MIDDLESEX CRICKET

Comparison of Campbell Tickell and JAM Governance Recommendations

Similar or overlapping recommendations are presented side by side. Recommendations without a direct equivalent are shown separately. This table summarises the headline recommendations; please refer to the respective reports for further detail.

Recommendation	Campbell Tickell	JAM Consulting (Jo Coates)
1	**Recommendation 1: Reconstitute the Board** The Board should be reconstituted to bring the necessary skills and experience to work collectively and effectively in the long-term interests of MCCC.	**Recommendation 1: Middlesex should undertake a complete reset of its Board.** This should be a full renewal process, not an incremental reform of the existing Board. Review the constitutional role of the President. **Recommendation 8: Board skills and succession** The Board should adopt a formal skills, diversity and succession framework to ensure future appointments are driven by the needs of the Club.
2	**Recommendation 2: Streamline the committee structure** The number of committees should be significantly reduced and their remits and terms of reference redefined to provide clarity on their roles and ensure they bring value to the governance structure.	**Recommendation 3: Committee structure** Reduce the number of committees to five core Board committees with clear and distinct purposes. The five core committees should be: Finance, Audit & Risk Committee, Nominations Committee, Remuneration Committee, Cricket Committee (covering both men's and women's cricket), and Membership Committee.

3	**Recommendation 3: Appoint a permanent CEO** The new Chair should lead the recruitment and appointment of a permanent CEO.	
4	**Recommendation 4: Agree a new strategy** The Club's finances and operations must be stabilised in the immediate term, and a vision and strategy, reflecting MCCC's unique position, developed to secure long-term sustainability and success.	**Recommendation 4: Strategy and performance** Middlesex should develop and adopt a single Club wide strategy, supported by measurable objectives and KPIs.
5	**Recommendation 5: Strengthen stakeholder relationships** Relations with key stakeholders – including members, ECB, and MCC – must be stabilised to rebuild their confidence in the Club.	**Recommendation 6: Member engagement and transparency** Middlesex should rebuild member confidence through more transparent communication and meaningful engagement.
6	**Recommendation 6: Clarify governance framework for MiTC** The governance framework between MCCC and MiTC should be clarified to ensure respective responsibilities for strategy, governance, and assurance are clear.	
7	**Recommendation 7: Enhance governance capability** Dedicated capability and capacity should be put in place to underpin the recommended changes and support development of the Club's governance practices.	**Recommendation 7: Governance infrastructure** Appoint a suitably qualified Company Secretary or senior governance lead with clear responsibility for maintaining the Club's governance framework.

8		**Recommendation 2: Governance and management** Define clearly the matters reserved to the Board, including strategy, budget, risk appetite, performance expectations, CEO accountability and cricket oversight. Give the Executive clear authority to manage the Club within agreed parameters.
9		**Recommendation 5: Cricket Performance and Governance** Middlesex should establish a genuinely high performance cricket environment, supported by clear accountability, measurable outcomes and a significantly simplified Cricket Committee.
10		**Recommendation 9: Executive accountability** The Board should establish a clear accountability framework for the CEO and Executive team.
11		**Recommendation 10: Implementation** The recommendations in this report should be delivered through one integrated governance reset programme.