

# The Landmark Trust

## Appointment of Director

- Candidate Pack

Saxton Bampfylde

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William Carter Castle Bungalow



Auchinleck House

# The Landmark Trust Appointment of Director

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# Welcome from the Chair

Dear Candidate,

Thank you for your interest in applying for the role of Director of the Landmark Trust.

In the words of our founder, John Smith, we are 'a charity which rescues buildings in distress and brings them back to useful life. We do this by tackling cases too desperate, troublesome and unfashionable for anyone else' and once restored as holiday accommodation we give opportunity to 'a constant succession of different people to actually live, however briefly, in historic buildings of every age and style going home with a new interest awakened... a fresh window on life....'

John Smith wrote those words in the 1990s and Landmark and the world have changed much since then, but I can't put it better. Now 61 years old, Landmark has built a reputation for being bold in our endeavours while staying true to our charitable objects and to the spirit and elegance of our buildings.

Landmark is in fine shape with exciting projects in the pipeline which will see the restoration of buildings as diverse as the WWII Watch Office at Ibsley, Lady Rockingham's parlour at Wentworth Woodhouse, and the magnificent Mavisbank near Edinburgh. Alongside these we will continue our purposeful encouragement of craft skills, deepen our sustainability aims and embrace change which protects and enhances what we do.

Landmark is a slim organisation with a can-do ethos. We keep hierarchy to a minimum and we are wary of too much process and formality. Yet we are exacting in the quality of everything we do. Passion for the cause runs from top to bottom. We have purpose – and we have fun.

The charity has been superbly led by Anna Keay over the last 14 years. We now seek a new Director to take on the role with their own leadership, aspirations and style, and to manage the ongoing success and permanence of this great organisation.

We would be delighted to hear from you.

**Alan Leibowitz**  
**Chair, The Landmark Trust**

# About Landmark

The Landmark Trust is an ambitious and dynamic charity, its aims being wonderfully simple: to preserve historic buildings and promote public enjoyment.

Over sixty-one years our portfolio has grown to 200 buildings, dispersed across England, Wales and Scotland, and with seven in Italy: pavilions and medieval long-houses, artillery forts and Gothic follies, clan chiefs' castles and weavers' cottages, the homes of great writers and creations of great architects, from Browning to Boswell, Pugin to Palladio. It is an extraordinary collection of historic significance.

Landmark is a charity sustained by a well-run business engine. Most of our c£15m annual income, not including donations and legacies, comes from letting the buildings for holidays, which directly contributes to the preservation of the portfolio. Each year we welcome around 60,000 staying guests, ensuring they enjoy a memorable time. Many others come to our open days, engagement activities around the projects, and our programme of free stays for charities – 'Getaways for Good'.

Landmark typically takes on a small number of endangered buildings each year. These are complex and costly restoration projects, requiring careful planning and significant fundraising, not to mention

several years between conception and completion. Each building is restored with skill and attention to detail, from careful conservation using traditional craft skills to contemporary reimagining, fitted out and furnished in the distinctive Landmark style.

Fundraising is critical to enabling this work. Landmark receives no state funding, and new projects rely on the enormous generosity of our supporters. These include project champions and donors, those who leave us legacies, trusts and foundations, and the National Lottery Heritage Fund. We are indebted to them all.

All this is possible because we have remarkable people at Landmark: the directors and their colleagues at our head office, our operational teams in the regions including the workshop and store in Gloucestershire, our colleagues on the island of Lundy and aboard the MS Oldenburg, and of course our stalwart housekeepers wherever there is a Landmark.

What they accomplish is underpinned by a common purpose and a shared endeavour – with our wonderful 'Landmarkers' and our inspiring supporters alongside.





Bush Cottage

# The Role

**The Director of the Landmark Trust** will lead and represent the charity through its next phase, safeguard its character, culture and reputation, and ensure that we continue to ‘punch above our weight’.

**The role centres on the following areas:**

- **Emphatic leadership:** Responsibility for strategic direction, operational performance and financial resilience.
- **Care of Landmark’s culture:** Protect Landmark’s distinctive approach to conservation and presentation; and entrench our values of stewardship, honesty, teamwork, respect and excellence.
- **Communication:** Keep all our stakeholders – whether employees, friends, supporters or ‘Landmarkers’ – informed, involved and enthused about our aims and activities.
- **Leadership of a strong team:** Work with the experienced and cohesive senior management team; and alongside the 500 dedicated and professional people across Landmark.
- **Finance and Fundraising:** Take responsibility for our financial model which is driven by net rental income and charitable donations. Vigorously lead Landmark’s extensive fundraising activities.
- **Reporting to the Board:** Develop a close and trusting partnership with the Chair and Board, targeting effective governance, reporting and compliance.
- **Operational management:** Oversee the design, quality and delivery of Landmark’s restoration projects; and focus on the drivers of success in our holiday accommodation business.
- **Travel and engagement:** Get to know our geographically spread portfolio of buildings, the regional teams and our network of housekeepers.

**The Landmark Trust Appointment of Director**



Saving places that matter.

# The Person

The Director could come from many different backgrounds. What will matter is evidence of clear thinking, sound judgement and a genuine feel for what makes Landmark tick.

The role asks for a rare balance: the passion of someone who understands and loves historic buildings, and the instincts of someone who can run a vibrant business – the ability to mix heritage sensitivity with business pragmatism.

**The new Director will bring all or most of the following:**

## **Inspirational leadership**

- Experience of senior leadership where you have inspired, motivated and moulded a unified and committed team, and a happy place to work.
- An understanding of a values-driven organisation, and having worked to create a culture of respect, openness, teamwork, performance and excellence.
- The ability to think and act strategically; to be both bold and realistic; have an attention to detail; and be determined, especially in the face of challenges.
- An ability to demonstrate flair, curiosity and a creative spirit which will guide fresh thinking while respecting Landmark's unique identity.
- The skill of delegation, a knack of problem-solving and

the facility to make considered decisions. Above all, the energy to make things happen.

- Experience of working with and reporting to a Board, with an understanding of governance requirements, risk management and relevant compliance.

## **Historic buildings and the hospitality business**

- A knowledge of historic buildings and a deep appreciation for the heritage sector. This is key to the role, as is an ability to be an assertive and enthusiastic advocate.
- You may be more expert in one area than another, and that is fine, so long as you can lead our heritage work with credibility and confidence.
- An understanding that our buildings must earn their keep in a competitive hospitality market. You will have commercial and financial acumen and be comfortable with responsibility for performance across revenue, expenditure and capital.
- You will enjoy the challenges of a customer-facing and operational hospitality business, with an attention to the detail required for success.



# The Person (continued)



The Pineapple

## Communication and storytelling

- A love of communication, and a talent for storytelling to internal and external audiences, whether verbally or in writing, in person or on screen.
- The skill to make the case for Landmark to anyone, from senior heritage executives to first-time supporters; from peers in the sector to our contractors on site.
- A willingness to be genuinely accessible to staff and to our supporters; and be a good listener. All our people and stakeholders have a lot to offer, and we work hard to be collaborative

## Fundraising

- Involvement with the setting and implementation of fundraising targets and strategies.
- You will enjoy building and nurturing the relationships on which philanthropic giving of all types depends, comfortable with asking for major gifts, and constantly seek to extend our fundraising reach.



# Terms of appointment

## Location:

- This role will operate out of our headquarters at Shottesbrooke, near Maidenhead. The role will involve travel and meetings across the geography of Landmark's portfolio of buildings.
- Staff can work from home two days a week. It is mandatory to work in the office on Tuesday and Thursday.

## Salary and Benefits:

- c. £125,000 per annum
- Pension Scheme: Employer contributions up to 6%
- Private Medical Cover
- Holiday: 25 days per annum plus bank holidays. Holiday increases in stages to a maximum of 30 days over 10 years.

## Process:

- Panel interviews will be held in London.

## EDI:

- The Landmark Trust is committed to creating a diverse and inclusive organisation that reflects the communities with which we engage. We welcome applications from candidates of all backgrounds and aim to ensure that all stages of the process are fair, accessible and free from bias. We encourage applications from individuals who are underrepresented in the heritage and cultural sector and are happy to make reasonable adjustments to support candidates throughout the appointment process.

The Landmark Trust Appointment of Director



Hammers, Lundy





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# How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to The Landmark Trust on this appointment.

Candidates should apply for this role through our website at [roles.saxbam.com](https://roles.saxbam.com) using code **ECALA**

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring\* form.

**The closing date for applications is noon on Friday 10<sup>th</sup> July**

\* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

#### **GDPR personal data notice**

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

• **[Read our guide to writing cover letters](#)**

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