



MIDDLESEX  
CRICKET

# MEMBERS' CONSULTATION: GOVERNANCE

This paper describes some proposed changes to how your Club is structured and managed. We would like your feedback on these proposals. We will then look at your feedback and make any changes we think necessary. We will then come back to you at the end of the season with some firm proposals for you to vote on. The result of that vote will be announced at a Special General Meeting.

## BACKGROUND

In 2009, the old committee structure was replaced with the Executive Board that we have in place today. This change was hugely important and beneficial to the successful running of the Club. However time moves on and we believe it is necessary to make some further improvements.

## WHAT HAPPENS NEXT?

This is a consultation exercise. We are inviting Middlesex members to let us know what they think, to ask questions or to raise any concerns. Please email your feedback no later than 15th August 2018 to [governance@middlesexccc.com](mailto:governance@middlesexccc.com) or write to Governance Consultation at Middlesex Cricket, Lord's Cricket Ground, London, NW8 8QN.

The Board will carefully consider all feedback received and then prepare a formal proposal for approval by the members.

## TIMELINE

June / July	Written feedback received from members
August 30	Members' forum with further opportunity to ask questions
September	Proposals updated by the Club to reflect members' feedback
October	Formal proposal and ballot paper sent to members
November	SGM convened to effect any rule changes approved by members

## WHAT HAS TRIGGERED THE NEED FOR CHANGE?

There are three main factors that have triggered the need to change.

- 1.** We are currently bringing together the three strands of Middlesex Cricket – the first-class county club, the Middlesex Cricket Board which represents the clubs in Middlesex and the charitable arm which raises funds and makes grants to worthy cricket causes across the county. There are two main reasons why this closer alignment is needed:
  - a.** It is the sensible and efficient thing to do as there is so much overlap between the three strands in terms of their respective interests and staff involvement.
  - b.** ECB wants to deal with one body in each county. The ECB itself is responsible for cricket at all levels in England and Wales (professional, clubs and recreational) and they reasonably expect each of their member counties to have a similarly broad remit. Indeed, we are now more like a regional governing body for cricket than simply a professional cricket club. If the ECB wants to offer funding to support a cricketing initiative in Middlesex, they shouldn't have to navigate their way through three separate entities. They want to speak to Middlesex Cricket. Many other counties are going through a similar process.

Once we have a single entity covering cricket at all levels in the county - men and women, disability cricket, clubs and recreational - we will also need a Board that has the experience and skills to match. We have therefore had to ask ourselves what Board structure can best fulfil this wider remit.

- 2.** The current Executive Board is not diverse, neither in gender nor ethnicity. Yet we purport to represent cricket in an area of the country whose population, and in particular whose cricket loving population, is richly diverse. And our home ground happens to be the place where last summer, in front of a sell-out crowd, England beat India in the women's World Cup final.

It has often been said that women and ethnic minority members are free to put themselves up for election and that it's not the Club's fault that they hardly ever do so. We believe this defence is simply not sustainable, whether in business, politics or sport. If our current governance structure isn't delivering a diverse Board, then maybe the structure needs to be improved.

- 3.** We increasingly intend to seek funding from bodies such as Sport England, Mayor of London, the National Lottery and various sporting charities. These sorts of bodies are generally very supportive of our goals of delivering cricket into schools and widening participation within communities. However, organisations wishing to apply for grants are increasingly expected to demonstrate that they have good governance structures and processes in place as defined by Sport England. At the moment, we fall a long way short of best practice, and it is an uncomfortable fact that, even now, Middlesex Cricket is losing out on the chance to apply for public funding for some of its grass root activities as a result of our inability to meet the necessary eligibility criteria. Furthermore, the ECB has suggested that any counties that do not adopt suitable governance models may become ineligible for some part of their ECB funding.

The draft proposals outlined below try to address these three issues. However, we are also very clear that Middlesex must remain a members' club, with all elected and appointed directors required to be Middlesex members, and with all of them being accountable to the members through the AGM.

## THE PROPOSED NEW STRUCTURE

There are three main changes

1. Some roles on the new Board will be advertised, with a 'job description' explaining the particular skills the Club needs
2. The new Board will meet less frequently and limit itself to broader issues of strategy, planning and finance.
3. Detailed scrutiny and management oversight will be delegated to a series of sub-groups

## CHANGES IN BOARD STRUCTURE

### CURRENT STRUCTURE

- Chairman and Treasurer elected by the members
- Chief Executive and Managing Director of Cricket
- 6 elected directly by individual members
- Chairman of Middlesex Cricket Board
- Plus up to 2 co-opted members (non-voting)



### PROPOSED NEW STRUCTURE

- Chairman and Treasurer elected by the members
- Chief Executive and Managing Director of Cricket
- 3 elected directly by individual members
- 2 elected by the recreational game in Middlesex (clubs etc)
- 3 appointed directors

## WHAT ARE APPOINTED DIRECTORS?

These are people with the right skills and background to complement the executives and the other board members. Their inclusion will help ensure there is a suitable balance around the board table. Each candidate must already be a Middlesex member or become a member in order to be eligible for appointment.

The proposed process for finding the three appointed directors is as follows:

- A detailed job description for each role will be circulated to all members, placed on the Club's website as well as advertised more widely, inviting applications from qualified candidates.
- Interviews will be conducted by a four person Board sub-committee, comprising the Chairman, two of the three directly elected members plus one other director.
- They make recommendations to the Board for approval and then to the following AGM for ratification by individual members.

## WHAT ARE THESE SUB-GROUPS?

We propose five groups, each supporting, advising and overseeing the work of one of the Club's executive management team, and chaired by a member of the Board.

1. A membership group, supporting the CEO, will try to increase and broaden our membership in terms of age, gender and ethnicity. It will also oversee the operational aspects of engaging with members including the communication strategy (especially the use of social media) as well as considering membership activities, social events and privileges.
2. A professional cricket group, supporting the Managing Director of Cricket, will help formulate and implement a strategy for long term sustainable success for the Middlesex professional squads. This will cover on-field performance as well as off-field activity such as player recruitment and development.

3. A recreational cricket group, supporting the Director of Participation, will advise on all non-professional cricket for men, women, boys and girls, encouraging and increasing participation around the county in schools, clubs and the wider community.
4. A commercial group, supporting the Commercial Director, will help identify and review revenue generation opportunities covering both corporates and individuals.
5. A risk and audit group, supporting the Finance Manager, will review budgets, forecasts, investment strategy, key risks and financial controls.

All these groups will contain a mix of Board members and other members of the Club. They will each advertise their vacancies and look for members with the right skills. This therefore provides many additional opportunities for Middlesex members to play an important role in the running of the Club.

### **WHAT DOES THIS MEAN FOR MEMBERS?**

Members who wish to join the Board would have two possible routes. They can be elected in a ballot of their fellow individual members (as now) or they can successfully apply for one of the advertised roles. So a member with particular skills or expertise that may be very valuable to the Club, but who may not wish to compete in a ballot, can discreetly apply on the basis of their abilities rather than their fame or popularity.

### **WHAT SKILLS OR QUALITIES WILL BE NEEDED?**

The job descriptions will be drafted once the elected roles have been filled, since we will then know what mix of skills we have and what are still missing. However we know that, given the Club's wider responsibility for cricket at all levels, the Board will need more diversity in gender and ethnicity, as well as a broader spread of skills and experience. This might include developing cricket in schools, at recreational level, amongst women or amongst ethnic minorities; or professional skills in areas such as the law, property management, fundraising, finance or sports administration. Clearly a passion for cricket would be a prerequisite and a knowledge of Middlesex cricket a distinct advantage.

Currently the Board spends a significant amount of time discussing matters that could be better covered by smaller, more specialist groups that each have some delegated decision-making powers. It is therefore proposed that the new Board:

- Meets up to 6 times per year (instead of monthly as at present)
- Focuses on strategic and financial issues, and matters of policy
- Reviews and ratifies key recommendations of sub-groups.
- Reduces its involvement in operational day-to-day matters

### **SAFEGUARDS FOR MEMBERS**

These proposed changes have built into them various safeguards for individual members. Any group of 100 Full Members will still be able to call a Special General Meeting to consider any resolution, including the appointment and removal of Board members. Also, as stated above, all Board members will need either to be directly elected or have their appointments ratified at an AGM.

## **YOUR FEEDBACK**

Please email your feedback no later than 15th August 2018 to [governance@middlesexccc.com](mailto:governance@middlesexccc.com) or write to Governance Consultation at Middlesex Cricket, Lord's Cricket Ground, London, NW8 8QN. The Board will carefully consider all feedback received and then prepare a formal proposal for approval by the members. For a full timeline, please refer back to the first page of this document.