



Chair

# Welcome

Thank you for showing interest in becoming the next Chair of the Lampton Group - the group of Arm's Length Companies wholly owned by the London Borough of Hounslow.

It has been an exciting time for the Lampton Group of companies. At the direction of Hounslow's Leader and Chief Executive and under the guidance of the Chair, the companies have just completed a transformation programme and restructure aimed at both achieving much closer alignment with the Council's ambitions and priorities, and significantly improving the company's financial position, service delivery and performance. New services - such as parks and open space management and Leisure Services - have been insourced and transferred to the companies to deliver and four new, very talented and experienced Executive Directors have been appointed to lead the services. We have also just appointed several new NEDs to offer strategic support and guidance to the Group.

Our outgoing Chair, Gill Steward, has made a tremendous difference during her tenure, and we are sorry to lose her, but she is moving on to become a chief executive of a large local authority in her native North West – and we wish her the very best.

We are therefore looking for a new Chair, who can commit four to five days a month to the Group and bring a mixture of skills and senior leadership experience – including political understanding, a focus on improving services, ambassadorial and relationship skills, commercial nous, and a dedication to public service and social value.

This is a great opportunity to build on Gill's legacy and guide the Lampton Group's further development and growth. We are primed and ready to take advantage of opportunities and support our communities.

I hope you find this recruitment pack helpful, and if you do decide to apply, I look forward to meeting you in due course.



**Cllr Guy Lambert**  
**Lead Member for Highways, Recycling & Companies**  
**LB Hounslow**



The Lampton Group of companies are owned by the London Borough of Hounslow and therefore, by the residents of Hounslow. The Lampton Group operates commercially but with a public service ethos – following the principles of social value, community wealth building, equality, social justice and environmental sustainability. The Lampton Group measure its success both commercially and by the positive outcomes it delivers for the people of Hounslow.

The Lampton Group does this by:

- acting in the interests of the residents of Hounslow;
- when possible - supporting the local economy of Hounslow for example purchasing goods and services from local suppliers;
- being a socially and environmentally responsible organisation – delivering high quality services and products and providing added value to the residents of Hounslow and ensuring that all its services, operations and developments meet the highest environmental standards possible;
- support the council to deliver its key aims and objectives, filling gaps and providing an alternative to existing market provision for example: providing a higher quality lower cost alternative to the Private Sector Rental market and supporting the council to provide high quality homes for key workers and vulnerable residents; and
- being a responsible employer – when possible employing local people and providing opportunities for training and development for local residents. It will pay the London Living Wage and become a local employer of choice.

As of April 2021 the Lampton Group's structure is as follows:

- Lampton Community Services – consisting of Coalo; delivering planned and responsive housing maintenance, grounds maintenance and cleaning services to the London Borough of Hounslow; Greenspace 360 maintaining the Boroughs parks and open space and Recycle 360 delivering the Boroughs waste and recycling services.
- Lampton Leisure – delivering the boroughs leisure services.
- Lampton Investment and Development – investing in the local housing market and developing new homes and other developments – commercial.

## Our principles

The Lampton Group will operate as one organisation with a shared vision and a shared set of aims and objectives:

- the Chair and Non-Executive Directors of all companies in the group will act in the interest of the individual companies and the wider group;
- the Executives of all companies will work together as one team and will lead and operate each company in the interests of that company and of the whole group;
- the Lampton Group will operate using the principles of a circular economy – only commissioning services from outside the group if the group cannot provide those services;
- the Lampton Group of services will put in place a shared commercial approach – that will coordinate business development and bid management.

## Purpose of role

The Board chair is responsible and accountable for:

- Promoting the highest standards of integrity, probity and corporate governance throughout the Company and subsidiary companies and particularly at the level of the Board of directors;
- Ensuring that constructive relationships based on candour, trust and mutual respect exist between executive and non-executive directors, London Borough of Hounslow elected members and senior officers;
- Taking responsibility for the board's composition and development including the recruitment and induction of non-executive directors;
- Ensuring Board of director logistics including the planning and conducting of effective board meetings supported by relevant information; and,
- Developing effective working relationships with all executive directors, in particular with the managing director, providing support, guidance and advice.

## Key Responsibilities

### Governance

- Ensure that the governance arrangements are working in the most effective way for the company;
- Ensure that meetings are well planned and meaningful; and,
- Advocating and providing leadership role modelling for good corporate governance.

### Strategic leadership

- Provide leadership to the Company and in particular its Board;
- Ensure that the Board is able to regularly review associated opportunities and major risks and, satisfy itself that systems are in place to take advantage of opportunities and, manage and mitigate the risks; and,
- Ensure that the Board fulfils its duties to ensure sound financial health of the Company, with systems in place to ensure financial accountability and growing revenues.

### External relations and, collaborative business relations

- Act as an ambassador for the Company;
- Act as a spokesperson for the Company when appropriate;
- Represent the Company at external functions, meetings and events;
- Ensure effective communication with the shareholder and, where appropriate other interested parties; and,
- Ensure that the Board and wider management team is able to identify, develop and manage effective collaborative business relationship within or between organisations.

### Efficiency and effectiveness

- Chair meetings of the Board effectively and efficiently, bringing impartiality and objectivity to the decision-making process;
- Ensure that directors are fully engaged and that decisions are taken in the best, long-term interests of the Board and that the Board takes collective ownership;
- Chair the Board meeting and other meetings effectively through the determination of the agenda;
- Ensuring that the board receives accurate, timely and clear information;
- Sum up discussions so that everyone understands what has been agreed; and,
- Monitor that decisions taken at meetings are implemented.

#### Relationship with the managing director and the wider management team

- Establish and build a strong, effective and a constructive working relationship with the managing director, ensuring s/he is held to account for achieving agreed strategic objectives;
- Support the managing director, whilst respecting the boundaries which exist between the two roles;
- Ensure regular contact with the managing director and develop and maintain an open and supportive relationship within which each can speak openly about concerns, worries and challenges;
- Agree strategic goals and conduct an annual appraisal and remuneration review for the managing director in consultation with other non-executive directors and the nomination and remuneration committee; and,
- Ensure that the managing director has the opportunity for professional development and has appropriate external professional support.

#### Board management

- To evaluate annually the performance of each non-executive director ensuring the performance of the Board as a whole;
- Lead the process of appointing (and if necessary dismissing) the managing director and all non-executive directors;
- To take a leading role in determining the composition and structure of the board;
- Ensuring the Board of directors collectively and individual directors apply sufficient challenge, ensuring that no significant decisions are taken until they have been robustly tested;
- Facilitating the effective contribution of all members of the Board of Directors, drawing on their individual skills, experience and, knowledge and in the case of Non-executive Directors, their independence; and,
- Address and resolve any conflicts within the Board in a timely fashion.



# Person Specification

## Personal qualities

- Demonstrate tact and diplomacy, with the ability to listen and engage effectively;
- Strong networking capabilities that can be utilised for the benefit of the company;
- The commercial skills and understanding to help the Group identify and develop new business opportunities;
- Ability to foster and promote a collaborative team environment;
- Ability to constructively challenge;
- Influencing skills particularly with the Shareholder; and,
- Ability to seek, challenge, assimilate and analyse information quickly in order to explore complex issues at a high level and to inform decision making.

## Experience

- Experience in leading an organisation (public/private/voluntary sector) with a significant budget and of comparable complexity;
- A portfolio of Board level governance and organisational skills including strategic planning, financial management and risk management, performance management and business and service development;
- Experience of building alliances and working relationships with a range of stakeholders and the ability to establish a close relationship of trust with the Managing Director, Shareholder and Hounslow Shareholder representative, providing support and advice whilst respecting executive and shareholder responsibility;
- Knowledge of working in a regulated business environment as well as an appreciation of the culture and governance arrangements of a Local Authority.
- An understanding of modern business practice and experience of organisational development; and,
- Successful track record of achievement through their career.



# Terms of appointment

<b>Remuneration</b>	This role attracts remuneration of £25,000 per annum plus reasonable expenses relating to execution of the role.
<b>Location</b>	Southall Lane Depot, Southall Lane, Southall, England, UB2 5AG
<b>Time commitment</b>	The role requires around 4-5 days per month - with meetings taking place late afternoon/early evening.
<b>Term of appointment</b>	The initial term is for three years.



# How to Apply

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact our advising consultants [Luke.Judd@starfishsearch.com](mailto:Luke.Judd@starfishsearch.com) and [Catherine.Kift@starfishsearch.com](mailto:Catherine.Kift@starfishsearch.com) and we will be happy to arrange a call.

To make an application, please go to <https://starfishsearch.com/jobs/lampton-chair/> and click on the apply now button, with the following prepared:

- Your CV;
- A covering letter that sets out your motivation for applying for this appointment, and why you think your skills and experience make you suitable;
- Details of two people you have worked with previously who we could take a reference from (with your permission) at shortlist stage.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

## Closing date

Friday 13th August 2021

## Longlist interviews

w/c 23rd August and w/c 30th August 2021

## Final interviews

w/c 13th September or w/c 20th September 2021

