

# The Landmark Trust

## Job Description

### **Chief Operating Officer**

- Reporting to:** Director (CEO)
- Direct Reports:** Head of Land and Property, Financial Controller, IT Manager, HR Manager, Customer Services Manager, Bookings Manager, Italy Manager, all operations functions.
- Liaison with:** All internal departments (Head of the Historic Estate, Head of Development, Head of Marketing & Communications, Historian & Head of Engagement, Lundy Island Manager) trustees, stakeholders, auditors, Charity Commission etc.
- Time required:** Full time

### **Summary of Role**

The COO role is a key member of the Landmark Trust senior management team, reporting to the Director. This role will be Landmark Trust's second-in-command and be responsible for the financial well-being of the charity, financial and commercial strategy and day-to-day operational excellence. With a team including Customer Service and Operations, Land and Property, Finance, IT and HR, the role requires an experienced and effective leader, with outstanding financial ability, able to lead across both operational and strategic spheres. The overarching purpose of the COO position is to work with the Director on defining the financial and operational strategy of the Landmark Trust, and then to implement it, thereby enabling the charity to deliver its charitable objects.

### Key Responsibilities:

- Work to ensure the best possible operating position for The Landmark Trust with regard to income, costs and investment, managing the commercial and financial affairs of the Landmark group and leading on financial and commercial strategy
- To ensure the Landmark businesses – 200 holiday properties and numerous commercial properties – are models of operational excellence, providing inspirational experiences and delivering our charitable objects.
- Act as a senior member of the Landmark Trust Management Team, contributing to the development of the organisation's strategy for achieving its charitable objects, and helping to foster the unique spirit and ethos of the Landmark Trust.
- To work on strategic and tactical issues facing the charity, alongside the Director and the other members of the Senior Management Team.
- Lead the organisation's policy and practice on the identification and management of risk and ensure its compliance with statutory and other regulations.

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## Strategic & Commercial

- Ensure excellent understanding exists of the organisation's financial and commercial position – both current and future – to inform future planning
- Identify opportunities to improve the charity's financial position through increased income generation or operating efficiencies, while maintaining the Landmark Trust's high standards in all respects.
- Lead on the organisation's commercial and business strategy, including pricing strategy.
- Make regular reports to the Landmark Trustees, Audit and Finance committees on the organisation's financial performance.

## Business Management and Operations:

- Oversee the operational running of the Landmark's holiday and property business, ensuring excellent people and process management with a staff of several hundred and a business income of c£10m.
- Ensure the Landmark Trust's customer care is second to none, and that it seeks to improve customer experience while remaining true to the spirit of the Landmark Trust.
- Ensure our overseas operations (Italy, France and Belgium) are well run and cost efficient.
- Foster a dynamic and entrepreneurial spirit in Landmark's approach to its business and operations.
- Ensure Landmark has an excellent HR function with policies and practice that promote Landmark Trust culture and vision
- Ensure Landmark has the best affordable IT infrastructure and resources.

## Financial management and planning

- Lead the preparation of the annual budget and budget forecasts and support the Director in gaining the Trustees' approval.
- Manage the Financial Controller and team to ensure that processing and returns are timely and correct and appropriate management information is available.
- Ensure the correct processes and relationships exist to enable projects to be delivered on time and on budget.
- Provide financial and commercial support, planning assistance, analysis and guidance for the management of Lundy Island.
- Continually review business processes and operating practices to improve efficiency within the organisation.
- Oversee the management of the Landmark Trust's pension scheme and associated benefits.
- Supervise the year-end statutory accounts and tax compilation, ensuring the audit process runs smoothly.
- Supervise treasury management and liaise with Landmark's bankers regarding banking and financing matters as necessary.

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## Risk

- Lead on Risk Management within the Landmark Trust, including overseeing organisational risk, compiling and maintaining the risk register and reporting to the Trustees and Audit Committee on risk related matters.
- Ensure appropriate insurance arrangements for the Landmark Trust.
- Act as organisational lead on statutory and other compliance, including GDPR and liaison with the Charity Commission.

## Other

- Help foster a productive, dynamic and supportive culture within Landmark, keeping true to our charity's founding goals and spirit
- Work to ensure we make the most of the people within Landmark, including our widespread and diverse workforce in the field, that they are motivated and empowered to achieve our charitable aims,
- Be able to deputise for the Director if necessary.

## **THE IDEAL CANDIDATE**

### Knowledge and Experience

- Proven experience of identifying strategic commercial issues in organisations and successfully addressing.
  - Proven success in running a commercially-focused finance function.
  - Demonstrable experience of developing and implementing new commercial models.
  - Significant responsibility for and success in conducting contractual negotiations.
  - Experience of identifying and implementing business change.
  - Proven excellence in management of a dispersed operational staff, leading and supporting them to achieve agreed goals.
  - Previous experience in IT and managing/upgrading IT software and hardware.
  - Proven experience as Chief Operating Office or relevant role
  - Understanding of business functions such as HR, Finance, IT etc.
  - Demonstrable competency in strategic planning and business development.
  - Working knowledge of data analysis and performance/operation metrics.
  - Outstanding organizational and leadership abilities.
  - Excellent interpersonal and public speaking skills.
  - Aptitude in decision-making and problem-solving.
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- Experience in Not for Profit / Charity Sector is a plus.

### Competencies

- Able to think strategically, with creativity grounded in pragmatism.

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- Strong organisational skills combined with excellent emotional intelligence to achieve goals through consensus.
- Clarity of vision regarding the big picture and organisational objectives.
- Good team leader and member.
- Verbal and numerical analysis and presentational skills, with the ability to reach incisive and grounded conclusions in excellent written and spoken English
- Attention to detail balanced with pragmatism.
- Sound judgement.
- Capable of learning and applying Landmark's ethos and style.
- Willing to roll up his or her sleeves and get into the detail.
- Driven, energetic and energising in personal style.

## Education

- Degree Level qualification.
- BSc/BA in Business Administration or relevant field; MSc/MBA is a plus

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## TERMS OF EMPLOYMENT

### CONTRACT DURATION

This is a full time position

### LOCATION

This position will be based at our main offices in Shottesbrooke, near Maidenhead, Berkshire and travel to other venues will be required.

### SALARY

Competitive salary and benefits package. Salary range provided upon application.

### WORKING HOURS

35 hours per week Monday to Friday, 9am to 5.00 pm with occasional work in evenings or weekends. Occasional overnight stays may also be required.

### EXPENSES

Employees will be reimbursed for reasonable expenses incurred on behalf of the organisation.

### HOLIDAYS

The holiday entitlement is 25 days per annum increasing to 30 days per annum after 10 years' service, plus statutory holidays.

### SICK PAY

During the first three months of employment or the probationary period (whichever is the longer) you will only be paid your Statutory Sick Pay entitlement. After this period you will receive full basic pay during any sickness absence up to 20 days in any 12 month period. The Statutory Sick Pay will be included in this sick pay. Where absence exceeds seven consecutive calendar days and in certain other circumstances, a doctor's certificate will be required.

### PENSION SCHEME

Provided you meet the criteria, you will be auto-enrolled into Landmark's pension scheme.

### NOTICE

The appointment is subject to a satisfactory completion of an initial six month probationary period, though this may be extended if more time is needed to assess suitability for employment. During this period the post will be subject to a week's notice on either side. Three months' notice in writing on either side applies after the end of the probationary period.

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## HEALTH & SAFETY

All staff are expected to observe all health and safety at work regulations as set out by Landmark in accordance with statutory requirements.

## CONTRACT

The successful applicant will be required to sign Landmark's Contract of Employment. The purpose of this information is solely to help prospective employees to understand the details of Landmark's Conditions of Employment. It is not an offer of employment and does not form part of the Contract of Employment or the Job Description.