

# Minutes

<b>Meeting</b>	<b>Lancashire Cricket Members' Representative Group</b>	<b>Date</b>	<b>5 November</b>
<b>Location</b>	<b>Box 1, Emirates Old Trafford &amp; Microsoft Teams</b>	<b>Time</b>	<b>17:00-19:30</b>
<b>Attendees</b>	Daniel Gidney (Chief Executive Officer), Liz Cooper (Director of Commercial Partnerships), James Price (Head of Marketing and Communications), Christian Mullarkey (Marketing and Communications Assistant Director), Chris Peacock (Board Member for Member Services and Communication), Mark Chilton (Director of Cricket Performance), Alex Cropper (Heritage Manager), Claire Harkness (Operations Director), Jo Dibben (MRG Chair), Simon Reynolds (MRG), Phil Clarke (MRG), Kirti Sharma (MRG), Damian Owen (MRG), Phil Johnston (Member Relations Manager), Gaz Morris (Head of Guest Experience & Membership Secretary)		
<b>Apologies</b>	Jonathan Nuttall (Head of Ticketing Strategy, Data and Operations), Kate Crane (MRG), Chris Blackburn (MRG), Freya Ryder (Membership Administrator)		

#	Item
12.1	<b>Welcome/Apologies</b>
12.2	<p><b>Approval of Minutes</b></p> <ul style="list-style-type: none"> <li>- The minutes from the meeting on the 25 April 2025 were unanimously approved.</li> <li>- Interim meetings were acknowledged but not formally reported.</li> </ul>
12.3	<p><b>Matters arising/ outstanding actions</b></p> <ul style="list-style-type: none"> <li>- <b>5.10 Membership guide (Handbook)</b> - the Members' booklet was noted as well received with positive feedback referenced. It was confirmed that the Members' booklet will be distributed in 2026.</li> <li>- <b>9.4.2 Pitch access for spectators</b> - overall, pitch access for the 2025 season was described as successful with a few minor issues. Although there will be further refinement.</li> <li>- <b>8.3.1 Member comms for cancelling tickets</b> - the ticket cancellation process via email was described as working well.</li> <li>- <b>8.5.1 Formal and informal sessions for Members to engage in the heritage project</b> - the next heritage update was referenced as the 21 November, at the Members' Coffee Morning.</li> <li>- <b>8.7.1 &amp; 10.5.1 Farington travel plans &amp; themed Members' Forum</b>- Farington transport plan was confirmed with the development of a Frequently Asked Questions document and promotional video.</li> <li>- <b>9.5 &amp; 9.7 Thunder match day access and pre-match comms</b> - Thunder match day access was confirmed and improved communication surrounding the availability of players was acknowledged.</li> <li>- <b>10.8 MRG vacancies</b> - MRG vacancies were discussed with advertisements included in Members' newsletters. For any future vacancies, the same process of advertisement was confirmed.</li> <li>- <b>10.10 Match Day guide</b> - improvements to the match day guide were recognised. The guide has been simplified and embedded into the website.</li> <li>- <b>10.11 Spin</b> - an annual edition of the Spin magazine was noted as in production.</li> <li>- <b>10.12 Male sanitary bins</b> - the installation of male sanitary bins was confirmed.</li> <li>- <b>10.13 Digital membership cards</b> - the success of digital membership cards was highlighted.</li> <li>- <b>10.14 Former player engagement</b> - the request for a former players engagement event or match day presence was made.</li> <li>- <b>10.2.1 Match day access to The Edge</b> - the need for improved communication surrounding bag tagging was requested due to the dynamic risk assessment.</li> </ul>

	<ul style="list-style-type: none"> <li>- <b>11.2 Abuse policy</b> - the zero-tolerance policy was reinforced via a video that was shared with Members.</li> <li>- <b>11.6 Membership fulfilment</b> - it was stated that the membership pack timeline was under review for 2026.</li> <li>- <b>11.7 Loyalty scheme for The Edge</b> - a data project that tracks Member spending was confirmed as in progress, and this will inform considerations of a loyalty scheme. Although this was noted as in its early stages.</li> </ul>
12.4	<p><b>Cricket Update (Mark Chilton)</b></p> <ul style="list-style-type: none"> <li>- The success of the women's team was highlighted following a tremendous end to the season. The cricket department are delighted with the development of the side. Finishing the season with two trophies was described as fantastic.</li> <li>- Recruitment for a women's bowling coach was described as ongoing. Chris Read's new two-year deal following his great success with the side was noted as very pleasing. Developing skills over the winter is a focus.</li> <li>- Both men's and women's teams are scheduled to re-start their training programmes in early November.</li> <li>- <b>Member question:</b> how can attendance for the women's game be improved? I appreciate there have been various attempts to increase the value of the women's game.</li> <li>- <b>Lancashire response:</b> increasing attendance at women's game is an important objective for the Club. Although it must be considered in pragmatic terms. For instance, there has been a marketing focus on the T20s as opposed to the 50 over format. A key strategy, transferable from other sports, has been to grow the game from an international standpoint which feeds down and blends into the domestic sphere. For the first women's international in over 10 years, there were just under 10,000 in attendance. This is an achievement. In 2025, there was a record attendance of people watching the women's game for a T20 doubleheader at the venue (around 2,600).</li> <li>- <b>Member comment:</b> I run a women's team for my local club, and the players don't feel engaged to attend a game. I feel the engagement between the Club and the grassroots is an area for improvement. There should be more encouragement for women to watch women's cricket.</li> <li>- <b>Lancashire response:</b> the Club are investing money and resources into the women's game.</li> <li>- <b>Member question:</b> is there any news on the overseas players for next year?</li> <li>- <b>Lancashire response:</b> there's no update yet.</li> <li>- All player appraisals have been conducted. From a performance perspective, the results show that the data supports the improvement observed in the second half of the season and this is positive. Steven Croft has been appointed Head Coach and additional support from a strategic perspective will be implemented. Jimmy Anderson's influence was credited, as they've formed a good partnership. The decision regarding Craig White was described as difficult. Yet, Jimmy's knowledge and expertise have had a positive impact on the bowling group and he's able to offer the mentoring required around the first team. A restructure of the coaching set up for the men's team is planned. It is intended that the head bowling coach role will providing support to the pathway and younger pros, as well as the first team, so that it encompasses overseeing the whole professional squad. The data illustrates the correlation between a strong bowling attack and success in terms of winning games. Ensuring the pipeline of talent is as strong as it can be is an important strategic element for the coaching set up.</li> <li>- Jimmy Anderson has signed a player contract for another year.</li> <li>- The signing of Ajeet Singh Dale is particularly pleasing, as he was one of the Club's primary recruitment targets. The signing of Paul Coughlin also presents an opportunity to add value to the team.</li> <li>- The recruitment of a men's bowling coach was confirmed as underway with an emphasis on psychological resilience, which is identified as a key desirable quality.</li> </ul>
12.5	<p><b>Member Engagement Review (Chris Peacock)</b></p> <ul style="list-style-type: none"> <li>- The Special General Meetings delayed the start of the process.</li> </ul>

	<ul style="list-style-type: none"> <li>- A two-phase survey was discussed. Before Christmas, a survey will be issued to all Members to measure satisfaction. This will include open ended questions. Secondly, thematic focus groups will be formed. These are likely to be conducted online.</li> <li>- <b>Member question:</b> how do you ensure that you engage with a cross of section Members from every age group?</li> <li>- <b>Lancashire response:</b> we've conducted surveys before, measuring the demographic, so the Club are aware of the issues and trends. We are exploring new ways of engaging with Members to diversify the range of voices/ feedback collated.</li> </ul> <p>Actions:</p> <ul style="list-style-type: none"> <li>- Issue a two-phase survey to Members as part of the initial stage of the Member Engagement Review.</li> </ul>
12.6	<p><b>Heritage Update (Alex Cropper)</b></p> <p>A brief overview was given in terms of the stage of development and the plans being developed. The heritage project is at RIBA Stage 2, part one (Concept Design stage). It is an important stage because the “big questions” and themes are determined. This informs the shape of the visitor experience.</p> <ul style="list-style-type: none"> <li>- The first stage of consultation focused on match day attendees across all formats of cricket. Surveys have been conducted as well as discussions with heritage volunteers, Club staff, Foundation staff, and representatives from Lancashire clubs. A heritage steering group has also been formed.</li> <li>- In addition, the heritage design team, Creative Core, have conducted 35 hours of consultation with over 100 participants.</li> <li>- Work on the development stage activity plan is underway. So far, this has included site visits, focus group meetings and reminiscent sessions. History projects with two different focuses have been launched: clubs and diverse voices in cricket. A graphic art project was also confirmed.</li> <li>- The strength of interest from match day attendees in the museum project was highlighted with the majority of those interviewed suggesting that they would visit the site once opened.</li> <li>- The vision of becoming the first openly accessible cricket museum in the UK was discussed.</li> <li>- A distinct reflection of the Lancashire story was highlighted as a key area of focus. The significance of presenting cricket through an emotional lens was noted to ensure that connections are formed.</li> <li>- New collections, in terms of diversity and item development, are expanding.</li> <li>- The key message, “cricket has transformed Lancashire and Lancashire has transformed cricket”, has been identified. Everything in the museum will be a response to this statement. The themes of ‘where it begins’, ‘inheritance and identity’, ‘sacred turf’, ‘tension and triumph’ and the ‘sound of the summer’ were outlined. The themes will introduce stories, with the stories delivering interaction.</li> <li>- The timeline was discussed. The end of Stage 2 is due to be reached in December. Stage 3 will involve a shift from concept design to practical spatial design. In April, the lottery assesses whether the project can continue. If approved, then a further submission is required at the end of Stage 3 (around the start of August). The outcome will take around 3 months to be determined. Stage 4 is design. So, it is likely to be mid-2027 before there is visible progress.</li> <li>- An update to Members at the Members’ Coffee Morning on the 21 November was confirmed.</li> <li>- A survey to gather Member input on museum content and representation was proposed.</li> <li>- <b>Member question:</b> I was involved in the initial conversations on the heritage project. There was some discussion surrounding the use of a ‘heritage bus’ that was designed to visit communities and clubs to gather feedback. Is this still planned?</li> <li>- <b>Lancashire response:</b> there is still a lot of work to be conducted, and this will be considered. But it isn’t considered appropriate at this early stage of the project.</li> </ul> <p>Action:</p> <ul style="list-style-type: none"> <li>- Consult Members on the heritage project. This will initially be conducted through ‘light touch’ approaches, such as featuring poster boards at the Members’ Coffee Morning. Further consultation will follow in the form of exercises such as a Members’ survey.</li> </ul>

## Ground Operations

### Middle Balcony and Stand Openings:

- **Member question:** can the policy surrounding the middle balcony be reviewed to Members for County Championship games?
- **Lancashire response:** there are different factors involved in the decision process surrounding this, especially in terms of stewarding. It is important to note that the middle balcony underwent refurbishment part way through the season and the charge to Members remained the same. The sections of the stadium that will be open will be reviewed and profiles according to format/ demand need to be considered due to operational costs.
- **Member question:** I find it concerning that the opening of stands is being reviewed.
- **Lancashire response:** we appreciate your perspective. Although we need to consider balancing operational cost, abiding by legislation (and new laws such as Martyn's Law), stewarding requirements and efficiency.
- **Lancashire comment:** when all stands in the stadium were opened and stewards were re-deployed, we received some feedback surrounding the Pavilion and the importance of protecting this area as it's one of the key Member benefits. We will be devising various models, whilst considering the principles of Martyn's Law.
- **Member comment:** the Members' area could be expanded.
- **Lancashire response:** Stand E6 could be an option that we can consider in the future. This could increase capacity and improve accessibility.

### Bike travel:

- The expansion of the bike racks was confirmed. This resulted in a few days of disruption, and it took some time for the bike racks to be re-instated. There are three locations which currently accommodate around 35 bikes. From the start of next season, there should be space for 50+ bikes. The Club are consulting the Council with regards to green schemes to encourage travel by bike and are keen to be involved in community schemes that encourage this.
- It was clarified that bike travel is encouraged but cycling onsite is not permitted. This key message will be reiterated.

### Entry Points & Bag Tagging:

- It was explained that the entry points for match days were adjusted according to format and crowd size. More lanes, including express lanes for guests with no bags, were expected to continue following their implementation after the first day of the India Test Match.
- Communication surrounding bag tagging and the process was identified as an area for improvement, particularly any distinctions in policy according to format. Express lanes were confirmed, and other models will be considered to improve efficiency.

### Stand A Toilets:

- The drainage issues affecting some toilets in Stand A were confirmed as resolved. Although the process for fixing this was more complex than initially expected.

### Actions:

- Stand opening to be reviewed ahead of the 2026 season. As part of this, consider expanding the Members' area (Stand E6) as part of discussions to enhance the Members' experience. And consider this in line with the middle balcony.
- Key messaging surrounding bike travel will be reiterated.

12.7

12.8	<p><b>County caps (Mark Chilton)</b></p> <ul style="list-style-type: none"> <li>- The development of a policy for the process is being considered. Although this was not straightforward.</li> <li>- The awarding of county caps for men is judged on four-day cricket. When a professional player signs their contract and joins the squad they are presented with a cap with a bud. When they're judged to have significantly contributed to the four-day team, they're presented with a First XI cap with a full rose. In contrast to previous years, overseas players often play for the county for a shorter period of time, but they can make a significant impact. There is some debate surrounding the level of contribution that an overseas player should make, performance wise, before they're awarded with a county cap.</li> <li>- Equivalent criteria for the women's game needs to be determined.</li> <li>- <b>Member question:</b> do all counties have the same process for awarding women's players caps?</li> <li>- <b>Lancashire response:</b> we're not aware of any counties that award women caps based on the same criteria as the men's players. It is a subjective area.</li> </ul> <p>Action:</p> <ul style="list-style-type: none"> <li>- Review the issuing of caps process and consider the implementation of a policy.</li> </ul>
12.9	<p><b>Hundred Investment Update (Daniel Gidney)</b></p> <ul style="list-style-type: none"> <li>- The Hundred investment will be focused on debt reduction and capital investment.</li> <li>- The guardrails set by the ECB on the use of funds were reiterated. It was emphasised that funds cannot be used towards players' salaries, for instance. The three guardrails were outlined as strategic capital investment, cash reserve and debt repayment.</li> <li>- A Board Strategy Day is scheduled. An area of focus for investment was confirmed as the Cricket Centre to ensure that it is a high-performance centre for players. A project to review the site in terms of vehicle and pedestrian segregation, improving guest experience and practical ways in which this can be implemented has begun.</li> <li>- Member feedback on spending priorities has been reviewed. Padded seating on the Pavilion Terrace and a third screen were identified as examples of the enhancements to the Member experience that are being investigated.</li> <li>- <b>Member question:</b> will there be a focus on completing this before next season?</li> <li>- <b>Lancashire response:</b> based on the approval process and the projects we're planning it is unlikely that these will be implemented before the start of next season. Although we hope to conduct some work around site softening and landscape, but this will be dependent on the speed of the approval process.</li> <li>- <b>Member comment:</b> I think it's important that Members understand that the money is ringfenced.</li> <li>- <b>Lancashire response:</b> we have shared the guardrails around the use of funds with Members, and this will continue to be re-iterated in any relevant communications.</li> <li>- <b>Member comment:</b> during the recent site visit to Farington, it was impressive to see the layout of the cricket facilities for players. I think transferring that to EOT would be positively received by Members and visible investment.</li> </ul> <p>Action:</p> <ul style="list-style-type: none"> <li>- Ensure the ECB's guardrails around the use of funds are re-iterated in any relevant communication.</li> <li>- GM to reshare the feedback collated from Members on the use of investment funds with the MRG.</li> <li>- Communicate an update to Members on the use of Hundred investment funds when applicable.</li> </ul>
12.10	<p><b>Farington Update</b></p> <ul style="list-style-type: none"> <li>- The Farington site was described as progressing well. This was shared in the publication of a video update.</li> <li>- A preview event will be planned in the future for safety reviews and Member engagement.</li> </ul>

	<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>- Farington FAQ document and MRG site visit to be shared.</li> <li>- Plan preview event at Farington for Member engagement.</li> </ul>
12.11	<p><b>Club Shop</b></p> <ul style="list-style-type: none"> <li>- <b>Member question:</b> why has there been an absence of pop-up shops at out grounds?</li> <li>- <b>Lancashire response:</b> pop-up shops at out grounds are not guaranteed under the Castore contract. It is at their discretion.</li> <li>- <b>Member comment:</b> Member requests to improve the product range on the website have been received. It's currently heavily dominated by clothing ranges.</li> <li>- <b>Lancashire response:</b> Castore are seeking to expand their range as they respond to demand and develop a greater knowledge of the cricket market. Member feedback collected by the MRG will be shared with Castore.</li> <li>- <b>Member response:</b> this can be revisited later once Castore have had the opportunity to review the feedback.</li> </ul> <p>Action:</p> <ul style="list-style-type: none"> <li>- The Club will share Member feedback with Castore.</li> </ul>
12.12	<p><b>Out grounds</b></p> <ul style="list-style-type: none"> <li>- <b>Member question:</b> with the advent of Farington, what will happen to Lancashire Cricket's use of out grounds?</li> <li>- <b>Lancashire response:</b> Lancashire Cricket plan to continue using out grounds, but the extent to which they will be used is unknown. It isn't possible to determine how much cricket can be played at Farington at this stage, or at what level. An audit of out grounds and Farington will be conducted. This will assess the suitability of each ground from a player and spectator perspective.</li> </ul> <p>Action:</p> <ul style="list-style-type: none"> <li>- Operations team to conduct an audit of out grounds.</li> </ul>
12.13	<p><b>LancsTV</b></p> <ul style="list-style-type: none"> <li>- The Lancashire over-the-top platform was launched in the summer. The integration with Member and ticketing accounts was a complex, technical process. The platform underwent a testing phase to refine the development process. A full scale roll out is planned in 2026. And future development plans for the platform are being discussed, such as the creation of Lancashire OTT plus specifically for Lancashire Members.</li> </ul> <p>Action:</p> <ul style="list-style-type: none"> <li>- Full scale roll out of the Lancashire OTT platform in 2026.</li> </ul>
12.14	<p><b>AOB</b></p> <ul style="list-style-type: none"> <li>- It was requested that the scheduling of MRG meetings could be improved with more advance planning.</li> <li>- <b>Member question:</b> the deposit system for cups was more environmentally friendly and reduced the risk of beer snakes. Is there a plan to reintroduce these cups?</li> <li>- <b>Lancashire response:</b> a sustainability initiative is in development, and the type of cups utilised next season is under review.</li> </ul>

Minute Ref	SUMMARY OF ACTIONS	
5.10	Membership guide (Handbook) – Club to review with MRG and ensure all relevant membership information is captured in one place	JN/GM
6.10	Access to pitch for spectators – Review with other departments to see if can improve access to pitch at lunch break Meeting arranged with relevant department prior to start of season.	MC
8.3.1	Member comms for cancelling tickets/ explore the option of creating a 'hand back your ticket' web page- webpage to be shared in comms in 2025 ahead of the season	CM
8.5.1	Schedule formal and informal sessions for Members to enable them to engage with the Heritage project	JB
8.7.1	Discuss Farington transport plans with Paul Allott	DG
8.9.1	Keep Members updated on any developments relating to The Hundred- continue dialogue through Members' Forums and more comms	JP/ GM
8.10.1	Review the decision surrounding an elevated view for T20 fixtures	PJ
9.4	Policy to be developed for pitch access during County Championship fixtures- MC to consult Matt Merchant and anti-corruption.	MC
9.4.1	Include prospects of spectator access to the pitch in match day guides to manage expectations	PJ
9.4.2	Insight into the decision-making process for access to the pitch to be included in the 2025 Members' Booklet (due to late change this was removed from the Members' Booklet)	PJ
9.5	Thunder match day guides to confirm access between Caffé Nero and the stadium	PJ
9.7	Pre-match comms to include the likelihood of player availability to manage expectations	JP
10.5	Schedule a Farington themed MRG meeting with Paul Allott	GM/ PJ
10.5.1	Schedule a Farington focused Members' Forum in 2026- due to revised Members' Forum schedule for 2025. Farington update delivered as part of the Members' Coffee Morning on the 21st November and a FAQ document shared with all Members	GM/ PJ
10.8	MRG vacancies to be included in the Members' newsletter to encourage more applications	JP
10.9	Table to be shared with MRG to provide an overview of the breakdown in roles for the Membership Secretary and Company Secretary	GM
10.10	Devise a plan to improve the match day guide	CM
10.11	Trial one Spin issue per year	JP

10.11.1	MRG to hand out physical copies of the 2025 Members' Booklet to Members during the first day of the County Championship at Emirates Old Trafford	MRG/ PJ
10.12	GM to liaise with the Facilities team to submit third party request for male sanitary bins	GM
10.12.1	Match day access to The Edge to be confirmed and communicated- pre-order system to be considered	JH
10.13	LCC to share email content with the MRG on the digital membership card process	CM
10.14	Explore ideas for a former players' match presentation and increasing Member engagement with former players- former player on the pitch at lunch proposed	PJ
11.2.1	Ensure the bag policy is shared across all social media channels ahead of the T20s. Include bag policy FAQs in the Members' newsletter and publish alongside the match day guide. Clarify position on the outgrounds	JP/ GM/ PJ
11.2.2	Explore the option of installing lockers for bag storage	ST/ GM
11.2	Zero tolerance to abuse policy to be re-iterated	GM
11.3	Pitch access policy/ rules to be included in the match day guide	PJ
11.4	Re-instate the pedestrian route via Great Stone Road	ST
11.5	Phased approach to be implemented for Lancashire Over-The-Top (OTT) platform. Schedule a workshop for Members	JP/ JW
11.6	Review membership pack budgeting, print and dispatch timeline for 2026	CM/ JN/ GM
11.7	Consider loyalty scheme options for The Edge	JS/ PJ
12.5	Issue a two-phase survey to Members, initially to measure satisfaction levels, as part of the Member Engagement Review	CP/ CM/ GM
12.6	Continue to engage with Members on the heritage project	AC
12.7	Key messaging around bike travel and schemes to be reiterated for the 2026 season	PJ
12.8	Review the process for awarding county caps	MC
12.9	Provide an update to Members on the use of Hundred investment funds when appropriate	
12.10.1	Share Farington Frequently Asked Questions document and video of the MRG site visit	GM
12.10.2	Plan preview Member event at Farington	GM/ PJ
12.11	Club to share MRG feedback with Castore	GM
12.12	Audit of out grounds to be conducted	CH
12.13	Full scale roll out of the Lancashire OTT platform	CM/ JP
12.14.1	Advanced planning for MRG meetings	PJ
12.14.2	Review the use of disposable cups and the policy	CH

Should Members wish to contact the MRG about any of these items or if there is anything that they would like to be raised at a future meeting, please use the email address [MRG@lancashirecricket.co.uk](mailto:MRG@lancashirecricket.co.uk)

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Action complete – item to be removed, following approval of minutes.

On-going action.

A new action from the most current minutes

Action postponed to a later date