

WARWICKSHIRE COUNTY CRICKET CLUB

Minutes of the Members' Committee Meeting

held on Tuesday 16th September 2025 at Edgbaston Stadium, Birmingham

Present: Iftkhar Ahmed - Chair (IA); Courtney Rowlands (CR), Marina Dorward (MD), Elizabeth Homer (EH), Stuart Brereton (SB), Mohammed Hussain (MH), Ian Head (IH), Chris Welton (CW), Philip Astley-Morton (PAM), Lachlan Smith (LS)

In Attendance: Mark McCafferty (MM), Stuart Cain (SC), Adam Lowe (AL), Ian Westwood (IW), Alastair Maiden (AM) – agenda item 2, Tracey Orr (TO)-Agenda Item 8, Donna Allison – minute taker

1. Welcome, Apologies and Declaration of Interests:

- 1.1 IA welcomed all.
- 1.2 There were no apologies and no new conflict of interest. The meeting was quorate.

2. Cricket Review

- 2.1 IW, Head Coach Men's and AM, Head Coach Women's joined the session.
- 2.2 Discussions highlighted the challenges and strategic priorities in both men's and women's cricket. Key points included the need for a more balanced squad with varied bowling and batting options, particularly fast bowlers and top-order batsmen.
- 2.3 Recruitment strategies have focused on bringing players who can contribute across formats and strengthen squad depth, whilst simultaneously developing home-grown talent through the Pathway Academy.
- 2.4 It was noted that some players have not fully progressed despite potential, partly due to external franchise commitments, impacting consistent development. Positive progress was acknowledged, including strong performances in white-ball cricket and resilience in knockout competitions. However, there remains a need for technical, fitness, and emotional development to ensure players reach their full potential.
- 2.5 The Committee emphasised the importance of targeted off season training and winter programmes to enhance performance consistency.
- 2.6 Financial management and squad optimisation were also discussed, focusing on ensuring value for money in player contracts, reducing overpayment on underperforming players, and maintaining the Club's reputation for competitive yet sustainable remuneration.
- 2.7 The Committee thanked both IW and AM for their contribution and support throughout the season.

3. Minutes of the meeting held 16 September 2025 for approval

- 3.1 The minutes of the meeting held Tuesday 16 September 2025 were noted as a true record, along with the action log.
- 3.2 EH provided an update on accessibility initiatives and the successful transition of these responsibilities to a new lead.

4. Domestic Schedule update

- 4.1 Updates to the Blast and County Championship competitions were discussed, including structural changes to the match schedule and the proposed 13-match County Championship format.
- 4.2 The Blast schedule will move to two blocks of six matches, culminating in quarterfinals and Finals Day at Edgbaston, whilst the 13-match Championship proposal balances competitive integrity, player welfare, and stakeholder interests. SC confirmed that the PCA consulted counties, with a majority favouring the proposal, with the final vote pending.
- 4.3 Key considerations included international fixture conflicts, player welfare with travel and recovery, and effective stakeholder engagement. Members noted a communication gap between the committee and general membership, emphasising the need for clearer explanation of processes and decisions. SC to continue to keep Members informed.

5. Members Disciplinary Policy

- 5.1. SC confirmed that a new, legally reviewed Members Disciplinary Policy for Members had been formally agreed, ensuring clarity, transparency, and compliance with Club governance standards.
- 5.2. The recent disciplinary incident involving offensive and discriminatory remarks towards individuals in the stadium, was addressed through a proper hearing process, resulting in membership withdrawn and future attendance prohibited.
- 5.3. SC believed that the implementation of this policy represented a significant strengthening of the Club's governance framework and demonstrated a clear zero-tolerance position on discriminatory or abusive conduct.

ACTION:

- Finalisation of the Members Disciplinary Policy to be circulated to all members in due course.

6. Membership 2026 – presentation

- 6.1. AL discussed strategies to enhance engagement, visibility, and communication with Club members. Discussions focused on celebrating members' stories, improving communication channels, increasing presence at events, and honouring milestone memberships.
- 6.2. Through his slide deck, he provided survey data and access control metrics that had informed understanding of member engagement and attendance patterns, highlighting areas for improvement. Diversity in communications and operational concerns from legacy staff were also addressed.

ACTION:

- Establish and identify ways to publish member stories and anniversary recognitions, maintaining clear member feedback channels.

7. Heritage Planning Group

- 7.1. The Heritage Committee meeting reviewed the Club's current heritage displays and engagement initiatives. Several existing features, including the Champions Wall, historic shirts on the main staircase, and the museum content were commended for their quality and impact. However, concerns were raised about limited space in the museum and the lack of public awareness regarding its existence. It was agreed that heritage content should be better promoted, and confirmation was given that future stadium tours will include museum visits, supported by the new Head of Media.
- 7.2. Opportunities were identified to recognise former players and contributors through naming currently unassigned areas of the stadium. An initial list of approximately 35 unnamed features and a broader list of historic individuals will be reviewed by the Heritage Committee prior to submitting recommendations to the Board.
- 7.3. There was discussion regarding the presidency of Dennis Amiss and potential recognition of his contribution. Whilst clarification is still required regarding his future intentions post-AGM, it was agreed that recognition remains appropriate but is not considered urgent at this stage.
- 7.4. The Group emphasised the importance of improving the visibility and accessibility of heritage content on the new Club website. Member engagement ideas, including special events and formal acknowledgements, were discussed, with agreement that recognition should be meaningful but not overused. A structured approach to celebrating significant anniversaries was supported, focusing on major milestones to preserve their impact.
- 7.5. **RECOMMENDATION** – increase promotion of the museum and formally include it in stadium tours, prioritise clear and accessible heritage content on the new website, develop a structured approach to celebrating major anniversaries only, and explore appropriate heritage related merchandise, displays, and recognition opportunities as part of the wider engagement strategy.

8. Members' Skills Analysis – Next steps

- 8.1 TO provided an update on the Board and Members Committee Skills and Matrix Survey, supported by ValueAlpha as part of ongoing good governance and continuous improvement. The process included questionnaires and individual interviews and assessed skills across knowledge of the game, functional expertise, stakeholder management, accountability, and professional capability.
- 8.2 The independent conclusion was that both the Board and the Members Committee were fit for purpose, with no significant gaps requiring urgent recruitment. This marked a notable

improvement from the 2020 review, which had previously driven structural change. Overall alignment was strong between perceived responsibilities and actual activity across governance structures.

- 8.3 One identified variance related to Warwickshire's heritage and history, where importance was rated highly but perceived capability was rated lower. Whilst this was unexpected, it was agreed that it did not represent a material risk, particularly considering the reactivation of the Heritage Group and the evident passion and knowledge within the group.
- 8.4 A series of measured and forward-looking actions were agreed to ensure continued development and resilience in governance as the organisation evolves.

ACTION:

- Refine stakeholder strategy in response to an expanding stakeholder landscape.

Stakeholder Engagement

- 8.5 The Committee discussed strategies to enhance engagement, visibility, and communication with Club members.
- 8.6 Whilst acknowledging that its formal remit limits the role to oversight rather than strategic decision-making, the importance of direct interaction was emphasised and timely communication.
- 8.7 The Committee also highlighted the need to issue independent post-meeting summaries, increase visibility in member areas, and revive initiatives such as new member induction sessions.
- 8.8 Succession planning was also addressed to ensure continuity of engagement as members' terms expire.

9. Members' Committee Discussion items

- 9.1. The Committee addressed several operational and engagement matters.
- 9.2. Members raised concerns regarding communication, including the website, social media, and match scheduling, as well as the need for proper representation at events. Accessibility, stewarding, and shuttle bus operations were also highlighted as areas for improvement.
- 9.3. The Committee also discussed plans for better member engagement through newsletters, social media.

10. Sub-Committee Updates

- 10.1. Key updates were provided from various sub-committees held from July to August. Stadium redevelopment and a revised budget with assurances that cost increases, driven by external market pressures, will not compromise overall financial stability, operational effectiveness, or future investment in cricket; cash reserves and debt reduction remain on a healthy trajectory.
- 10.2. The Committee also reflected on performance lessons from the previous season, confirming a more data-led strategic approach to recruitment and squad development for 2026. In addition, partnership strategy was revisited, with a clear reaffirmation for long-term cricketing priorities.

11. Any Other Business

- 11.1. No other matters of business were discussed.

12. Date and time of next meeting - 11 December 2025 at 5pm.

- 12.1 **A joint dinner with the Board will take place thereafter.**

Meeting closed at 7:45pm.