



Candidate pack Managing Director

Middlemarch Environmental

October 2026

Welcome

Dear Candidate,

Thank you for your interest in becoming our next Managing Director.

Middlemarch Environmental is the UK-wide natural environment consultancy, wholly owned by the Warwickshire Wildlife Trust. It is the largest Wildlife Trust consultancy in the UK with around 160 people, and a turnover of approximately £10m. We advise public, private, and charitable clients across the UK through three areas of expertise: regulatory compliance, biodiversity solutions, and conservation and sustainable practices. From ecological surveys and biodiversity net gain to land-use planning and nature-based solutions, clients trust us for advice that is rigorous and demonstrates strong technical expertise.

What sets us apart from most other natural environment consultancies is that profit we generate is returned to Warwickshire Wildlife Trust as gift aid to support nature's recovery across Warwickshire, Coventry, and Solihull. We are a serious commercial business, with a genuine purpose at its heart.

This is an important moment in our history. After more than twenty years with Middlemarch, Tom Docker, our former Managing Director, has stepped down, having led us through a period of sustained growth and significant change, and leaving the company in a position of real strength. His departure marks the end of an important chapter and opens the next: a chance to build on what we do well and to think ambitiously about how much further we can go.

We are well regarded by those who know us, but we want to reach new markets and communities, raise our profiles, and grow our income and profitability. We have a great story to tell and are now looking for a leader who can help us tell it.

Middlemarch is looking for a strategic leader to provide the commercial oversight and cultural stewardship we need for our next stage of development. Reporting to myself, and working closely with the Board and the Trust, you will set and deliver our long-term strategy, lead overall business performance, and make sure the quality and integrity of our work never slips as we continue to grow. At the heart of this role, is the balance required of the Managing Director: strong commercial performance, alongside environmental integrity, with every part of the business supporting the Trust's mission to restore nature.

You will lead a passionate team of technical specialists, project managers, and support staff, building a high-performing leadership team and an inclusive, values-driven culture. Externally, you will drive business development, nurture long-term client relationships, and represent Middlemarch across the sector.

We are looking for an established leader with a proven track record of running a commercial consultancy or similar people-based business. You will bring excellent commercial and financial acumen, a sound understanding of governance, and demonstrable success in winning new work and managing strategic client relationships, as well as experience influencing senior stakeholders across corporate, public, and charitable organisations.

If you are driven by the difference Middlemarch makes to nature in the UK, we would love to hear from you.

Best wishes,

Helen Rushton,

Chair



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About us

Middlemarch Environmental is a UK-wide natural environment consultancy with more than 30 years' experience in ecology, biodiversity, and arboriculture. We are a profit-for-purpose business, wholly owned by Warwickshire Wildlife Trust (WWT). Middlemarch's purpose is to raise income for WWT, its parent charity, principally from providing ecological consultancy services to its clients. As a trading subsidiary it is free from the geographic restrictions of WWT and so operates across the UK.

WWT belongs to a federation of 46 Wildlife Trusts working to recover biodiversity, connect people with nature and tackle the climate emergency. All of the wildlife trusts have a consultancy arm, but Middlemarch is the largest – our turnover is larger than the combined income of all the other wildlife trust consultancies.

Over the last three years, Middlemarch has evolved from a traditional, transactional ecological consultancy to a more diverse, vibrant, and trusted natural environment consultancy.

To do that, we have developed new services, remodelled the leadership of the organisation and brought in deep domain experts and thought leaders in many of the disciplines that will drive nature's recovery.

More than a decade after governments first pledged to halt the loss of nature, the response still falls far short of the scale of the biodiversity crisis. Businesses and communities increasingly want to act, but many are unsure where to turn for expert, trustworthy advice. This is where Middlemarch can make the greatest difference: helping organisations understand their impact on nature and turn their commitments into real, measurable recovery.



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Our Vision

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A thriving natural world where nature plays a valued role in addressing the climate, ecological and human health emergencies.

Our Mission

To deliver value in nature.

Our Values

We find the right balance

- We strive to find the delicate balance between the needs of the natural world and the needs of our clients.
- We also seek to ensure balance in the way we operate, so our people are healthy and feel able to manage their work and lives in the right way.

We are adaptable

- We search for the right solution and are prepared to challenge to get the right outcome.
- We seek new opportunities to develop and grow ourselves, and our business.

We work with care

- We work with care and attention in the interests of our clients, the natural environment and the communities affected by our work.
- We look out for each other and help colleagues to perform at their best.

We build strong relationships

- Our business relies on strong relationships, so we take time to understand our clients and each other.
- We seek to gain trust through open, honest dialogue and feedback.

We deliver excellence

- We take pride in our expertise and deliver to the highest standards on every project.
- We keep ourselves up to date with the latest thinking in our specialisms and share that insight with each other and clients.

How we work and our services

We support clients across the whole life of a project, from initial survey work for a planning application to the design and on-site delivery of mitigation, and on to lasting gains for nature. Our core strengths are ecology and arboriculture, and we have built significant expertise in biodiversity net gain, habitat design, and offset provision.

Each month we complete more than 300 ecology and biodiversity projects for developers, landowners, utility companies, architects, and local authorities. We help businesses and landowners across diverse industries meet their environmental commitments and navigate a rapidly changing legislative and policy landscape.

To learn more about our service offering and solutions approach, please [click here](#).



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Job description

Job title: Managing Director

Reports to: The Chair of Middlemarch Board, with engagement with WWT's Council when required

Direct Reports: Executive Director, Technical and Innovation, Executive Director, Corporate Services, Interim COO



Role purpose:

The Managing Director will provide strategic leadership, commercial oversight, and cultural stewardship for Middlemarch. This role balances commercial performance with environmental integrity, ensuring Middlemarch's consultancy services actively support WWT's mission to restore nature and inspire people.

Main responsibilities:

Strategic Leadership & Governance

- Set and deliver the long term strategic plan and annual business plan, ensuring sustainable growth and measurable impact
- Demonstrate and model the leadership behaviours and actions expected by the Board, Executive team, and colleagues in Middlemarch
- Provide clear commercial and operational objectives (short and long term), and KPIs aligned with approved budgets
- Maintain awareness of market trends, policy changes, and client needs to keep services competitive and relevant
- Report to the MM Chair and into the MM Board, and to WWT's Council when required, maintaining strong governance, compliance, and risk management across financial, operational, and reputational matters

Business Performance & Financial Management

- Lead overall business performance, including budgeting, profitability, cashflow, and financial resilience
- Ensure consultancy delivery meets high standards of quality, ethics, and environmental integrity
- Maintain robust and proactive risk management
- Oversee effective use of strategic partners, efficient use of subcontractors and seasonal staff to meet client solution development and project delivery demands.

People Leadership & Culture

- Inspire, develop, and support a positive, inclusive, values driven culture rooted in collaboration, integrity, and continuous improvement
- Implement effective performance management throughout the organisation to ensure that strategic and financial objectives are achieved.
- Build and sustain a high-performing leadership team, with a structure and deployment of talent that supports the business objectives
- Lead technical specialists, project managers, and support teams; oversee recruitment, workforce planning, and professional development
- Champion health, safety, and wellbeing across all operations

Client Relationships & Business Development

- Actively drive business development and nurture long term client relationships across public, private, and charitable sectors
- Represent MM externally, strengthening its reputation for high quality natural environment related advice
- Promote innovation in service design, delivery, and partnership working

Mission Alignment

- Ensure MM operations actively support the WWT's mission - sharing profits and expertise to enable nature's recovery
- Embed WWT values in decision making, staff behaviour, and client engagement
- Participate fully in the Association of Wildlife Trust Consultancies, representing MM and WWT positively and energetically
- Act as a senior ambassador for nature positive action through regulatory compliance, biodiversity solutions, and conservation and sustainable practices



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Person specification

Knowledge and experience

- Proven track record leading a commercial consultancy or similar people-based business, with responsibility for revenue, profitability, and growth
- Demonstrable experience in business development with new and existing clients, including client relationship and strategic account management
- Experience operating within a values-driven or mission-led organisation
- Understanding of UK environmental policy, biodiversity net gain, land-use plan, and nature-based solutions
- Experience engaging with key decision makers and influencers in corporate and non-corporate organisations

Skills and abilities

- Excellent commercial and financial acumen, including budgeting, cashflow, and performance management
- Strong strategic planning capability, able to set clear objectives and KPIs and see them through to delivery
- Ability to make sound decisions, solve complex problems, and draw on relevant expertise when required
- Skilled communicator able to influence senior stakeholders, the Board, and external partners
- Strong partnership-working capability, comfortable convening diverse stakeholders and representing the organisation publicly

Styles and behaviours

- Strong leadership behaviours, able to build and sustain a high-performing team and a positive, inclusive culture
- Leads by example, modelling the values and standards expected from the organisation
- Collaborative and values-driven in approach, balancing commercial performance with environmental integrity
- Personally committed to nature recovery, ecological integrity, and land stewardship
- Resilient and pragmatic, able to navigate competing priorities and maintain momentum through change



Terms of appointment

Salary

The salary for this role is c.£125,000 per annum on a full-time permanent basis, with an additional car allowance of £800 per month

Location

Approximately 4 days per week in our office (Allesley, Coventry)

Pension

7% employer/4.5% employee, with the option to increase employee contributions

The role also qualifies for the full reinvestment of the employee tax and employer NI savings from contributions directly into the pension scheme

Annual leave

35 days per annum plus Bank Holidays

Additional benefits

Enhanced sick pay

How to apply

We hope you will consider making an application. To make an application, please go to [Starfish](#) and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

We would also be grateful if you would complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date: Sunday 15th November 2026

Final Panel interviews: w/c Monday 23rd November and
w/c Monday 30th November 2026

