

Position and Candidate Specification



Chair

PREPARED BY:

Ashling O'Connor
Jonathan Smith
Catherine Davidson

Assignment: 47349-004

The Lawn Tennis Association (LTA) is the National Governing Body of tennis in Great Britain. Its role is to govern and grow tennis, from grassroots participation through to the professional game.

The LTA's vision is 'Tennis Opened Up', and its mission is to transform communities through tennis, focusing on three areas – making tennis welcoming, enjoyable and inspiring to everyone.

The LTA works with schools, with volunteers, with coaches and with venues across the whole country. It also represents the interests of over 1,500,000 Members, men and women, girls and boys, playing on more than 23,000 courts. The LTA runs and supports a network of 11,500 approved tournaments for players of all ages, the main cornerstones of which are the LTA's premier grass-court events at The Queen's Club, Nottingham and Eastbourne, leading up to The Championships, Wimbledon.

In 2019, British Padel began to be integrated into the organisation's day to day operations and in 2020, the LTA was confirmed as the National Governing Body for the sport. This formed part of the five-year plan to grow tennis by offering formats that are innovative and easier to play.

The LTA's work falls into three main areas:

- **Fan engagement and visibility:** Bringing tennis and padel to the largest possible audience, by engaging them through events, multiple channels and the Advantage membership scheme.
- **Participation:** Making tennis and padel sports for anyone to play, through increasing participation and access.
- **Performance:** Becoming one of the most respected nations in the world for player development.

To find out more, please visit: <https://www.lta.org.uk/>

[LTA 2024-2026 Vision](#)



VALUES AND CULTURE

The LTA focuses on five core values to guide it towards its vision: teamwork, passion, integrity, excellence and inclusion.

Through its vision 'Tennis Opened Up', the LTA is committed to creating a diverse environment where all colleagues feel included and a strong sense of belonging. The organisation champions equality and strives to reflect the UK's diversity in all its appointments.

The LTA particularly welcomes applications from:

- People from ethnically diverse communities

- People with disabilities
- People from LGBTQ+ communities

The LTA Tennis Foundation is a new tennis charity that partners with brilliant people and organisations to improve lives through tennis. It shares the LTA's vision of 'Tennis Opened Up', and it wants to use the sport to make a real difference to people across the whole country. All LTA colleagues have the chance to get involved with the LTA Tennis Foundation, with some directly involved in delivering and leading its work.

To truly deliver the LTA's vision of 'Tennis Opened Up', it is critical that the LTA plays its part in contributing to a healthier and more sustainable society. It wants to grow tennis for Britain, but do so in a responsible way, protecting and supporting the environment and working with everyone in the sport to tackle its climate impact. It is committed to ensuring a lasting future for tennis for Britain, and its Environmental Sustainability Plan sets out how it will do this: <https://www.lta.org.uk/what-we-do/sustainability/>

LTA GOVERNANCE

The LTA is governed by the Board who determine the strategy of the LTA, consulting with Council, on the basis of proposals submitted by the Executive Team to deliver its mission.

The LTA's Council is the forum representing most of those bodies which are members of Lawn Tennis Association Limited and some other organisations involved in tennis. Its composition and powers are governed by the Articles of Association and the Rules of the LTA. It consists of the President (who chairs the Council), Deputy President and Councillors (who are nominated by the various member and player organisations). The LTA Board can nominate Councillors. Councillors play an important role in growing tennis throughout Britain.

The LTA Council is led by the President, and it receives a report from the Chair at its regular meetings which normally follow a fortnight after each full Board meeting.

LTA BOARD MEMBERS

The LTA Board is currently comprised of six independent Non-Executive Directors (to be reduced to five in July 2025), five Council-elected members, and two Executive Directors (Chief Executive and Finance Director).



Bridie Amos, Council-elected Non-Executive Director

Bridie joined the Board on 1 January 2024 as a Council-elected Non-Executive Director. She has been the Council representative for Hertfordshire since 2021 and is a member of the LTA's Development Tennis Advisory Group. Bridie has been volunteering with Hertfordshire LTA since 2015 and is currently on the Management Committee, leading on initiatives to grow schools' tennis and to increase female participation in playing and coaching. A former management consultant and marketing executive she now works as a level 3 LTA accredited coach. Bridie has played county tennis since junior days and has recently represented GB in ITF seniors' tennis events.



Rachel Baillache, Independent Non-Executive Director

Rachel joined the Board on 26 September 2018 as an Independent Non-Executive Director. She is Chair of the Audit Committee, a member of the Board Nominations Committee and the Board Inclusion & Diversity Champion providing Board oversight on the implementation of the LTA's Inclusion and Diversity strategy. Rachel was a partner at KPMG where she served as a member of the firm's global management team for eight years as the global Head of People, Performance and Culture. She was also the executive responsible for global internal and external communications. Rachel is an independent non-executive director of UK Sport, a Board member of Men's Professional Rugby and former Chair of Minds@Work. She is an avid tennis supporter.



Sara Bennison, Independent Non-Executive Director

Sara joined the Board in June 2018 as an Independent Non-Executive Director. She is also Chair of the Remuneration Committee and sits on The Championships' Committee of Management. Sara is a multi-award-winning marketer and experienced Board Director who has worked across a number of industries. She's a keen tennis fan and padel player who joined the LTA Board to help 'open up' the game.



Sanjay Bhandari, Independent Non-Executive Director

Sanjay joined the Board on 1 August 2021 as an Independent Non-Executive Director. He is a member of the Audit Committee and of the LTA's Inclusion and Diversity Advisory Group. Sanjay has a portfolio career as a board member, business adviser and charity trustee. Sanjay is Chair of Satellite Applications Catapult which seeks to catalyse innovation in the UK space industry and advises a number of businesses on innovation and growth strategies embracing disruptive technology. Sanjay is experienced in driving cultural change through equality, diversity & inclusion strategies and also has a passion for sport and activity. He is Chair of Kick It Out (English football's equality and inclusion charity) and is a non-executive adviser at the law firm Travers Smith. Prior to his portfolio career, Sanjay had a 30-year career in professional services as a lawyer specialising in international fraud and then as a consultant moving from legal and compliance technology into broader innovation roles. Sanjay was a Partner at EY for 12 years. Sanjay was appointed MBE by His Majesty The King in the New Years Honour List 2024 for services to sport.



Roy Colabawalla, LTA Deputy President

Roy joined the Board on 1 January 2023 as a Non-Executive Director by virtue of his appointment as the LTA Deputy President. He has volunteered in tennis for over 20 years in a number of roles ranging from multiple club positions, assisting in the Cliff Richard Tennis Foundation, being involved in the Birmingham Classic WTA Tournament, multiple County committee roles and volunteering on the LTA council. Roy is a corporate partner in a regional law firm who specialises in a broad range of corporate work including mergers and acquisitions, corporate finance, private equity, joint ventures, group reorganisations and commercial transactions in mergers and acquisitions.



Richard Cutler, Council-elected Non-Executive Director

Richard joined the Board on 1 January 2023 as a Council-elected Non-Executive Director, and is a member of the LTA's Development Tennis Advisory Group. He has been an active volunteer for Hampshire & IOW LTA since 2006, currently fulfilling the role of President. He has also previously acted as their Chair, Vice Chair and a Management Committee member.

Additionally Richard works within tennis, as the Managing Director of the Totton & Eling Tennis Centre - an eight-floodlit-court community facility, which was custom-built in 2004. He is a Level 3 LTA Accredited coach, specialising in getting the most out of recreational youth players. Richard also fulfils the role of Honorary Consul to the Federal Republic of Germany, representing around 12,000 German citizens in the district of Hampshire, Isle of Wight, Wiltshire and Dorset. He is a fluent German speaker.



Lord Davies of Abersoch, Chair

Mervyn Davies, Lord Davies of Abersoch, CBE is the Chairman of the Lawn Tennis Association. He is also the Chairman of LetterOne and Chairman of Glyndebourne Productions Ltd. He sits on the World Rugby Executive and is a senior advisor to Teneo. Lord Davies is a British former banker and was previously a Labour government minister. Prior to Government, he was a Director, Chief Executive and Chairman of Standard Chartered PLC for 12 years. He remains a UK government Trade Envoy for Sri Lanka. Lord Davies was awarded a CBE for his services to the financial sector and the community in Hong Kong in June 2002 where he served as a member of the HK Exchange fund for seven years. Lord Davies is a JP in Hong Kong, and he is an Honorary Distinguished Professor at Cardiff Business School. Lord Davies is married with two children and is a fluent Welsh speaker.



Anil Jhingan, Independent Non-Executive Director

Anil joined the Board on 1 August 2021 as an Independent Non-Executive Director and a member of the Remuneration Committee. He has more than two decades of media, entertainment and sports experience and is currently Chief Development Officer, International at global media company, Warner Bros. Discovery, where he leads strategic growth and expansion opportunities across Europe, the Middle East, Africa, Asia, the Pacific and Latin America. A corporate lawyer by background, Anil has previously held leadership positions at Discovery, Sky and 21st Century Fox. Anil is passionate about tennis, having played the sport from a young age.



Nigel Jordan, Chair of the Development Tennis Advisory Group

Nigel joined the Board on 1 January 2023 as a Non-Executive Director by virtue of his appointment as the Chair of the Development Tennis Advisory Group. He has supported grass roots tennis for most of his adult life - as a player, team captain, committee member and club Chair. Nigel previously represented Kent on the LTA Council, alongside his roles as County Treasurer and Management Board member at Bromley Tennis Centre. Nigel was a career civil servant specialising in countering international tax avoidance. He established new domestic channels for sharing intelligence in the wake of the terrorist attacks on 9/11 and, as the UK Competent Authority for the exchange of information under international agreements, expanded international cooperation through the sharing of knowledge and data. His final role was to lead the end-to-end delivery of tax credits and child benefit.



Scott Lloyd, Chief Executive Officer

Scott joined as CEO of the Lawn Tennis Association on 8 January 2018. Prior to joining the LTA, Scott has had a successful business career in the sports and leisure industry. As Group Chief Executive of David Lloyd Leisure, Scott led the business from 2007 through to a sale to TDR Capital in September 2013. Scott stayed with the company as CEO until July 2015 and continues to hold a Non-Executive Director role.



Sandi Procter, LTA President

Sandi joined the Board on 6 January 2017 as a Council-elected Non-Executive Director and then became LTA Deputy President in January 2020 and now LTA President for 2023- 2025. Sandi represented Kent on the LTA Council before she became Deputy President. She sat on the Kent LTA Board until 2022 and was involved in a wide range of Kent activities for over 25 years. Sandi is a Trustee of The LTA Tennis Foundation and a member of the Nomination Committee, the LTA Remuneration Committee and The Championships Committee of Management. She is also a member of the Tennis Europe Development Committee and the ITF Olympic Committee. Sandi is a former PE teacher turned tennis coach and Tennis Centre Manager and has a particular passion for youth tennis. She created the original Mini Tennis Red, Orange and Green programme and the Tennis Leaders Programme for the LTA, with resources, training materials and delivery to British coaches.



Simon Steele, Finance Director

Simon joined the Board on 28 November 2016 in his capacity as Finance Director. He is a trustee of the LTA Tennis Foundation, a member of the Investment Advisory Group and is also responsible for the LTA's legal team, with Executive responsibility for the LTA Tennis Foundation. Simon has over 15 years' experience in the sports industry across a number of different organisations. Prior to joining the LTA, Simon was Head of Finance and Business Development at Team Sky and, prior to that, spent 15 years at Sky, leading finance teams supporting business areas including marketing, technology and Sky Sports. Simon is a member of the Institute of Chartered Accountants in England and Wales, having trained and qualified with KPMG.



Sir David Tanner, Independent Non-Executive Director

Sir David joined the LTA Board on 1 August 2018 as an Independent Non-Executive Director. He is a member of the Nomination Committee and is the lead Director for Welfare and Safety which includes Safeguarding and Anti-Doping. In his professional life, he was the Performance Director for British Rowing until he stepped down in February 2018 after 21 years in the role. During that time Great Britain became the world's leading Olympic and Paralympic rowing nation, topping the medal tables at both games until Rio 2016. Before the days of Lottery funding for elite sport, Sir David was a medal-winning Olympic coach which he combined with a successful full-time career in education, latterly as Headteacher of a West London Comprehensive School, until he took up the Performance Director role in 1996. He chairs the Boards of two secondary schools, Orleans Park Academy in Twickenham and Shiplake College in Henley-on-Thames and is an ardent tennis supporter. Sir David was a non-Executive Director on the Board of the UK Sports Institute (UKSI) 2016-2024, including as Interim Chair in 2022. Sir David was appointed OBE in 2003, CBE in 2009 and received a knighthood from the Queen in 2013 for services to the London 2012 Olympic and Paralympic Games.

With Lord Davies stepping down in July 2025, the LTA Board is seeking a new Chair.

The role of the Chair is to lead an inclusive, cohesive, and effective Board that supports and helps shape the strategic agenda, provides a sounding board for the LTA Executive, and supports Tennis for Britain with its multiplicity of stakeholders, including the All England Lawn Tennis Club (AELTC).

Term

The appointment will be made for an initial three-year term, which can be renewed until a maximum of three terms.

Time commitment

During the course of the year, it is anticipated the Chair will commit the equivalent of one day a week to the LTA. There will be occasions when more time will be required (for example, presence at the Wimbledon Championships).

Board meetings are held five times per year, with additional Board calls held on a needs must basis. In addition, the Chair will chair the Nomination Committee and attend the Remuneration Committee, as well as some AELTC and Wimbledon Championship meetings.

Remuneration

The role is unremunerated, but reasonable expenses will be reimbursed. The Chair will have access to tickets for LTA tournaments, the Wimbledon Championships and international tournaments.

KEY RELATIONSHIPS

Reports to The LTA Board

Direct reports Chief Executive Officer

Other key relationships LTA Council
National and international stakeholders (including AELTC, ITF, ATP, WTA...)
LTA sponsors and partners

KEY RESPONSIBILITIES

Duties and responsibilities for the Chair include:

- **Chairing the Board:** The Chair leads and manages the business of the Board to provide clear direction and focus. They set the agenda, style, and tone of Board discussions to promote open debate, effective decision making, and a unitary culture that adds value to the organisation. They ensure all Board members are aware of their roles and responsibilities including contributing their skills, experience, and opinions and have the necessary knowledge and training to be successful, providing regular feedback on individual and group performance. The Chair is also responsible for the performance and effectiveness of the Board as whole, ensuring the individual Directors are formally evaluated regularly, in accordance with the Sports Governance Code.

- **Governance:** Upholding the values of the LTA, and ensuring the organisation complies with all statutory and regulatory requirements and adopts the highest standards of financial probity. The Chair will ensure that the LTA Board acts with independence, integrity, transparency, and rigour, and in accordance with the agreed terms of reference and governance protocols.
- **Diversity and Inclusion:** Maintaining the Board's commitment to board diversity, renewal and succession.
- **Acting with honesty and integrity at all times:** Upholding the values of the LTA and ensuring that the LTA promotes equality and diversity for all of its stakeholders.
- **Acting in the best interests of the LTA:** And tennis for Britain as a whole, at all times.
- **Working in partnership with the Chief Executive:** The Chair must establish a positive, supportive relationship with the CEO, and with other members of the Executive team, and ensure that succession planning issues for both the Board and the Executive are actively considered, as well as regularly reviewing the management, business, and financial affairs of the LTA. There may be times that the Chair will act with the Chief Executive on matters that have a major impact on tennis which are not matters reserved to the Board or the President.
- **Chief Executive Performance:** The Chair is responsible for providing leadership, support and advice, where appropriate, as well as ensuring that the performance of the Chief Executive is evaluated on a regular basis. The Chair will also update the Chief Executive on any opinions or concerns that may be expressed by the Board.
- **Finance Director:** Alongside the Chief Executive, the Chair will establish and maintain an effective working relationship with the Finance Director, providing leadership, support, and advice, where appropriate, but while respecting executive responsibility.
- **Ensure, through the Board, that there is a clear vision for Tennis for Britain:** The Chair will lead the Board in approving the implementation of the strategy, with short and long-term goals, as implemented by the Executive. The Board will oversee the delivery of the desired business performance, as set out in the medium-term plan and annual operating plan. The Chair will ensure that the Board contributes fully to agreeing the strategic direction and will make certain that the Board has sufficient and appropriate information to monitor performance effectively.
- **Stakeholder engagement:** The Chair will support the Chief Executive and Executive in reporting the LTA in dialogue with key stakeholders, establishing strong, trusted relationships, including the Chairs of both Tennis Scotland and Tennis Wales.
- **The All England Lawn Tennis Club:** The Chair will play a leading role in managing the critical relationship with the AELTC. The Chair will be the primary contact of the LTA for and with the Chair of the AELTC.
- **International Federations:** The Chair will support the CEO where necessary with the various international bodies of tennis, including the ITF, ATP, and WTA.
- **Provide an independent perspective during deliberations:** Ensuring that all matters are subject to an appropriate level of consideration, and decisions are taken in a timely and efficient manner.

IDEAL EXPERIENCE

Chair experience

- Ideally, an experienced Chair (or a highly experienced Board member/SID)
- Demonstrated knowledge and understanding of best practice in corporate governance

Leadership and business acumen

- Background in senior roles in business and/or the public or third sector
- Credibility in leadership and an effective coach and mentor to other senior leaders
- Experience in the critical areas of safeguarding, inclusion and sustainability

Stakeholder management

- Experience within multi-stakeholder environments
- Demonstrated competence at engaging and building effective relationships with a wide range of stakeholders (across the private, public and voluntary sectors)
- Ability to build consensus of opinion across a diverse group

Genuine interest in sport

- Ability to talk with passion and a level of knowledge about tennis, and/or the wider sport landscape

OTHER PERSONAL CHARACTERISTICS

- Comfort dealing with complexity and ambiguity; able to prioritise and bring focus
- Excellent diplomatic and communication skills
- Independence of thought and objective judgement
- Low-ego, collaborative and collegial
- Encourages engagement in constructive debate; able to optimise the contribution of all directors and ensure all members feel their voices are heard
- High integrity and emotional intelligence
- Passion for the LTA's mission.