



**MEMBERS FORUM – 25<sup>TH</sup> MAY 2016**

Chairman – Good evening ladies and gentlemen. Welcome to our members forum. We recently had our AGM to discuss the 2015 accounts. The outcome for the year despite the fact that we didn't have a Test Match was quite satisfactory. We always try to do better. On the other side of cricket of course 2015 was a really good outcome. We got promoted, we would like to have won the second division championship, we were distracted by the T20 competition which we won.

We spend lots of time with the ECB discussing the future of cricket and how the structures will unfold and that is still a work in progress. In addition to that we are working hard with the ECB to identify where T20 goes. In the rest of the world, the Caribbean, Australia, Asia, it's a honey pot of income and entertainment and one of the strongest elements that I have seen in Australia is that they consider it to be the reincarnation of the lost generation, and what they mean by that is that a lot of youngsters of 8, 9, 10 etc. were wandering away from cricket. It was entertaining enough, they didn't have the time or the appetite to spend days watching state cricket that is like watching country cricket, the attendances were very poor but they came up with the Big Bash which is now 5 years old and is standing very strong on its own feet. The average attendance at the Big Bash last year was 29,000. The Adelaide Oval filled up twice, 55,000 each time and on one amazing night at the Melbourne Cricket Ground they had 80,000 people for a match. The reason I bring this up, is that there will be many of you that can either take T20 or leave it, but it does work in a number of directions for us. One is to attract more youngsters through the short form of the game in to real cricket and secondly if we could get it to generate the level of income that we hope it will once we find out what our product is, then that will serve to widen the depth of cricket promotion and get into the schools and to other areas that we can get a grip of this lost generation. In addition to that the average marketing target in Australia is the Mum. The Mum goes out and buys tickets for her own kids, she buys tickets for the neighbours kids and they all come together and all of a sudden there are 10/15 people that come along and the father joins them because it's a family night out. So there is all that going for it. We've got an awful lot of work to do on defining this product that we feel is suitable to attract major broadcasters and to attract those attendances. Nobody is out of turbulent waters in the county system other than perhaps the London Clubs and for other counties that are in peril, we can find a way to look after them and thereby keep the county structure in place, keep the four day game solid and move on for many years to come. That is currently taking up an awful lot of time. I've had several meetings trying to help us define this product. I will keep you posted as we go along.

One observation from the AGM, there was a gentleman we had been trying to reach, he had a written complaint ranging from Test Match tickets through to every other facet of the club. He is of course perfectly entitled to do that, unfortunately we don't have the background knowledge to answer the queries fully when it comes to us that way and what I did say to him afterwards is that I put myself about as much as I can and I welcome anybody to talk to me. The same goes for all of us on this table, and Amanda and her group as well. If you have got something that is bugging you, please come and tell us and we can handle it and fix it for you.

Daniel will give you a hotel update. The way the hotel market is going around here and in Manchester we remain very confident that the development will not only finish off this vision that we had for this ground some 10 years or so ago, but it will underpin our obligations going forward with our debt and where we want to take cricket and where we want to have this club going into 2017, 18 and beyond. I am excited about it, it is going to be very attractive and will balance this whole ground out.

Daniel Gidney – thank you Chairman. Not much to add. Obviously we have done quite a lot in recent times around facilities. Anthony is the project director of the hotel so he can give you more of an update on that. Also, some of you weren't here for the AGM, I would like to formally welcome Justin Hopwood our new Sales & Marketing Director who has responsibility for all revenue streams into the Club, and also to keep all members happy so remember that!!

The main thing is we have made progress particularly on the heritage and memorabilia side. Lucy Hayes from Anthony's department needs a lot of credit for the work she has done, working with Keith, Malcolm and others. I'm sure you will agree that it is better than it was last year. We are not finished yet, we are currently in the process of setting up a new shop that has opened that has been completely designed by JD sports. It looks very good. We are still working on products for our membership collection. We hope to introduce those over the next couple of months but crucially by having the new shop we are also developing a museum for the first time. We know that this is something high up on members agenda and we are hoping to get that open during the season. We are listening and we know that if we look back to 2013 we literally raced to get the Pavilion open for the Ashes and to be fair there was hardly any members focus or memorabilia or anything at that time, it was about physically opening a building for a large event and I hope you agree that we have come a long way in terms of historical and heritage information of the Club.

Justin Hopwood – I have been here all of 3 months so far and it has been an interesting 3 months which has delivered against some of the promises and excitement I had when I first accepted the role. My background I have worked in rugby for a predominant part of my career working with the British and Irish Lions and England Rugby, two strong big working brands that are formed and founded on heritage and history and I don't think there would be many cricket clubs or sporting structures that I have gone to work in more than somewhere here like Lancashire County Cricket Club because it has everything that the British and Irish Lions and England as brands and organisations and supporters and teams exactly what those other two stand for. Michael, David Hodgkiss, Daniel and the board have painted a very powerful strong vision in view of the future and I am very proud and delighted to join the Club and hope to play an important role, as Daniel and Michael have said in driving the revenue because that is ultimately what my role is. That is going to allow the cricket to flourish. I have spoken to a lot of people in sport who are fairly senior in other parts of rugby, tennis, football etc. and they all stood up and took note when I mentioned where I was coming because this is a big Club around the world so I am very excited about the future.

Daniel – thank you Justin. One thing I would like to add as well is that one of the first appointments Justin made was actually to bring in Jonathon Nuttall at the back of the room. Jonathan is our Head of Cricket Sales. A very strong background, was at Ticket Master for many years, Head of Ticketing

for the Commonwealth Games. We know that we have many issues going back with regards to ticketing, e-ticketing, the box office and I would like to think that we have made improvements. We are not perfect and still have things to resolve but certainly from my perspective since Jonathon's arrival we have made big strides in this area. Obviously Phil Johnston is a regular presence now for the first point of contact. As Michael has said, if any of you have anything to raise please see Phil.

Anthony – quick update on the hotel. The old hotel has gone now, the demolition went extremely well. We started on the construction phase 2 days late but we will definitely make that time back up. Key focus is to get the concrete slabs in place for the first concert so we will see lots of lorries coming on site w/c 6<sup>th</sup> June where they will put in the first floors so we are hoping by the first time we get to our first concert on the 29<sup>th</sup> June, the first floor will be in and we will start dropping in the bathrooms pods. All on target at the moment. We have obviously got a challenging environment with 2 concerts in that period when we have to close the site for a period of time and then we have our international cricket and our county cricket and everything else on top of that but we have plans in place and we know how we are going to make that work. We have got a really robust plan in place. The contractor is working well, he understands how we work with the cricket and the plan is to still open late June/early July 2017. A lot of the furniture from The Lodge was donated to local charities.

Daniel – on the charitable side a few elements to update you on. We work very closely with The Foundation and have two recent updates. Over Christmas with Ashley's support we launched on Boxing Day The Red Rose Floods Appeal. Ashley was on Five Live and we raised just under £20,000 which was matched from the ECB. The money raised went to Clubs devastated by the Clubs and we also raised money for people who had no insurance, and that money was raised by the government so had the best part of £40,000 raised and we were delighted and people living in America were saying that they were Lancashire fans and that they wanted to support it. Finally on the charitable side, on Monday of last week we supported a national homeless charity called CEO Sleepout and it was the biggest event outside of London. Ninety people slept outside on the pitch including myself and we raised over £55,000 for local homeless charities. It's a very much part of what the Club does.

Chairman – thank you and I'll hand over to Ashley.

Ashley Giles – I think it would be nice if I took some questions from the floor. We have started quite promisingly. One of our big goals was to play a really consistent brand of cricket in the county championship four day form and so far I think we have done that. We have been able to blood some of our youngsters again and perhaps move away from being dependent on a couple of players and we are starting to do that. We have 47 days left of the county championship. Every one of those days is going to be really important. Some of those days are going to be brilliant some not so good so please bear with us at times. So far so good and the T20 campaign is an important one to us. We didn't start well on Saturday and we know that but we have a chance this year to win back to back titles and I believe we have a squad that could do it, although it doesn't give us a right to do it. We will certainly be coming back hard on Friday and our squad will certainly be boosted by the arrival of Guptill and Buttler who both arrived back in the country today. Everything is pretty calm at the moment and our injury situation is good, great to see Tom Smith back in the team. After a particularly frustrating year for Tom that's the most pleasing element of this match so far although

we are a long way down the road and hopefully we can get to 350 tomorrow and put some pressure on Surrey.

Member: Peter Davies – as you look round the county circuit I was wondering whether there are any coaches/players/administrators who you would like to name check as people you particularly admire or feel that you and Lancashire could learn from.

Ashley – I think across the board there are some clubs doing some very good things and there are some players out there who perhaps if they came on the open market would interest us. I don't think that means that they would necessarily dive in because we have to have an eye on developing our own but at the same time if someone really good is out there we should certainly take an interest. I do think we are lucky here, this is a very good Club. I've said it before I have been extremely well looked after and made to feel extremely welcome since I arrived here and we have a very good executive and a good board, but I think we should always be looking to improve, look at our competition and how we can be better. I know the whole team certainly want to do that and from a cricket perspective we want to do the same and we want to be the best in the country. It's a process but hopefully we will get there.

Member: Peter Davies – in terms of maybe players for the future and England or coaches that you particularly admire are there any names you could throw out to give us an idea of the kind of people you admire?

Ashley – there are plenty of coaches, my peers if you like that I admire. I think the role is becoming tougher and harder. Marty Moxon has been in the game a long time and I have got a lot of respect for what he has done. Of course I spent a lot of my career at Edgbaston so myself and Doug Brown are very close but when we play against each other you can be sure that there is going to be some fireworks. In terms of players, I think England has a lot of youngsters coming through and we have some of them at our club at the moment. I think the way Liam Livingstone has gone this year, his entry to the first team across all forms has been really exciting. I think the future at the moment is quite bright around the country. We need to try and produce the best product for you to watch and market around the country.

Member: Dave Taylor – we are going down to 14 championship games next season. There is a likelihood that they will be reduced further in the very near future after that. What effect do you think this will have, the recruits for the academy and the type of player you are looking for?

Chairman – the possibility of going down further is not yet confirmed and not agreed. A big review of the whole game is ongoing. It is just as likely that to enable us to leave the county game alone, the 50 over game will have to change in some form or other.

Ashley – 14 is a good number for championship cricket for us. We've been lucky with the weather and our programme so far because we have played less games than everyone. It also highlighted that we were able to play, rest, refocus and come back at 100% for the next game. Since that point we have slipped into play 4 days, day off, quick practise for a T20 match which in many ways is meant to be our most high profile to market competition, then straight into championship etc., and

it becomes extremely busy to play at 100% and I hope you guys want to see us play at the maximum and to see our best players play all the time so I personally look forward to next year. I prefer seeing the blocks so that we can get the white balls out so that we can focus for a period, rest some of our red ball bowlers perhaps for those guys who don't cross over, so that when you do see them play you see our best team firing on all cylinders. We have already seen from the amount of bowling Kyle Jarvis has done, we have got to be careful. Can we afford to play him for every match? And that is where our strength in depth will kick in. You have seen from Bailey this game and Durham that he bowled as well as I have ever seen him bowl and didn't get the rewards. For me 14 would be about right.

I am big on doing our work in the winter, and we need a robust, strong, powerful and fit team ultimately and so far so good. The most important thing for me is having our best players available for the biggest matches and getting through the summer at the moment is hard work.

Member: Roger – Durham last week – if the position had been reversed do you think Lancashire would have made as bold a declaration as Durham did?

Ashley – We were in a different situation in the league. We had played 3 won 2, they hadn't won a game so I had a pretty good idea the night before. The forecast wasn't great so you would have to have taken that into consideration but I knew he would declare. We had a pretty good idea that they would pull out. All the way through this we can't get ahead of ourselves. Myself and Glenn Chapple were talking yesterday about our goals and aims for the season. It is a lot about building a stronger more robust team who could compete in Division One. We have won 2 games out of 4. We have to keep an eye on day to day. We are always looking at the table. If we can force a win here it puts a great gap between us and Surrey and Hampshire and at the same time puts us top of the table. It also gives us a great deal of confidence going into what I think will be our biggest challenge this year so far.

Member: (no name) – Is the Club over reliant on technology and the use of technology to get information to members. Not all members are confident in using I.T. There used to be a dedicated phone line and the web cam on the first page of the cricketing website on prospects of play. Now there is no phone line and you have to search to find the web cam. Is there any way we can get that information easier to members who have to travel to get here?

Daniel – we will look at that. There have been technical issues when we changed over websites so we will get the webcam back on. In terms of a phone line – I don't know whether that is the best solution but what we do need to do is have a look out for people who are not on email which is a challenge on this day and age on how we communicate.

Member: Even with email, I have left home before that email comes. I either get it when I am already here or when I get home.

Michael: Was the dedicated line a recorded message?

Daniel – at the very least prospects of play should be a news item on the website as well so if that is not happening we will double check that.

Member: Graham Shaw – reverting back to T20 how would the panel feel for a Kohli or a De Villiers?

Ashley – I would be pleased if they both arrived tomorrow!!!

Chairman – when you look at the history of such names, Gilchrist came to Middlesex. Middlesex put out an announcement that if you would like to have Gilchrist play in our away games it was £5000 you would have to pay, so he didn't. The games that he played for Middlesex he produced next to nothing. There are probably a handful of players you would gamble on, Chris Gayle was outstanding and he was at Somerset too. He made a great contribution to the team and scored a whole basket of runs and he did fill some seats. What we want is a package that is a blend of our own players, some overseas and possible other English players as well in a team so you have an attraction across the board. The best description I have heard is the elite playing the elite.

Ashley – I think what we have is very good. Guptill is currently third in the world (batting T20). If you had a case where you had Kohli, De Villiers, Guptill, Gayle, Buttler I think that would pull a few in! If you had two teams where you had the best overseas players playing with the best domestic players I think that would be really exciting.

Daniel – the IPL have actually stopped Indian players playing in other domestic T20 tournaments which challenges their availability.

Member: Neil Hopkins – is Guptill available to play other than T20 matches?

Ashley – technically we could but we have recruited him for white ball cricket. We have Wagner and we like what he gives us at the moment. Guptill could play 50 over cricket – he might do – he might not. We might choose to play more of our home grown guys. He is primarily available for white ball cricket.

Member: Roy Chandler – In your discussions on your future of the game, can you enlighten us on whether there is going to be big city teams or just the counties playing T20?

Chairman – I can answer to a degree. There are quite a lot of counties that don't have a big city!

Member: Roy Chandler – the Big Bash is basically big city teams.

Chairman – If you get the product right it doesn't matter what you are called. The big city situation is unlikely for the genuine reason that we have got issues in London, in Yorkshire. When I first came here as a kid we have Manchester Cricket Club and we have talked about doing something that would enable us to have a Manchester team that members could sign up for, second eleven etc. One day I will hope we get to that. About a year ago and in anticipation of what might happen, we got the ownership of Manchester Cricket Club so if it does come about we have got it.

Member: (no name given) The flood lights were on for over an hour yesterday when the sun was shining and I wondered what the cost of that might have been and also as the same conditions applied today weather wise, it would be inconsistent not to have the floodlights on tonight. It is a waste of energy and is bad for the environment and is bad for the Club finances. Why?

Daniel – this is a very good question. Yesterday would have cost us just shy of £400 on energy for the floodlights. This is completely at the discretion of the umpires. It is all down to interpretation on the day around shadows/artificial light overtaking from natural light and when it potentially becomes a safety issue for players. That is what the law says but it completely comes down to interpretation of the umpires. The cricket committee at the ECB have been working on this for some time to try and get greater clarity.

Ashley – there was a period where we needed them because it had rained and we had come off and it was dark. I believe once they are on they stay on.

Daniel – that is one of the challenges.

Member: Is there no room for common sense? The floodlights contributed nothing. The sun was more powerful than the lights.

Daniel – we agree.

Member: (no name given). We notice that the B&Q site is on the market and presume the Club may be interested in purchasing it? If so do we have the finances for this project?

Chairman – There are a few things about B&Q that I can't comment about. Our strategic thinking is that we want to protect our boundaries. There are an awful lot of things about this Club that are unique. One of the most important is that we own 17 acres land. We are a rare breed within county cricket. Years ago we could have bought the Bruntwood offices for £1 million – that was a sad loss. We sold originally the B&Q land, it was ours at one time. Once you sell land for almost anything for particularly in sports areas like this you never get it back. B&Q would be fabulous for us but it is complicated. Yes we are very interested. Protection of these boundaries are always in our targets. Finance – at this stage we do not want to take on any more debt. We can manage our debt with the hotel but we do not want to add to it.

Member: Tony Shaw – Buttler is obviously back after his trip away, do you expect to have him available for the rest of the season subject to England calls and if so would he be asked to keep wicket should he be available?

Ashley – Jos is going to be involved with the England one day team. There is always a chance that he could get back in the Test team. They could move Johnny up the order possibly to bat 5 and then still play Buttler. We should have him available for the majority – he's got to keep in all competitions. That obviously makes it difficult for Alex but Alex is also a high quality batsman so he competes with the rest of the batting order. I think we are lucky when we get Jos back. He won't play on Sunday. It is important that we get him straight back in our white ball team. I believe we

have got enough resources to cover that red ball game and he's in contention after that. His availability is great for us.

Member: Tony Shaw – could you comment please on the website? Obviously the website has changed considerably. I think it is fair to say it is a work in progress. Can you map out how it is going forward for the future please and under what time scale?

Justin – the cricket site was launched a month after I arrived. I know you have had a lot of dialogue with Holly who is our Head of Marketing and her team, all of which is very welcome. We have got the C&E part of the website which is due to launch in the coming weeks. In terms of exactly what is going to be rolled out over the course of the next few weeks and months, that is being agreed and planned as we speak. All digital website projects, they do have holes in them and we do have some challenges. Nothing is quite as seamless as it looks. The process that the Club went through to understand what website was needed was very robust and detailed and very comprehensive in terms of speaking to members, supporters and other groups of people that use the site. I do believe a lot of the boxes were ticked in what was achieved. Having said that, we know that there are a few areas that some work and focus and attention needs to be spent on so I haven't got an instant answer in terms of what is coming over the next few weeks. I am sitting down with Hollie and her team to understand what the next few months holds for us because there are costs attached to the next stages of development which we need to go through a process to get signed off. I am very happy to share that with you, the wider group, and a smaller group of individuals who are interested in that.

Daniel – You would have to agree the new website is night and day compared to the previous one. The match day centre for example gives people much more information than the other website ever did. I know you are looking for perfection! We keep working on it but I would like to think most people would agree that the information you can get on a match day is much better than what we provided last year.

Member: Stuart Warburton – Women's cricket – the Chairman has mentioned that we need to up the income and I think the new women's league is going to be a way that we can do that eventually, not perhaps this year. I find it quite difficult as a member, I was actually entitled to go to these matches for free and I wonder if you could make that clearer on the website or on one of the newsletters. Also, I would have hoped that they would have a representative from the team so that we could boost numbers to turn up to make it a success. I do know that the board and the Foundation have done a tremendous amount of work to increase the participation and we need to make it more high profile at Old Trafford so that young girls are encouraged to become cricketers and to come along and watch the excellent product that we are serving up for the men's cricket as well.

Daniel – Thank you for the question. We will pick up with the marketing team in terms of communication. All members do get the women's games as part of their package and we will make sure we communicate that to people. To remind people the 29<sup>th</sup> July, our game against Birmingham Bears we have got a double header against Loughborough Lightning – a double header and if you buy a ticket for the Birmingham Bears game or you have a membership card, you will get into that



match for free. For our home game against Yorkshire in August we have a game against Yorkshire Diamonds on the Friday night flood lit so that should be exciting. We will make sure we communicate that our better. We will also look at getting a representative at the next members forum.

Member – Chris Clarke – with regards to the website although on match days you can find lots of information about the match for the second eleven you cannot even find the score.

Daniel – we will look at that. Last year we had significant problems with the second eleven but I do think you can get second eleven scores. Let's pick that up.

Member – Elizabeth Edwards: Question for Ashley – Could you elaborate on the role that Flintoff is playing behind the scenes with the team?

Ashley – I had a conversation with Fred earlier in the year and he was keen to be around and I said absolutely we would love to have you around. His experience in mentoring some of our young players. He is Lancashire through and through. He loves the Club so having him around, particularly with some of our young all-rounders to just chat through cricket. It is very relaxed, it is nothing formal. When he is available it is great to have him here. His knowledge of the game can only benefit us in the long term.

Member (no name given) - A few forums ago and I honestly can't remember how many I raised the idea that instead of having stands A, B, C, D & E we should maybe commemorate some of the wonderful players that the Club has had over the last 100 or so years. I was told that we would look at it but that we were trying to get sponsors instead of names. What progress are we making?

Daniel – good question. The party stand is now The Fosters Party Stand. There is an opportunity to have sponsors and commemoration at the same time. What we did in the last end of season members research was we asked members to rank their top 10 names in commemorating part of the ground. We started with a long list of over 30 and the members came back with a resounding top 10. We have made progress. What we now need to look at is what areas are appropriate so please bear with us.

Member: Andrew (surname not audible) – Can you tell us when we are getting the Test Match tickets sent out because I had a problem last year when we had bought them for friends and they need to be re-distributed to other parts of the country and it can be tight with holiday time, so will they be sent out quicker this year?

Daniel – I will double check but normally they are sent out 6 weeks in advance.

Daniel – Amanda Fearn, Chairperson of the MRG is here. I know there was a comment last time that people aren't fully aware, but if you get an opportunity today please have a look at the notice board that shows exactly what the MRG have achieved over the past 15 months and they need a lot of credit for the time they have given up for free to support the Club.

Chairman – thank you very much for staying tonight. This is very satisfying from our stand point because it is so important from a communication aspect and as I said if anything is on your mind, good bad or indifferent please stop us for a chat. Thank you very much indeed.