



Independent Chair  
of Audit and Risk

# Welcome

Thank you for showing interest in becoming the new Independent Chair of the Audit and Risk Committee 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 completed a restructuring exercise in 2021 aimed at both achieving the benefits of size and scale from a diverse service portfolio, much closer alignment with the Council's ambitions and priorities, and significantly improving the Group's collective 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 Group and four new, very talented and experienced Executive Directors have been appointed to lead the services. Several new NEDs were also appointed in 2021 to offer strategic support and guidance to the Group, and toward the end of the year I was appointed to the role of Chair to offer strategic leadership to the Group.

The Group has exciting opportunities ahead by building on its market-leading development and investment model, exploring new ways to increase community health and wellbeing through our leisure services, contributing to the Council's Net Zero carbon strategy, and growing the businesses commercially. There are also challenges ahead for the Group, not least the need to continue to improve performance in certain areas and become more commercially focused - whilst not losing sight of our fundamental values and aims. All in all, we are primed and ready to take advantage of opportunities and support our communities.

We are now seeking a new Independent Chair for our Audit and Risk Committee who will offer challenge and support and help the Group remain financially strong. I hope you find this recruitment pack helpful, and if you do decide to apply, I look forward to meeting you in due course.

**Martin Cresswell**  
Chair



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.

## **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.

The **Lampton Group** delivers services to the London Borough of Hounslow and its residents.

We are an organisation which is 'of the Council' but different, combining commercial expertise with a commitment to public service - a group of commercial organisations with a public service ethos driven by making a difference to the community we serve.

A group of companies wholly owned by the Council, we seek out business opportunities with clients who share our values and the values of our sole shareholder - the London Borough of Hounslow. Our aim is to grow, within Hounslow and beyond, providing great services, and returning surpluses to our Shareholder.

The Lampton Group of companies positively impact the lives of Hounslow residents by delivering diverse array services to them, including managing Hounslow's parks and green spaces; recycling its waste; building and maintaining its public and residential properties; and managing its leisure centres.

**The role and purpose of the Lampton Group Audit and Risk Committee is to provide:**

- A recommendation to the Lampton Group Board as to the approval of the annual accounts.
- Assurances that issues arising from the preparation on the Group's financial accounts are properly dealt with, e.g. check of compliance with the Group's accounting policies, issues arising from the annual audit, assurance surrounding the compilation of the Statement of Internal Control.
- A recommendation to the Group Board as to the approval of the annual audit plan.
- Independent assurance of the adequacy of the risk management framework and the associated control environment.
- Independent scrutiny of the Group's financial and non-financial performance to the extent that it affects the Group's exposure to risk and weakens the control environment.
- Internal procedures for employees to raise matters of concern regarding such issues as bad practice or mismanagement (whistleblowing).
- Monitoring of Group compliance with its legal obligations under the Data Protection Act 2018 (the "2018 Act") and the EU General Data Protection Regulation ("GDPR") for the security, accuracy and relevance of personal data held, ensuring that all administrative and financial processes also comply.

# Role Specification

This role requires a strong, independent thinker and good communicator who is willing to ask tough questions of management and others in order to fully understand the Group's financial situation. The Independent Chair will ensure that the Lampton Group Audit and Risk Committee (GARC) is focused on risk management and financial oversight of the organisation and that the organisation's strategic direction is in line with reality.

The Independent Chair of the Group Audit and Risk Committee should be financially literate and an experienced leader. They will be forward-thinking and have the time to set agendas and conduct both regularly scheduled and special meetings, as necessary, that effectively involve all of the key stakeholders (management, auditors and the Board) and get to the heart of organizational governance and financial reporting matters. The Independent Chair is tasked with reviewing: Financial Statements; Internal Audit Reports; External Audit Reports; and any other evidence of the Group's risk management and internal control systems.

The Independent Chair will attend Group Board as a non-voting member, principally to provide assurance and report on the oversight activities of the Committee. They will work with the Group Finance Director and the Head of Internal Audit to plan an effective work programme for the Committee.

They will report to LBH Shareholder (S151 Officer), when necessary to give assurances about the Group's financial statements, risk management and internal control mechanisms or to raise concerns of any significant weakness. They will receive briefings from Directors or other senior staff in order to understand the context and importance of forthcoming issues.



**Key responsibilities include:**

- Approving the agenda and draft minutes of the GARC meetings, as advised by the Committee Secretary/ Group Head of Governance.
- Chairing and participating in the meetings of the GARC.
- Reporting on the activities of the GARC to the Lampton Group Board of Directors.
- With the support of the Group Chair and Group Head of Governance, ensuring that the GARC is acts within its powers as detailed in its terms of reference.
- Providing support and direction to Group Audit and Risk Committee members to ensure their contribution is relevant and effective.
- Undertaking any other duties consistent with the role of the Audit and Risk Committee Chair to ensure the effective functioning of Audit and Internal Controls.

**Personal style and attributes:**

- Unimpeachable integrity; builds trust quickly and has sharp political acumen.
- An open and inclusive style, with a clear and deep personal commitment to transparency. Able to inspire confidence in others and respect their views.
- Understands the principles and practice of good corporate governance and the role of the Audit and Risk Committee.
- An influential and subtle change agent with a self-assured, resilient style, independence and maturity of judgement. Able to exercise independent judgement and think objectively.
- A capable and confident ambassador for the Lampton Group and its commitment to effective governance, fully accepting of the responsibility that goes with this role and availability to commit time and effort to fulfilling the role requirements.
- Able to build alliances and appropriate working relationships with a range of stakeholders and the ability to establish a close relationship of trust with the Group Chair and Group Board, Group Managing Director, Group Executives, CLT and Hounslow Shareholder representative.

**Preferred experience and qualifications:**

- Relevant Audit Committee experience either as past or present non-executive member or as a finance professional with significant Audit Committee reporting experience, to enable them to understand the financial audit process and accounting judgements used to ensure that the annual accounts are effectively interrogated.
- Financially qualified and have a thorough understanding of financial reporting, including an understanding of internal control over financial reporting.
- Experience preparing, auditing, analysing, or evaluating financial statements that present a breadth and level of complexity of accounting issues generally comparable to what can reasonably be expected to be raised by the company's financial statements, or experience actively supervising those engaged in such activities.
- Deep professional experience gained at Board level, including chairing boards, committees or meetings, with a developed understanding of the Audit Committee's functions.
- Knowledge of working in a regulated business environment as well as an appreciation of the culture and governance arrangements of a Local Authority and/or LATCO, or other relevant public sector body.

# Terms of Appointment & How to apply

## Remuneration

This role attracts remuneration of £650 per day plus reasonable expenses relating to execution of the role. This will be paid via PAYE (LB Hounslow).

## Time commitment

The role requires 1 ½ days per month.

## Meetings

The Audit and Risk Committee meetings are quarterly. The Independent Chair will also have to attend the main Board meetings which are held every two months. Meetings take place late afternoon/early evening.

## Term of appointment

The initial term is for three years.

If you would like further information about the before making an application, please contact:

Luke Judd – [luke.judd@starfishserach.com](mailto:luke.judd@starfishserach.com), or 07435 270659

Catherine Kift – [catherine.kift@starfishsearch.com](mailto:catherine.kift@starfishsearch.com), or 07591 952632

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

- Your CV (max three sides);
- A covering letter that sets out your motivation for applying for this appointment, and why you think your skills and experience make you suitable (max three sides);
- 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**                                **25 February 2022**

**Final interviews**                           **w/c 14 March 2022**