

M.C.C. – ESTATES COMMITTEE

TERMS OF REFERENCE

1. Composition

With effect from 1st October 2017, the Estates committee will be chaired by David C. Brooks Wilson, and will comprise:

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| A.J. Alt | D.P. Natali |
| Miss L.M. Austin | J.F. Offen |
| The Lord Blair of Boughton | D. Peltz |
| B.N. Gorst | W.G. Taylor |
| A.J. Johnston | P.G. Wilbraham |
| P.L.O. Leaver | |

In attendance:

Chief Executive & Secretary
All Assistant Secretaries
Estates Manager

2. Specific Remit of Estates committee

- To advise the M.C.C. Committee on the protection and enhancement of the heritage, character and ethos of Lord's Cricket Ground as "the Home of Cricket".
- To make recommendations to the M.C.C. Committee and oversee the overall property strategy for M.C.C.
- To advise the M.C.C. Committee on and be responsible for the Masterplan on an annual basis.
- To provide support to the Secretariat, principally the Assistant Secretary (Estates) always in a non-executive capacity, in terms of providing support and professional advice.
- To act as a strong check and balance on the work of the Secretariat.
- To consider proposed annual capital expenditure budgets and make recommendations to the Finance committee and the M.C.C. Committee on these.
- On behalf of the M.C.C. Committee, to oversee the Club's maintenance/capex programme.
- To review all major planning applications relating to the Ground and advise the M.C.C. Committee accordingly.
- To continually advise the M.C.C. Committee on the character and development of the Ground and to advise the M.C.C. Committee on delivering the Ground's capacity as a cricket ground to deliver a cricket experience for its Members which is fit for purpose.

3. The approach of the Estates committee

(a) General

- The Estates committee will meet at least four times per year.
- There will be a planning meeting two weeks before each meeting between the Chairman and Assistant Secretary (Estates) to discuss the agenda and prepare papers which are topical and relevant.

(b) Guiding Principles

- The Estates committee will take into account what the M.C.C. Committee has agreed at all times, and where appropriate, in making recommendations to the M.C.C. Committee and carrying out its work, be guided by key priorities in the Club's Strategic Plan (copy attached).
- Environmental sustainability will be a fundamental component of the committee's work.
- 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.
- The Estates committee will also take account of Priorities and KPIs agreed with ECB 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 TSF2 and TSF3 documentation for Model Ground status.

(c) Specific

The Estates committee will:

- (i) Report to the M.C.C. Committee on the Executive's management of the Masterplan on a project by project basis. It will take notice of the Club's Strategic Plan and ensure the Masterplan is suitably co-ordinated;
- (ii) Recommend a property strategy taking into account the needs of the Club and revenues received;
- (iii) Be responsible for reporting to the M.C.C. Committee on the delivery of the property strategy in conjunction with the Secretariat;
- (iv) Advise the M.C.C. Committee on all property matters (inter alia rent reviews and enfranchisement, particularly in relation to the leasehold land);
- (v) Be aware of the Club's relationship with St. John's Wood Residents, Lord's Community Group and Westminster City Council;
- (vi) Be responsible for the monitoring and strategy in relation to the annual maintenance (reactive and non-reactive) of the estate; and
- (vii) Monitor and give overall strategic advice on issues relating to environmental sustainability to ensure that Lord's is always engaging in best practice on green issues.

4. Reporting Line

The Estates committee will report to the M.C.C. 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.

*D.C. Brooks Wilson
R.J. Ebdon*

Approved at Estates committee 8th December, 2016