MIDDLESEX CRICKET

psd for exceptional talent



CHAIR

Candidate Briefing Paper

November 2026

ABOUT MIDDLESEX CRICKET

Middlesex County Cricket Club was founded in 1864 and has played at Lord's Cricket Ground since 1877. The Club has a distinguished history in the English domestic game and has developed many outstanding cricketers, including Denis Compton, Mike Gatting, John Emburey, Angus Fraser, Andrew Strauss, Steven Finn and Eoin Morgan.

Middlesex is now looking firmly to the future. The Club has a talented core of emerging players and recent success across both the men's and women's One-Day Cup competitions provides a platform on which to build. The ambition is to translate that potential into sustained success across formats, supported by a stronger commercial and financial model and a closer relationship with Members and supporters.

Beyond the professional playing squads, the Club employs approximately 20 people on a full-time basis, is supported by volunteers and has annual turnover of approximately £7 million.

MCCC works closely with Middlesex in the Community (MITC), which leads the development and growth of recreational cricket across Middlesex. Together they support cricket's development across the county and help connect the professional game to the communities MCCC represents.



ROLE OVERVIEW

Middlesex County Cricket Club is seeking an exceptional Chair to complete the Club's governance reset and lead MCCC through its next phase of strategic transformation.

The incoming Chair will initially lead an important period of governance and leadership transition, including Board renewal and the appointment of a permanent Chief Executive. Beyond this initial phase, the Chair will lead the Board through a period of strategic transformation focused on sustainable cricketing success, financial and commercial development, membership growth, strong relationships with MCC and ECB, and the long-term development of MCCC.

The Chair will establish a culture of trust, openness, constructive challenge and collective responsibility; recruit, support and oversee a high-performing Chief Executive; and lead the Board in agreeing and overseeing delivery of a compelling and sustainable long-term strategy.

This is an opportunity not simply to repair governance arrangements, but to establish the leadership foundations from which MCCC can achieve sustained sporting, organisational and financial success.

Time commitment and remuneration: This is a voluntary role which requires a substantial and flexible commitment, particularly during the initial period of Board reconstitution, governance reform, CEO appointment and strategy development.

In addition to Board and Committee responsibilities, the Chair will be expected to represent MCCC with the ECB and wider game engagement, maintain regular dialogue with Members, and be visible at home cricket and key Club events. The role also involves developing relationships with fellow county Chairs and other leaders across the game.

Location: Lord's Cricket Ground, St John's Wood, London, NW8 8QN



KEY ACCOUNTABILITIES

Initial Transition Priorities

- Lead the reconstitution and renewal of the MCCC Board through a rigorous, transparent and skills-based process, creating a Board with the skills, diversity and behaviours required to deliver MCCC's future strategy.
- Lead the Board's oversight of the agreed governance reform programme, ensuring that the recommendations arising from the independent governance review are translated into clear actions, appropriate governance arrangements and sustainable changes in Board practice and behaviour.
- Lead the recruitment of, and thereafter support, challenge and oversee, a high-performing Chief Executive capable of delivering the sporting, commercial and organisational outcomes required by the Club, establishing a relationship based on clear accountability, trust, openness and constructive challenge.
- Build a cohesive Board culture characterised by trust, openness, constructive challenge, collective responsibility and clear boundaries between governance and executive management.
- Lead the Board in establishing a shared long-term strategy for MCCC, ensuring that strategic options are rigorously assessed and that the Board maintains collective ownership of the agreed direction.
- Oversee the implementation and operation of a streamlined committee architecture with clear delegations, terms of reference, reporting and accountability.
- Rebuild and maintain constructive, institutionally robust relationships with the ECB, MCC, MCCC Members and other key stakeholders.



Enduring Resonsibilities of the Chair:

- Ensure the Board maintains focus on delivery of agreed strategic objectives and organisational performance, using clear measures, milestones and accountability arrangements.

- Support the CEO and Board to deliver a shared long-term strategy encompassing sustainable success in men's and women's cricket, a stronger and more resilient commercial and financial model, growth and engagement of the Club's membership and supporter base, and MCCC's contribution to cricket and its communities across Middlesex.

- Lead an effective, cohesive and appropriately challenging Board, with proportionate arrangements for Director induction, development, succession and regular evaluation.

- Ensure that the Chief Executive has clear objectives and is appropriately supported, challenged and held accountable for delivery of the Club's agreed strategy and organisational performance.

- Ensure that the Board maintains effective oversight of MCCC's principal strategic, financial, operational and reputational risks, with appropriate assurance provided through the Finance, Risk & Audit Committee and Executive.

- Maintain a clear distinction between the Board's governance responsibilities and the Executive's responsibility for operational management, ensuring appropriate delegation, accountability and assurance.

- Promote effective accountability and transparency between the Board and MCCC's Members, ensuring meaningful opportunities for Members to understand, engage with and appropriately scrutinise the Club's governance and strategic direction.

- Oversee financial performance and be satisfied with the quality and integrity of financial information, underlying systems and controls, and the accountability framework.

- Set and uphold high standards of integrity, ethical leadership and collective responsibility, including rigorous identification, declaration and management of conflicts of interest.

- Ensure that the Board maintains appropriate strategic oversight of MCCC's professional and performance cricket, with clear accountabilities and a coherent relationship between sporting ambitions and wider organisational strategy.

- Ensure the Board receives appropriate assurance regarding the effectiveness of the Club's safeguarding and welfare arrangements.

- Ensure MCCC maintains an effective strategic relationship with Middlesex in the Community and the wider recreational game, consistent with the Club's purpose and long-term strategy.

- Build and maintain strong relationships with MCC, ECB, Members and other leaders across the game, and represent MCCC with credibility at home fixtures, Member forums and appropriate county and ECB engagements.

WHAT SUCCESS LOOKS LIKE...

In the first 12 months

- The Board has been successfully reconstituted through a transparent, skills-based process.
- The agreed governance reforms are embedded in structures, delegations, behaviours and ways of working.
- A permanent Chief Executive has been appointed and an effective Chair/CEO relationship established.
- The Board demonstrates a stronger culture of trust, openness, constructive challenge and collective responsibility.
- A clear long-term strategy has been agreed, with priorities, measures, milestones and accountabilities.
- Confidence and relationships have strengthened with Members, MCC and ECB.

Over the three-year term

- Clear progress is being made against the agreed strategy and organisational performance measures.
- MCCC has a credible pathway to sustained success in men's and women's cricket.
- The Club's financial and commercial resilience has improved.
- Membership engagement and the supporter proposition have strengthened.
- MCCC has productive, institutionally robust relationships with MCC, ECB and the wider game.
- The Board and Executive operate as a high-performing leadership system with clear accountabilities.
- The Club is positioned for sustained long-term sporting, organisational and financial success.



PERSON SPECIFICATION

- Significant Chair experience of leading complex organisations through periods of cultural, structural and strategic change, securing buy-in from stakeholders with differing and occasionally competing interests.
- Substantial Board-level experience, with a strong understanding of the role of a non-executive Chair in leading an effective Board and holding the Executive to account.
- A strong track record of building cohesive Boards, creating trust and openness, building consensus and enabling constructive challenge and collective decision-making.
- Outstanding strategic leadership capability, with experience of articulating a compelling vision, translating that vision into strategy and overseeing delivery of long-term objectives.
- A sophisticated understanding of non-executive and executive accountabilities and experience of developing an effective Chair/CEO relationship based on trust, clear delegation, challenge and accountability.
- Politically astute, with high levels of emotional intelligence and the ability to engage constructively with a passionate and diverse membership while maintaining the Board's duty to act collectively in MCCC's long-term interests.
- Significant experience of building credibility across complex stakeholder environments, including the capacity to rebuild confidence where relationships have become strained.
- Strong financial literacy and commercial judgement, with experience of overseeing organisational sustainability, strategic investment, risk and performance.
- An accomplished and credible communicator, able to explain complex or difficult decisions clearly and authentically to Members, staff, partners and other stakeholders.
- Unquestionable high levels of personal integrity, independence and sound judgement, with the courage to take and sustain difficult decisions in MCCC's long-term interests.
- A demonstrable commitment to inclusive leadership, equality, diversity and inclusion, safeguarding, and ensuring that different perspectives are welcomed and heard.
- An interest in cricket and an understanding of the strategic issues facing the professional and community game would be desirable.



TO APPLY

We will be supported in the recruitment of the Chair role by our retained search partners, PSD Group. In order to apply for the position, please email a copy of your CV and brief Cover Letter to **middlesexcricket@psdgroup.com**

The closing date for applications is **Friday 27 November 2026**

For further information please contact
Kit.Taylor@psdgroup.com or **Eddy.Forshaw@psdgroup.com**

Middlesex Cricket is dedicated to being a Club that reflects the broad diversity of the communities and cultures that make the county of Middlesex what it is today. The Club intends to embed itself at the heart of those communities. We welcome applications from people of all backgrounds, cultures and experiences and assess all applicants on merit, skills and potential. If you require reasonable adjustments during the application or interview process, please let us know.

