

WARWICKSHIRE COUNTY CRICKET CLUB

Minutes of the Members' Committee Meeting
held on Tuesday 11th December 2025 at Edgbaston Stadium, Birmingham

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

In Attendance: Mark McCafferty (MM), Stuart Cain (SC), Adam Lowe (AL), Matthew Joule (MJ), Gareth Howells (GH), Chris Airey (CA), Rida Iqbal (RI), Tracey Orr (TO), Louise Jones (LJ), Donna Allison (DA) - minutes

Apologies: Stuart Brereton, Mohammed Hussain

1. Welcome, Apologies and Declaration of Interests:

- 1.1 IA welcomed all. Apologies were noted and there were no new conflict of interest. The meeting was quorate.
- 1.2 The Committee welcomed newly appointed Commercial Departmental Heads, who had joined the meeting and formally introduced themselves.

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

- 2.1. The minutes of the meeting held Tuesday 16 September 2025 were noted as a true record.
- 2.2. The Committee noted the action log with planned one on one check-ins between each member and the Chair.

Action: IA & DA

- It was agreed that a follow-up summary of the meeting and related actions would be circulated to Members before Christmas.
- It was agreed that IA would carry out individual one-to-one check-ins with all Committee Members during Q1.

3. Members' Feedback

- 3.1. The Committee addressed Members' concerns including ticketing for less tech-savvy users, pre-season match arrangements, website coverage of fixtures and cricket content, membership renewal issues, accessibility improvements, solo ticket booking challenges, and support for travelling to away matches.
- 3.2. The Club committed to maintaining printed ticket options, responding to complaints, enhancing website and accessibility provisions, and facilitating better member experiences at matches.
- 3.3. EH updated the Committee on ongoing accessibility challenges, highlighting work on physical barriers, signage, bookable parking, shop queuing, and the creation of a comprehensive accessible handbook covering the matchday experience from booking to attendance.
- 3.4. The Committee commended Ella Latham for her part on the accessibility liaison group on these initiatives, whilst noting that certain longer-term improvements, such as handrails and integrated parking systems, were noted as requiring further development.

Actions – Commercial Team, SC & Operations Director

- It was agreed that the Membership complaint process via post would be reviewed.
- It was agreed that issues with solo ticket bookings leaving orphaned seats would be investigated.

4. Website

- 4.1. RI provided an update on the website redevelopment project, confirming that member research had highlighted issues with navigation, functionality, technical reliability, and the overall user experience.
- 4.2. She explained that the Club had initiated a full rebuild of the website through a formal tender process, with the aim of delivering phase one before the start of the season. The redevelopment would include dedicated microsites for Warwickshire, Bears, Phoenix, and Edgbaston, improved

match-centre coverage, personalised content based on user preferences, and a streamlined structure that removed legacy layers of outdated pages.

- 4.3. RI also confirmed that the project would introduce single sign-on across the website and app, improve data consistency, and ensure compatibility with ECB data feeds.
- 4.4. CA provided an update on branding and content strategy, noting the need to significantly strengthen editorial output across all formats and teams. He outlined plans to improve accuracy and consistency, increase coverage of Red-ball cricket, women's cricket, academy players, and broader storytelling.
- 4.5. MJ provided an update on editorial content strategy. He also confirmed that whilst editorial tone would remain factual and professional, he agreed that there was room for non-controversial opinion pieces, such as player blogs, to add depth and interest for supporters. It was confirmed that the rebuild would address historic complications caused by layered legacy systems and would ensure equal visibility for all brands within the Warwickshire family.
- 4.6. Overall, the Committee noted that the redevelopment and content strategy is being designed to modernise the digital experience, improve member engagement, and support Club-wide communication and commercial objectives.

5. Members' Engagement – Plans for 2026

- 5.1. CA provided an update on the brand work to change to Warwickshire Bears, including the thought process and design work behind this. He also updated on the Bears Innings initiative.
- 5.2. MJ presented the developing member engagement programme, confirming that existing activities, such as newsletters, Junior Bears initiatives and member events, would continue whilst work progressed on a more structured loyalty and milestone recognition framework for 2026.
- 5.3. Key proposals included expanding the Red Ball Showcase into a four-day engagement event, capturing member stories for heritage purposes, and exploring concepts such as a Members' Hall of Fame. It was also recognised that groups like the Cricket Society could play a significant role in promoting surveys and increasing participation.
- 5.4. The Committee discussed communication methods, timelines and next steps, agreeing that a follow-up email and an online session would take place in early January, ahead of finalising content for the February membership packs.

Actions: GH & MJ

- Circulate a follow-up email and hold a dedicated on-line meeting in early January to review proposals.
- Enhance communications across newsletters, matchday materials, and membership mailings to support data collection.

6. Heritage Planning Group – Update

- 6.1. MJ provided an update from the Heritage Committee meeting, highlighting discussions on improving museum visibility and displays, proposing improved wayfinding and matchday showcases for memorabilia. Dedicated sections for Birmingham Phoenix and the women's team, including honours boards, were recommended.
- 6.2. Naming and recognition initiatives were discussed, including potential ideas for recognising the contributions of Dennis Amiss, the new stand from 2027, commemoration of John Jameson, and recognising former administrators, members, and players through plaques on chairs in key areas.
- 6.3. The Committee also proposed digital recognition through website features to capture members' memories of former players.
- 6.4. The Heritage Committee will continue to provide ongoing updates to the Members Committee on these initiatives.

7. Members' Committee Profile & Engagement Meeting Update of 26 November 2025

- 7.1. IA spoke of the Committee's renewed focus on three key themes: visibility, engagement, and demonstrating impact.
- 7.2. Members emphasised the importance of the committee's independence within the governance structure and discussed establishing a dedicated email address for members to contact the committee. Plans for a separate newsletter were confirmed, with the intention of issuing updates following committee meetings and profiling members on a quarterly basis.

- 7.3 Greater visibility and engagement at events were highlighted, including wearing badges, taking committee photos, and ensuring the committee is easily located via the website.
- 7.4 The Committee noted improvements to membership packs, newsletters, and other initiatives, and reaffirmed its relevance to the Board and subcommittees. Strategies to encourage more members to apply for committee roles were also considered, including using announcements via the stadium tannoy and improving promotion on the website.

8. Sub-Committee Updates

- 8.1. Sub-committee discussions covered governance and succession planning, remuneration and roles review, squad recruitment and Phoenix integration, training and performance oversight, stadium and hospitality developments, financial and energy management, and operational projects including pre-auction player signings.
- 8.2. Appreciation was extended to the Heritage Committee and other contributors for their ongoing support and engagement.

9. Any Other Business

- 9.1. MM expressed thanks to the Club, acknowledging members of staff receiving the BOCA awards, with particularly Gary Barwell and the Groundsmen team, for their contributions.
- 9.2. The 2026 committee dates were noted and confirmed.
- 9.3. IA expressed gratitude to all Members for their continued support during the year, with special thanks extended to Mark McCafferty and Stuart Cain for their support.

Action:

- DA to contact Members to complete the annual signing of the Code of Conduct and Conflict of Interest Declaration forms.

10. Date and time of next meeting, Tuesday 7 April 2026:5:45pm.

Meeting closed at 6:40pm.