



Appointment of Independent Chair, Trustee Board

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**Better futures for nature,
people and places**

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Proudly
employee
owned.

Introduction

A holistic approach

Established in 1966 by three founder leaders, LUC was a first of its kind. Addressing the gap in providing support to businesses in making development decisions that balanced the need for changes in land use with the potential impact on the natural environment, LUC has grown to become a clear leader in its field.

The founders brought together a unique combination of expertise from across nature conservation, planning and landscape architecture and created a multidisciplinary organisation that has grown into the leading advisor in the sector, working on projects across environmental planning, landscape management, landscape design including historic landscapes, public spaces and ecology services.

LUC's work includes advising a wide range of clients, from those that influence public policy, leaders in the renewables energy sector and in national heritage centres like the Eden project that celebrate the environment and aim to leave the world a better place.

At the heart of LUC's mission is the recognition that beautiful and inclusive places must also work socially and economically for people and create nurturing environments that will last into the future.



Employee ownership company culture and leadership

As a founder-led business, LUC has always been privately owned, but in 2019 it took the bold step to become owned by all its employees in an Employee Ownership Trust (EOT). Being an EOT gives it independence to do things its own way while not ignoring the need to make enough profit to properly invest in developing our business and to reward our employee-owners. The business strategy is developed and implemented by the Company Board. The Company Board is also responsible for delivering the goals set out in the Charter and is held to account by the Trustees on behalf of all employees.

People are at the heart of the organisation. The EOT status grants every employee the potential to influence their future together and with a culture that allows people to flourish, LUC's technical experts can bring an imaginative and bold approach to finding the best possible outcomes for LUC's clients. LUC was proud to be named **Employee Owned Business of the Year** in 2023 by the Employee Ownership Association.

LUC has a highly collaborative and authentic culture that stays very close to founding principles and values. It operates in a relatively relaxed, and non-hierarchical way, with a connected culture of people who all care deeply about the environment and community. Guided by the mantra of its founders, to understand first and act second, and ensure that the working environment is inclusive, supportive and inspirational.

In February, LUC was delighted to announce the appointment of Rob Booth as its new CEO, marking the start of an exciting new chapter. Under Rob's leadership, LUC is strengthening its commitment to drive its mission forward, influencing emerging policy in its sectors and helping to accelerate the UK's long-term ambitions for Net Zero and nature recovery. Rob has already made impact, sharpening LUC's focus on excellence in everything it delivers for clients. He is enjoying working closely with LUC's dedicated Company and Trustee Boards and engaging collaboratively with its people across the business.



Values

Our values are what make us. They reflect our heritage, express the attitudes of our people, and capture what our clients tell us we're like to work with. Our values are timeless, informing the actions of every generation of LUC.

We act with professionalism and integrity

Trust is a big thing to us. We earn that trust by sharing our expertise, knowledge and skills. We take our commitments seriously.

We have the courage and openness to lead

We don't just follow the agenda – we shape it, making sure we tackle the biggest issues of today. We know that complex challenges need to be looked at from all angles.

We collaborate to achieve shared goals

Collaboration is in our DNA. It's why we were founded and it's how we operate today. In this complex world full of complex problems, we need teams that can be more than the sum of their parts.

We act with passion, insight and creativity

People need purpose in their working lives. To us, that means making a difference to the world we live in. You could say that's our passion.

We are intrinsically people-centred

We take pride in our people: every single one of us contributes to our continued success. We believe that bright, creative minds who are unafraid to challenge convention are the key to solving today's biggest challenges.

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Our work

Services

The services we offer integrate and evolve to create the right team for every project. All our advice fits into one overarching sequence: helping our clients to understand, to design, or to be guided.

Understand

We stand by the approach of our founders to “understand first, act second”. Using rigorous insight and robust data, we help make sense of our environment. Through the use of surveys, planning and analysis and consultation, we take a rigorous approach to gathering data and insight.

Design

Design is not a product but a process. Drawing on all our teams’ skills at every stage, we make beautiful places that work for people and nature. Our services here cover landscape architecture, development planning, placemaking and much more.

Guide

We are committed to tackling the biggest issues of today. Understanding the challenges our clients face, we provide ideas, advice and recommendations to create better futures. Our services include landscape management, strategic planning, green infrastructure, climate & carbon, nature recovery and other applied planning and environment studies.



The Role

Purpose:

The role of the Independent Chair is to provide effective leadership to the Trustee Board as its Chair and ensure that it fulfils its legal and governance requirements.

Accountability:

The Independent Chair will be a proven leader and comfortable operating at Board level. They will be able to demonstrate:

- An understanding of how to lead successfully in a professional services business; some knowledge of the sector in which LUC operates would be desirable but is not a prerequisite.
- An alignment with LUC's culture, values and leadership style.
Experience of working with EOT

organisations or other corporate trust structures would be desirable.

- Fiduciary responsibilities: safeguarding the assets in Trust and supporting the Beneficial Owners.
- Comfortable working with a range of different stakeholders.
- Corporate governance: strong understanding of best practice for corporate governance, legal and regulatory affairs, and business ethics and risk management.
- Finance: comfortable interpreting data and gaining an understanding of the inter-relationship between different drivers of performance.



“We are proud of our culture at LUC, which is driven by the passion for our work, our teamworking strengths and our professionalism. We want each member of our employee community to thrive, so we celebrate different strengths, perspectives and abilities in a diverse and inclusive environment.”



Main Activities & Responsibilities

Key responsibilities

- The Independent Chair will be a statutory director on LUC's Trustee Board and will provide effective leadership to the Trustee Board in fulfilling its Terms of Reference and the statutory duties defined in Part 10 of the Companies Act 2006.
- Exercise relevant powers under, and abiding by, the Trust Deed, the Articles of the EOT and the Companies Act 2006.
- Bring an external, independent perspective and advise the Trustee Board accordingly.
- Constructively challenge Trustees and the Company Board on their decision-making and help them to face up to difficult decisions as appropriate.
- Advise on governance.
- Promote Employee Ownership.
- Provide leadership to the Trustee Board through the effective management of meetings, setting the tone of the Trustee Board, active engagement in Trustee Board activities, mentoring and performance management of Trustees.
- Provide effective oversight and accountability for the Company Board of LUC to ensure the positive development of LUC and the asset held in trust.
- Satisfy themselves of the integrity of information (both financial and non-financial) presented, the adequacy of controls and systems of risk management.
- Maintain cabinet responsibility and respect for confidentiality of Trustee Board business.
- Exercise independent judgment and exercise reasonable care, skill and diligence.
- Take into account the views of Beneficial Owners, and other stakeholders where appropriate.
- Demonstrate accountability and require it from other.
- Make sufficient time available to discharge their responsibilities effectively.
- Devote time to developing and refreshing their knowledge and skills.

“We want to leave this world in a better place. Delivering a legacy that we’re proud of is challenging, but LUC’s impact is at the heart of how we run the company”

Person Specification

The Independent Chair, Trustee Board will exemplify ethical behaviour by acting with integrity, upholding organisational values, maintaining high standards of conduct, prioritising the organisation's interests, managing conflicts of interest and treating others fairly.

They will demonstrate professionalism and accountability and embrace continuous learning and a commitment to LUC's success. Bringing a focus on performance goals, innovation and high-performance standards and fostering a learning and growth culture. Independence and objectivity will be supported by encouraging diverse perspectives, questioning assumptions, seeking clarity and able to challenge the status quo, when necessary.

The Independent Chair will demonstrate self-awareness, emotional control, empathy, cultural sensitivity and the ability to recognise and address bias within the Board.

More information can be found on LUC's website:
[LUC](#)

The Terms of Reference of the Board of Directors of Land Use Consultants Trustee (EOT) Limited can be found here:
[Trustee Board](#)

Skills and experience

The Independent Chair, Trustee Board will bring experience in:

- Analysis and use of information: using a range of sources, synthesize, evaluate and interpret information; able to simplify complexity.
- Decision making: evaluate proposals, handle uncertainty, and consider the impact of decisions.
- Communication: listen carefully, communicate clearly, frankly and openly, and adapt appropriately to the audience.
- Leadership: self-assured and action-orientated, able to convey the need for change, manage conflict and inspire others.
- Influencing: persuasive and influential; able to build effective relationships, command respect and demonstrate political astuteness.

Terms of Appointment

Term of appointment

The Independent Chair, Trustee Board will be appointed by a selection panel for a four-year fixed term. It will be possible to seek reappointment for a second term, with a maximum of two consecutive terms allowed, unless there is an exceptional justification for extending for a further period (to a maximum of three years). This would include serious general economic difficulties or other unexpected occurrences that require stability in the constitution of the Trustee Board.

Time commitment

It is anticipated that the role will require 20 - 25 days per year. This is based on:

- Four trustee meetings - 10 days pa, including preparation, travel and minutes review.
- Annual General Meeting – one day.
- Ad hoc and Extraordinary General Meetings – two days.
- Trustee Board activities: projects, presentations and roadshows to Beneficial Owners, EOT intranet

updates, engagement with the employee representatives, EOA events – five days.

- Quarterly one-to-one meetings with the NED about the performance of the Trustee Board and the Company Board and their respective agendas – one day.
- Trustee training and development – three days.

Some flexibility will be required for preparation time and the response to unexpected events.

Remuneration

The role is remunerated.

Due diligence

Due diligence will be carried out as part of the application process, which may include searches carried out via internet search engines and any public social media accounts.



How to Apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to LUC Ltd on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **SBPPB**

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 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.



“LUC is widely regarded as a desirable firm to join and one from which it is hard to break away; but this magnetic pull is not based on common social background or shared attitudes – it comes from a common professional ideal. In effect, the firm insists that beyond each particular client it owes an overriding loyalty to the benefit of the environment, which is joined, as it were, as an invisible twin client”

Max Nicholson
LUC founder (1998)

