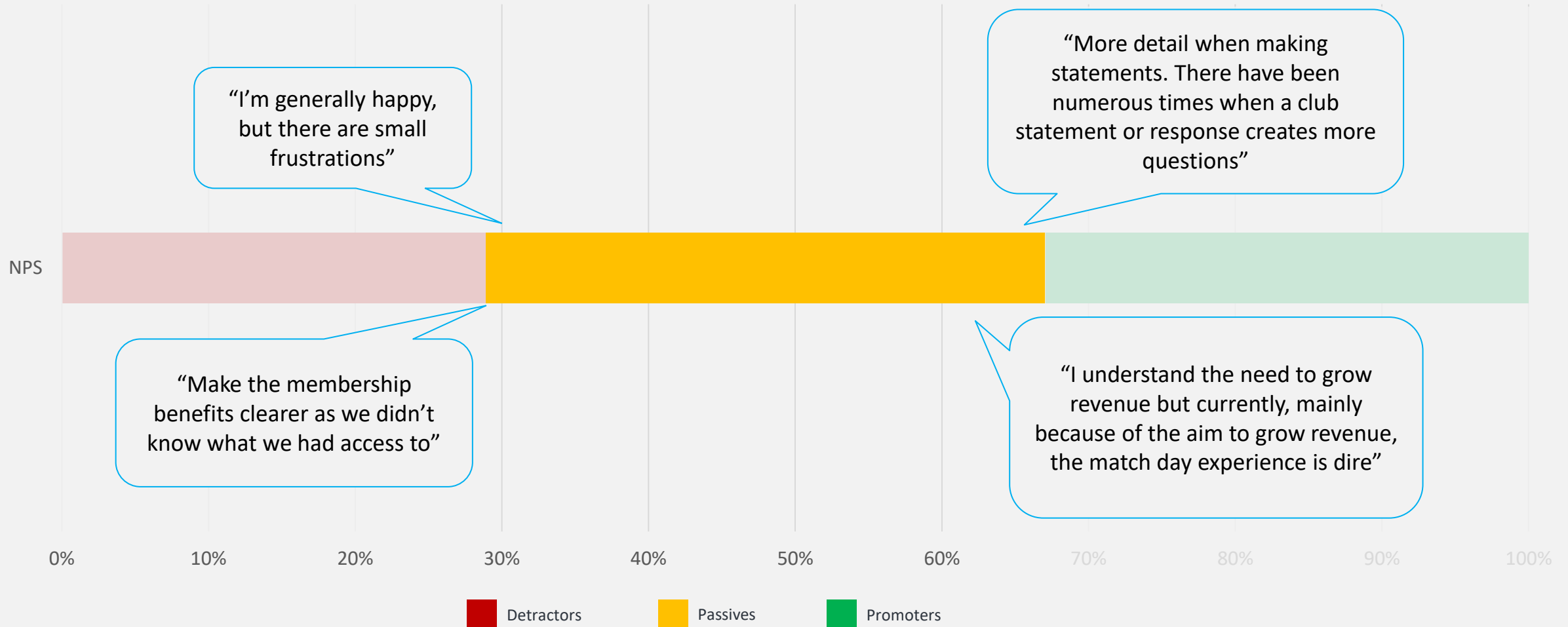
77%

Of Respondents
Are 2026 Members



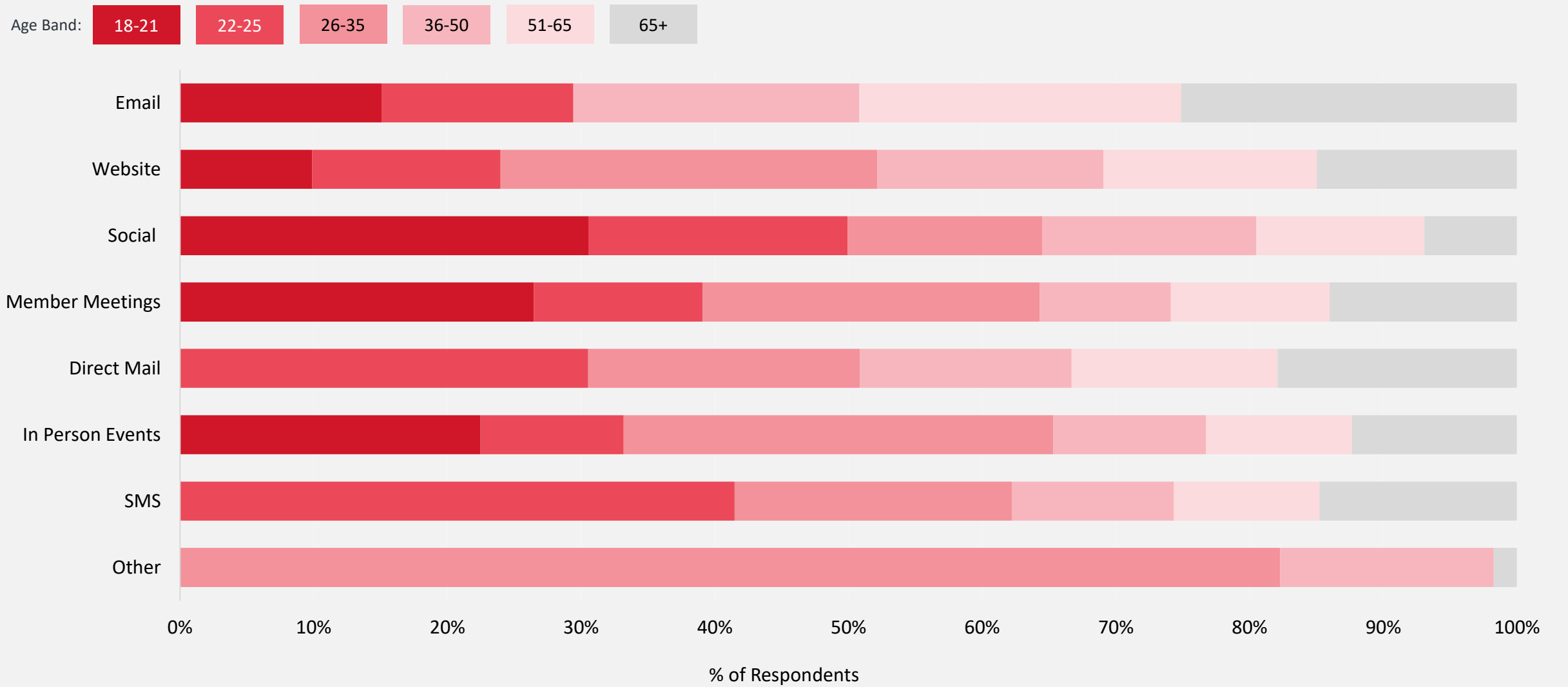
INSIGHTS | NPS BREAKDOWN

Passive respondents (NPS 7-8) express broad satisfaction but identify addressable frustrations that prevent stronger advocacy.



CURRENT ENGAGEMENT | CHANNEL BREAKDOWN BY AGE

As expected, social channels are more prevalently used by the younger age bands, with email coming out on top for older demographic.



CURRENT ENGAGEMENT | STRENGTHS

Below are the most common areas that were highlighted as strengths by members:



EMAIL COMMS

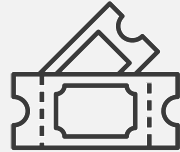
Keeping Members Informed

Regular, timely emails keep members up to date

Clear and easy to understand messaging

Trusted primary channel for club news, fixtures and updates

Seen as significantly improved in recent seasons



TICKET ACCESS & INFORMATION

Priority & Advance Information

Early notice of on sale dates and ballots

Clear communication of priority booking windows

Good visibility of offers and member benefits

Helps members plan attendance with confidence



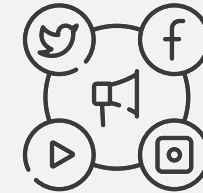
MEMBER MEETINGS

Opportunities to Engage

Forums, AGMs/SGMs and coffee morning valued by members

Provides direct access to senior figures and club updates

Seen as a positive step towards openness



DIGITAL CHANNELS

Accessible Information Anytime

Website supports email with deeper detail

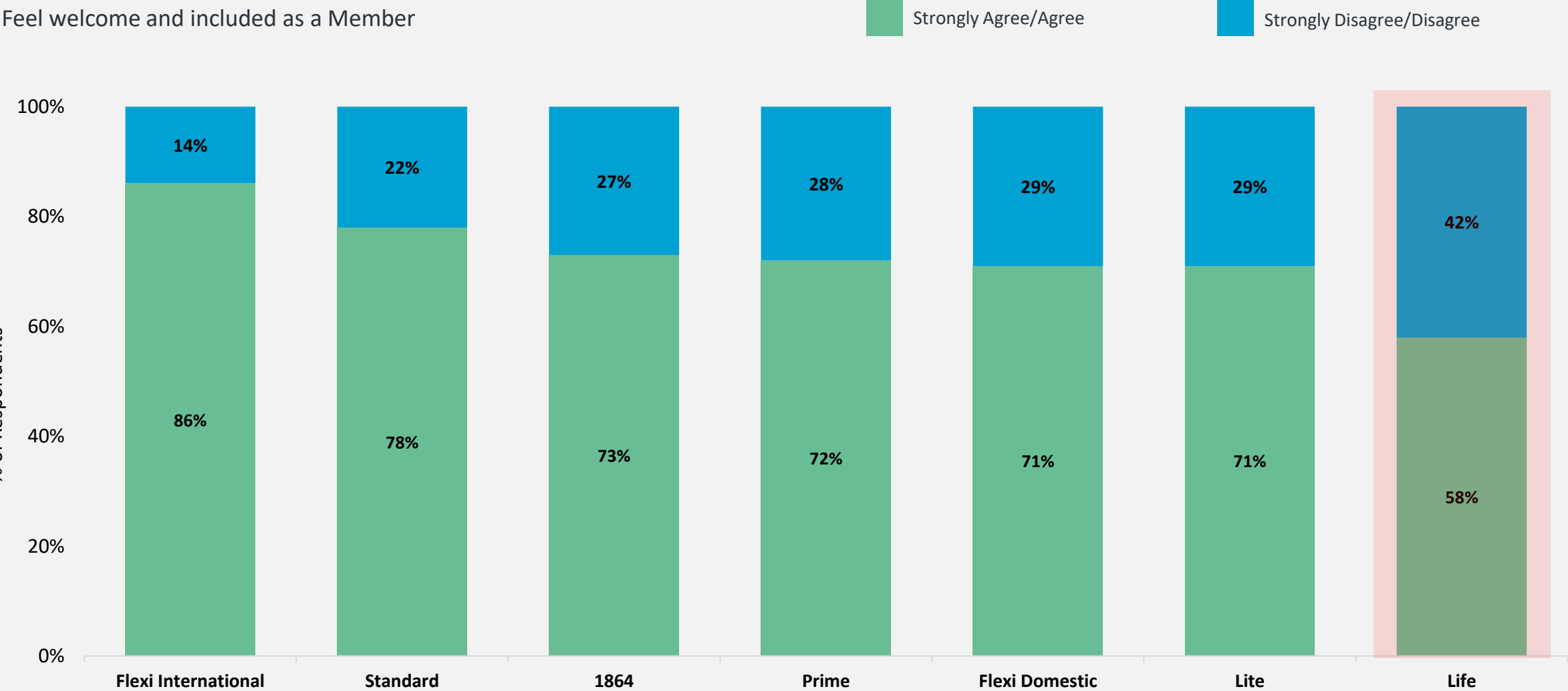
Lancs TV praised by distant members

Social channels reinforce key updates

Digital access helps members stay connected year-round

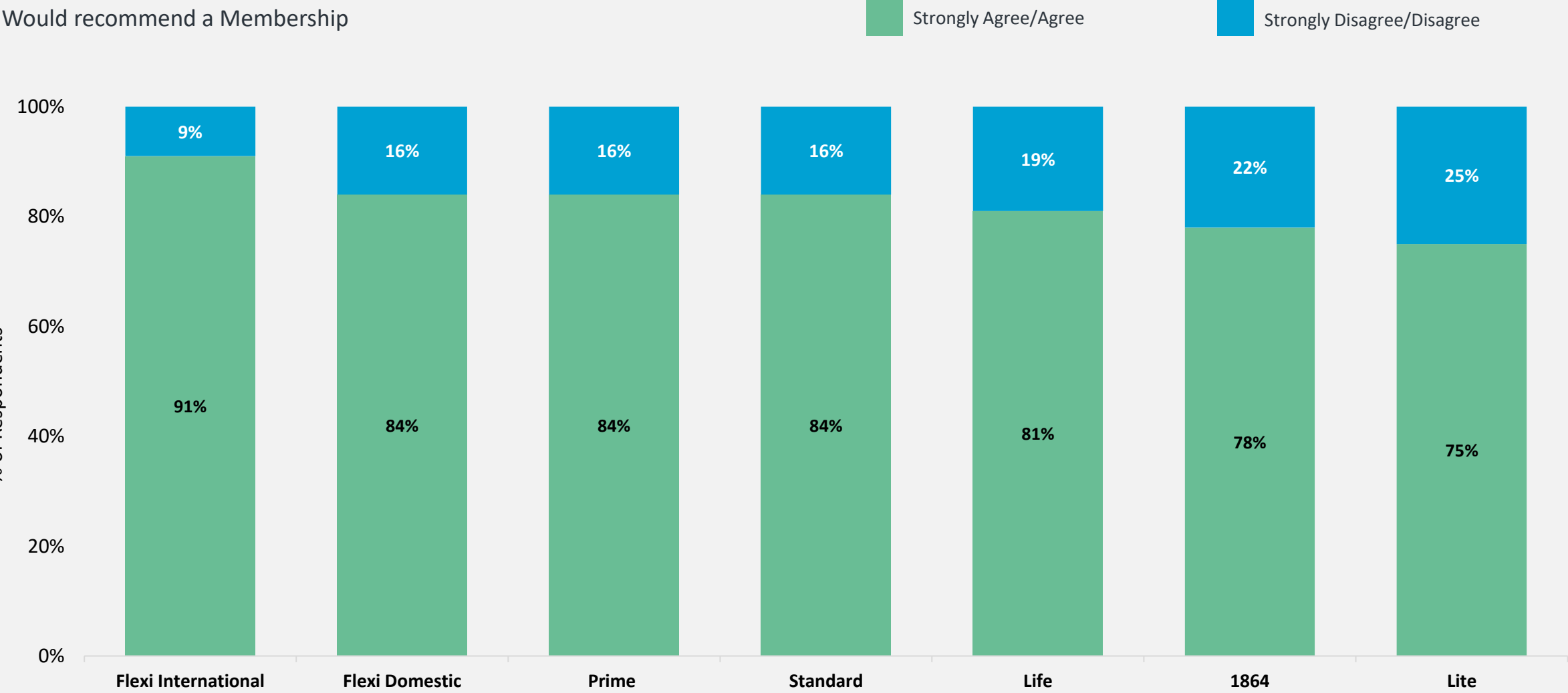
SENTIMENT | SPLIT BY MEMBERSHIP

Feelings of inclusion are strongest among Flexi International and Standard Members, and weakest among Life Members.



SENTIMENT | SPLIT BY MEMBERSHIP

Over three quarters of all Membership categories would recommend membership, reflecting strong overall satisfaction.



Thank You

