



POSITION AND CANDIDATE SPECIFICATION

THE ALL ENGLAND LAWN TENNIS CLUB (CHAMPIONSHIPS) LTD

ESTATE DIRECTOR

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POSITION SPECIFICATION

Company Background

The Club

The All England Lawn Tennis & Croquet Club Limited ("the Club") was founded in 1868 and is a private members' club based at Church Road, Wimbledon. Full, Life and Honorary Members are limited to 500 in number and the Club also has approximately 120 Temporary Members who are typically active tennis players. The vision for the Club is to be one of the best sports clubs in the world.

Each year The Championships, the only Grand Slam played on grass courts, is hosted by the Club. The Club's aim is for The Championships to continue to be recognised as the world's premier tennis tournament and as one of the world's great sports events. 484,805 spectators attended the 2012 Championships and Wimbledon tickets remain much sought after.

The Championships are controlled, managed and promoted by and on behalf of The All England Lawn Tennis Club (Championships) Limited ("AELTC") and LTA Operations Limited through the Committee of Management. The day-to-day operations of The Championships are led and conducted by the AELTC. The AELTC is a wholly-owned subsidiary of the Club and, on 1 August 2011, acquired all the assets and undertakings of the Club in relation to The Championships.

The Committee of Management consists of twelve members of the Committee of The All England Lawn Tennis Club and seven nominees of the Lawn Tennis Association (LTA). Sub-committees have responsibility for different areas of activity e.g. Catering, Commercial & Media, Order of Play and Operations.

The Championships have enjoyed considerable commercial success without over commercialising the Grounds. The Club has always sought to retain the unique image and character of The Championships and has successfully achieved this over many years while also developing long-term mutually beneficial Official Supplier agreements with a range of blue-chip brands e.g. Rolex, HSBC and Evian. There are also long term TV contracts, BBC (to 2017) and ESPN (to 2023). The surplus funds generated by The Championships (in the region of £25-35 million per annum over the last ten years) are passed over to the LTA to develop tennis in Great Britain.

The Estate

The grounds and buildings are owned by All England Lawn Tennis Ground plc a company currently co-owned by the Club and the LTA but reverting to 100% Club ownership in 2013.

In 2011 the Long Term Plan, which started in 1993, was successfully concluded and developments completed include: a new No 1 Court, new no 2 and 3 Courts, Broadcast Centre, Millennium Building (facilities for competitors, Club members and press), new office buildings, a new Wimbledon Museum and the redevelopment of

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Centre Court, including a retractable roof. The facilities include prestigious corporate hospitality and Debenture Holder areas.

In total, there are 19 Championship grass courts (including Centre Court and No.1 Court), eight American Clay courts and five indoor courts. In addition, there are 22 grass courts for practice before and during The Championships and two acrylic courts. The tennis courts and grass areas are the responsibility of the Groundstaff who report to the Club Secretary.

The total area, including the Club's car parks, covers over 42 acres. In addition, the Ground Company owns the freehold to Wimbledon Park Golf Club and a sports ground in Raynes Park.

The new strategic long term development plan

The AELTC intends to maintain its position as a leading global sporting venue and has commissioned a new Masterplan to deliver a vision for the Wimbledon site over a fifteen year timescale. A sub-committee, Wimbledon 2020, has been established under the chairmanship of the Club Chairman, Philip Brook, with authority to develop and implement the new long-term strategic development plan.

Grimshaw architects were appointed in December 2011 as masterplanners, following a competition initially involving twelve internationally known practices. During this year, there has been an intensive period of briefings taken from all AELTC end-user groups plus a whole series of strategic options have been proposed by Grimshaw for various parts of the site. Grimshaw are testing out these options to ensure that they can work with a view to presenting the Masterplan to the Committee of Management for approval in mid-December 2012. To assist in the process, Rolfe Judd have recently been appointed as Planning Consultants and Grant Associates have been appointed as Landscape Architects.

For further information about the AELTC and The Championships, please visit www.wimbledon.com.

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POSITION SUMMARY

This is a new role, taking executive responsibility for existing and proposed buildings, facilities and services of the AELTC, including:

- 1) Overall management of existing buildings and services, including property management, cleaning, health and safety and sustainability. Exceptionally high quality standards are required year round and for The Championships.
- 2) Project management of AELTC's new long term strategic development plan, under the direction of, and in continuous liaison with, the Wimbledon 2020 Sub-Committee.

Key Relationships

Reports to:

- Richard Lewis, AELTC Chief Executive

Direct reports:

- Gary Mayle, Project Manager – Long Term Plan
- John Cox, Building and Services Manager

Key Interfaces:

The Executive:

- Richard Atkinson, Finance Director
- Richard Grier, Championships Director
- Mick Desmond, Commercial Director
- Martin Guntrip, Club Secretary
- Tim Wilson, IT Director

- Also, of particular importance will be the Wimbledon 2020 Sub-Committee.
- Staff and contractors

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Main Responsibilities

Leadership

- As a key member of the Executive team, advise on technical and professional matters and lead policy development in all areas of responsibility. Contribute to the broader executive decision making processes to take the organisation forward.
- Be a pivotal figure in the implementation of the new long term strategic development plan for the grounds through to operational delivery.
- Drive a pro-active culture of excellence, professionalism and efficiency appropriate to the unique quality, character and image of the Club and The Championships.
- Lead the Buildings and Services team, of over 30 direct employees plus contractors, to ensure that the requirements of users, including Club members, competitors, visitors and staff, are met.
- Work constructively with other executives, managers and staff to ensure that the Estate runs smoothly at all times and, importantly, that The Championships and other crucial deadlines are met in line with statutory and local authority regulations.

Facilities management, health and safety and sustainability

- Work closely with the Buildings and Services Manager, ensuring that the programme of planned and routine maintenance, refurbishment and minor project works, are carried out efficiently, on schedule and within budget to the highest professional standards in line with industry best practice.
- Lead and motivate the Buildings and Services team. Ensure that performance is well managed and that flexible working practices are developed where appropriate. Generate a culture of continuous improvement.
- Ensure reactive maintenance and facilities services are well run for all users, including Club members, visitors and staff, with appropriate 24 hour cover year round as required.
- In conjunction with the Championships department, ensure that temporary buildings and facilities for The Championships are constructed as planned.
- Be responsible, through the Buildings & Services Manager for negotiating and managing the cleaning contract and ensuring excellence in standards of cleaning and efficiency year round.

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- Ensure year round health & safety on site for members of the public, staff, contractors, volunteers, Club members and visitors (NB. a specialist events safety officer is appointed for The Championships). Lead policy development and oversee fire safety, risk assessments, record keeping and reporting.
- Lead policy development and implementation on site for environmental matters, including sustainable building developments and practices, waste management and recycling, effective water management, energy audits and reduction in greenhouse gases.
- Ensure the security of the site year round, excluding The Championships period.
- Manage budgets and costs efficiently across all areas of responsibility and ensure all third party contracts are well managed.

Long term capital development projects – Wimbledon 2020

- Be a strong contributor and provide expert advice to Wimbledon 2020 planning and review meetings.
- Work closely with the Project Manager and, in continuous liaison with Wimbledon 2020 and Grimshaw (appointed masterplanners), implement the plans and oversee construction projects to ensure that deadlines, quality standards and budgets are met.
- Negotiate and agree fees and contracts with external contractors and suppliers. Maximise value for money, ensure contracts are well managed and oversee agreed standards and budgets.
- Review design and construction information for compliance with AELTC requirements.
- Manage inputs, relationships and involvement of key project stakeholders.
- Ensure the Buildings & Services and Wimbledon 2020 construction work is co-ordinated and that the two teams work effectively together.

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PERSON SPECIFICATION

Ideal Experience

- Experience of contributing successfully to a high performance senior management team at a strategic and practical level, meeting challenging targets and achieving results.
- Successful track record at a senior level of managing and directing buildings and services on a complex multi-functional site to exceptionally high standards.
- Proven experience of project managing a significant programme of building and construction works and facilities.
- Relevant experience in an organisation which stages international/prestigious events would be advantageous.
- Must have a good technical understanding of architectural plans, buildings, construction and maintenance works.
- Good understanding of providing customer responsive services.
- Proven experience of leading, managing and motivating a directly employed workforce and contractors, developing and maintaining high performance standards and introducing and implementing change processes, where appropriate.
- Proven negotiation skills to maximise value, and good understanding of sector specific contractual terms. Experience of tender processes and procurement, gaining good value for money.
- Graduate level of education, with a relevant professional qualification in a property and/or construction related discipline. A business management qualification would be useful.
- Thorough understanding of health and safety and sustainability legislation, preferably having held responsibility for these areas in previous roles.

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Key Competencies for Success

Strategic leadership and Prioritisation Skills

This role demands an individual who is able to balance priorities between the long term planning and development of an estate and day-to-day operations. The individual must have good attention to detail and also be able to step back and look at the bigger picture, setting and achieving relevant milestones, alongside directing and motivating an onsite workforce.

Relationship and Communication Skills

The individual must be able to develop and maintain good working relationships with staff, contractors, the Executive, the Committee, members and external organisations. There are multiple layers of relationships that need to be managed and the individual requires a consensual and collaborative working style with the ability to be a strong decision maker when required.

Excellent communication skills, both written and verbal are essential. Must be able to assimilate, interpret and communicate clearly complex information, including writing succinct reports and making presentations.

Planning and Organisational Skills

With certain immovable deadlines and targets in place for The Championships, the individual must be able to plan and organise to deliver results under considerable pressure, whilst meeting high quality standards and all financial parameters. This requires strong analytical, problem solving, financial planning and budgeting skills.

Other factors

Working hours: At least a five day week with the need to attend some evening and possibly weekend meetings. Long hours in the lead up to and during The Championships.

A strong interest in sport would be advantageous.