LAND + WATER

• Candidate pack

Appointment of Managing Director, Land + Water Services

Land + Water

Saxton Bampfylde

November 2026 | HCCWB

Land + Water Managing Director

Appointment of Managing Director, Land + Water Services

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Welcome message

Kevin Kirkland
Managing Director/ Chief Executive Designate

Dear Candidate

Thank you for your interest in joining Land + Water as Managing Director of Land + Water Services.

For more than 40 years, we have operated as a specialist wet civil & marine engineering contractor in the complex environments where land and water meet. Contracting is central to who we are: planning, managing and self-delivering works across tidal, coastal, river, estuarine, port, harbour and inland-water settings. Our experience spans dredging, marine piling, waterway infrastructure, reservoirs, flood and coastal defence, marine logistics and the beneficial management and reuse of dredged materials. Underpinning this capability is a commitment to regenerative, nature-positive engineering—combining practical delivery expertise with innovation, environmental intelligence and circular-economy thinking to create lasting value for our clients, communities and the natural environment.

That commitment shapes how we approach every project. Whether we are reusing dredged materials to create new habitats, restoring waterways or developing sustainable engineering solutions for complex projects, we look for ways to deliver stronger commercial, programme, ecological and social outcomes. It is work we are proud of, and it gives real purpose to the business we are building.

We are now preparing for our next chapter, with a five-year plan focused on financial resilience, innovation and creating an enduring organisation. Our new Managing Director will lead our contracting business, working closely with me and the Executive Board to turn those ambitions into clear priorities and tangible results. You will build on the strengths of our team, lead safe and successful project delivery, and shape a clear path towards sustainable, profitable growth.

We are looking for someone who brings strong operational leadership and commercial judgement, alongside the energy and ambition to identify new opportunities. This is a hands-on role with the scope to make a lasting difference: strengthening client relationships, winning the right work, improving how we operate and developing our future leaders. Just as importantly, you will lead by example, protecting the values and shared sense of purpose that make Land + Water distinctive.

I hope this pack gives you a clear sense of Land + Water, what matters to us and the contribution you could make. Thank you for considering a future with us. I look forward to meeting you and hearing about the ideas, experience and leadership you would bring.

Kevin Kirkland

About Land + Water

Nature positive engineering. It's at the heart of everything we do and it has been for over forty years.

With every project, we aim to protect, restore and regenerate wildlife. And, as nature falls deeper and deeper into crisis, our approach is now more important than ever.

At Land + Water, we are experts in engineering where land and water meet. With more than 40 years' experience, we deliver dredging and civil engineering projects across the UK's rivers, canals, lakes and estuaries, combining technical expertise with a commitment to environmental restoration.

Our work spans flood and coastal defences, waterway maintenance and restoration, erosion control, marina design and construction, and waterway infrastructure. We support the complete project lifecycle, from strategic planning and early contractor involvement through to delivery.

Sustainability is central to how we work. By reusing waste soils and dredged materials, creating habitats and applying bioengineering techniques, we improve vital infrastructure while supporting nature recovery. We bring engineering capability and environmental purpose together to deliver lasting benefits for our clients, communities and the natural world.

Land + Water Managing Director

Core values and behaviours

We've developed our RESPECT values to remind all of our people of the core values we live and breathe every day. Unlocking RESPECT together is a joint commitment in our business, and our objective is for every member of L+W to embody these values and commitments, ensuring we remain a great place to work and a market leader in our sector.

RESPONSIBILITY	Responsibility means owning our intentions, actions and the environment we create.
ENVIRONMENT	Our aim is to lead as a regenerative contractor, creating environmental, social and economic value through every project.
SAFETY	Safety is everyone's responsibility: every person should go home safely every day.
PASSION	Passion means caring about the work, the outcome and the people we serve.
EMPATHY	Empathy means recognising every person as valued, equal and worth listening to.
COURAGE	Courage means solving problems, trying better ways of working and learning openly.
TEAMWORK	Teamwork means shared success across L+W, with clients, suppliers and communities.

The role

As Managing Director, you will lead Land + Water Services into its next chapter as a safe, profitable, values-led and environmentally responsible civil engineering business.

With full responsibility for business performance, you will turn the agreed business plan into action, leading our people, strengthening operational delivery and ensuring robust commercial governance.

As a senior ambassador for Land + Water, you will build trusted relationships with clients and stakeholders, shape our work-winning strategy and personally lead or sponsor strategic bids, pursuing opportunities that deliver sustainable, profitable growth.

As a member of the Executive Board, you will help shape the wider organisation's future while building a resilient, well-governed business that is equipped for long-term success.

This is an opportunity to bring together people, performance and purpose, making a lasting contribution to the business and the environments in which we work.

CEO manifesto

1. **Transitional leadership:** The Managing Director will support the CEO and Executive Board by providing stable, visible and accountable leadership for Land + Water Services during a period of wider Group transition. The role will translate Group strategy into clear business priorities, ensuring teams remain engaged, informed and focused on safe, profitable and values-led delivery.

2. **Financial resilience:** The Managing Director will be accountable for the financial performance, cash generation, margin protection and working capital discipline of Land + Water Services. Through commercially disciplined growth, robust governance and active risk management, the role will strengthen the Group's financial resilience and support the delivery of agreed business plan targets.

3. **Becoming a regenerative contractor:** The Managing Director will ensure regenerative principles are embedded in project selection, design, delivery, client engagement and business growth decisions. The role will help Land + Water Services create environmental, social and economic value through its work, strengthening the Group's reputation as a market leader in regenerative contracting.

4. **Building an enduring organisation:** The Managing Director will build leadership capability, strengthen governance and create clear accountability across Land + Water Services. By developing teams, improving decision-making and embedding the RESPECT values, the role will help reduce reliance on key individuals and create a stronger, more resilient business for the long term.

5. **Leadership succession:** The Managing Director will identify, coach and develop future leaders within Land + Water Services, ensuring credible succession options exist for key roles. The role will support the progressive transfer of responsibility by building teams who can lead operationally, commercially and culturally in line with the Group's long-term succession objectives.

6. **Innovation and technology:** The Managing Director will champion the use of technology, digital tools and innovation to improve decision-making, operational performance, efficiency and business resilience. The role will ensure appropriate innovations are identified, tested and implemented where they deliver measurable value for clients, projects and the wider business.

Key responsibilities

As Managing Director, you will shape the future of Land + Water Services and inspire our people to deliver safe and profitable growth. You will build on our culture and engineering expertise to turn our regenerative ambition into lasting impact.

Strategy & business performance
- Translate Group strategy into a clear business plan, with priorities, targets and accountability for delivery.
- Take full responsibility for financial performance, strengthening profitability, cash generation, working capital and margin protection.
- Improve operational efficiency and business processes, introducing proportionate structure while preserving agility.
- Act as a key member of the Executive Board, contributing to Group strategy, cross-business priorities and the delivery of wider shareholder objectives.
- Provide clear reporting on performance, risks and opportunities.

People, culture & leadership
- Provide visible, hands-on leadership across offices and sites, modelling our RESPECT values and preserving the strengths of our family-business culture.
- Build on the existing leadership team's strengths, bringing energy, clear direction and support to take people through change.
- Coach and develop future leaders, strengthen succession and ensure teams have the skills and resources to succeed.
- Provide decisive leadership during periods of change, uncertainty or crisis, ensuring business continuity and stakeholder confidence.

Growth & client relationships
- Lead a focused work-winning strategy, identifying new clients, markets and opportunities that support profitable, resilient growth.
- Build trusted senior client and partner relationships, acting as an ambassador for the business and its engineering capability.
- Sponsor strategic bids and apply disciplined bid/no-bid decisions, aligning opportunities with capability, capacity and risk appetite.

Delivery, safety & governance
- Oversee project delivery across programme, cost, quality and client satisfaction, intervening promptly where performance falls short.
- Champion safety and environmental standards, embedding continuous improvement in everyday decisions and delivery.
- Maintain robust commercial governance across tendering, contracts, change control and claims, managing risk within agreed delegated authorities.

Regeneration & innovation
- Embed regenerative principles in project selection, design and delivery, creating demonstrable environmental, social and commercial value.
- Champion practical innovation, digital tools and better use of data to improve decision-making, productivity and business resilience.

Person specification

We are looking for a hands-on, pragmatic leader who combines strategic perspective with a willingness to get close to projects, people and day-to-day business challenges. You will inspire our teams and help shape the next chapter of Land + Water Services. Candidates should bring a strong combination of the following skills and experience:

Sector experience & business leadership

- Extensive construction sector experience, with a clear understanding of the operational, commercial and contractual demands of project delivery.
- Experience developing strategies and business plans, translating long-term ambitions into clear priorities and practical actions.
- Ability to contribute credibly at Board level and influence strategic decision-making.
- Strong technical understanding of civil engineering, with the credibility to challenge delivery assumptions and build confidence with major clients.
- Strong commercial and contractual experience, with the judgement to assess opportunities, manage risk and protect profitability.
- Financial management experience, with the ability to plan resources, manage budgets and make informed decisions that support business performance.
- Experience operating within robust governance frameworks and managing commercial, operational and strategic risk.
- A genuine commitment to the company's values and regenerative ambition, with the ability to connect environmental purpose with commercially sound engineering delivery.

Leadership & people skills

- An engaging and motivational leader who sets clear expectations, builds accountability and brings people together around shared goals.
- A confident communicator and attentive listener, able to explain priorities clearly, encourage constructive dialogue and build understanding.
- Effective coaching and mentoring skills, with the ability to develop talent, strengthen leadership capability and help others fulfil their potential.
- Provide visible leadership on safety.

Commercial & delivery skills

- Commercially astute, with the ability to connect contractual decisions, financial planning and operational delivery.
- Strong business development skills, with the ability to build client relationships and identify opportunities for sustainable growth.
- Effective performance management skills, setting clear objectives, reviewing progress and addressing issues constructively.
- Strong programme management and organisational skills, coordinating people, resources and competing priorities to keep delivery on track.
- A practical and analytical problem-solver, able to identify key issues, draw on relevant expertise and develop workable solutions.

Essential qualifications

- Degree in engineering, quantity surveying or a relevant business discipline.

Desirable qualifications & training

- IOSH Leading Safely.
- Black CSCS Manager Card.

Terms of appointment

Location
United Kingdom

Working pattern
Full time

Reporting to
Chief Executive Officer (CEO)

Direct reports
Operations Director, Projects Director and Commercial Director

Key internal relationships
Executive Boards, Heads of Functions

Key external relationships
Customers, Suppliers, Regulatory Bodies

Land + Water Managing Director

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Land + Water on this appointment.

Candidates should apply for this role through our website at **roles.saxbam.com** using code **HCCWB**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter.

The closing date for applications is noon on **Thursday 19th November.**

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**

LAND + WATER

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