



MCC ESTATES COMMITTEE **TERMS OF REFERENCE**

1. Purpose

The Estates committee is responsible to the MCC Committee for overseeing the real estate assets of MCC with the objective of being the finest cricket ground in the world for the benefit of Members, players, administrators, a diversity of spectators and visitors, the media and employees of MCC. The committee's responsibilities also extend to the provision of sports and leisure facilities for Members and the public, and a range of hospitality venues throughout the year.

The committee's mandate extends to ensure that the estate is well run and maintained, and that major risks, health and safety and planned maintenance are managed and steps are taken to improve the quality and sustainability of the overall estate through strategic investment in short and longer term ground improvements.

2. Membership of the Estates committee

With effect from 1 October 2023, the Estates committee will comprise no more than 12 Members approved by the MCC Committee, together with attendance of the MCC Executives as follows:

- Chief Executive and Secretary
- Estates Director
- Finance Director
- Estates Manager
- Health & Safety Manager
- Sustainability & Accessibility Manager
- EA to the Estates Director

3. Specific Remit of Estates committee

- (i) To advise the MCC Committee on the protection and enhancement of the heritage, character and ethos of Lord's Cricket Ground as "the Home of Cricket".
- (ii) To make recommendations to the MCC Committee and oversee the overall property strategy for MCC to deliver an exceptional customer experience for all.
- (iii) To provide strong oversight on major development projects particularly ensuring project delivery on time, on budget and to the appropriate quality standard.
- (iv) To advise the MCC Committee on and be responsible for reviewing and making recommendations in respect of the Ground Masterplan and similar plans from time to time.
- (v) To advise the MCC Committee on and be responsible for reviewing and making recommendations in respect of any proposed real estate acquisitions and disposals.
- (vi) To monitor and give overall strategic advice on issues relating to sustainability, accessibility and health and safety of the Estate to ensure that Lord's is always engaging in best practice and meeting the Club's statutory obligations as well as Environmental, Social and Governance objectives.
- (vii) To provide support to the Secretariat, principally the Estates Director, always in a non-executive capacity, in terms of providing support and professional advice.
- (viii) To act as a strong check and balance on the work of the Secretariat in respect of Estates matters.
- (ix) To consider and review the proposed annual capital expenditure plans and make recommendations to the Finance committee and the MCC Committee.
- (x) On behalf of the MCC Committee, to oversee the Club's planned and annual maintenance / capex programme.
- (xi) To review all material planning applications relating to the Ground.
- (xii) To advise the MCC Committee on initiatives to enhance the character and customer experience of the Ground for players, Members, officials, spectators and viewers which is commensurate with the aspiration to be the premier ground in the world.



4. The approach of the Estates committee

(a) General

- (i) The Estates committee will meet at least four times per year.
- (ii) Consideration will be given to establishing Project Steering Groups for major capital projects and any other project where it would enhance oversight and support the Secretariat.

(b) Guiding Principles

- (i) The Estates committee will work to support the Strategic Objectives and Mission of the Club.
- (ii) The Estates committee will work to enhance the built environment of the Ground and contribute to delivering an exceptional experience for players, Members, spectators, visitors, administrators, the media and MCC employees.
- (iii) The Estates committee will take into account what the MCC Committee has agreed at all times and, where appropriate, make recommendations to the MCC Committee and in carrying out its work, be guided by key priorities in the Club's Strategic Plan.
- (iv) Environmental, sustainability and estate health and safety will be a fundamental component of the committee's work.
- (v) As well as having the interests of Members at the forefront of thinking, the Estates committee will examine relevant best practice at International Sporting Venues elsewhere.
- (vi) The Estates committee will also take account of Priorities and KPIs agreed with the Executive Management Board on an annual basis as well as relevant criteria set out in ECB's "Whole Game Process". Examples include sustainability, capital expenditure, annual maintenance, spectator experience and the criteria set out in ECB's "Facilities Standards for High Profile Match Venues."

(c) Specific

The Estates committee will:

- (i) Report to the MCC Committee on the Executive's proposed capital projects and ground development plans. It will take notice of the Club's Strategic Plan and endeavour to ensure the Masterplan is suitably co-ordinated.
- (ii) Recommend a property strategy taking into account the needs of the Club and fiscal constraints.
- (iii) Carry out annual ISO 45001 audits and maintain the Club's Accreditation.
- (iv) Be responsible for reporting to the MCC Committee on the delivery of the property, sustainability and health and safety strategies in conjunction with the Secretariat.
- (v) Advise the MCC Committee on all property matters (inter alia rent reviews and enfranchisement, particularly in relation to the leasehold land).
- (vi) Be aware of the Club's relationship with local stakeholders including the St John's Wood Residents, Lord's Community Group Westminster City Council and the Club's Landlord and Tenants.
- (vii) Be responsible for the monitoring and strategy in relation to the annual maintenance (reactive and non-reactive) of the Estate.

5. Reporting Line

The Estates committee will report to the MCC Committee and provide updates, both orally and, where appropriate, in writing at Committee meetings.

The Annual Capital Expenditure and Maintenance budgets and Masterplan budget updates will require approval by the Finance committee.

*Approved by the MCC Committee
10 December 2025*