



Lampton n
Build | Manage | Maintain

Member of Development
and Investment board
at Lampton Group



Welcome

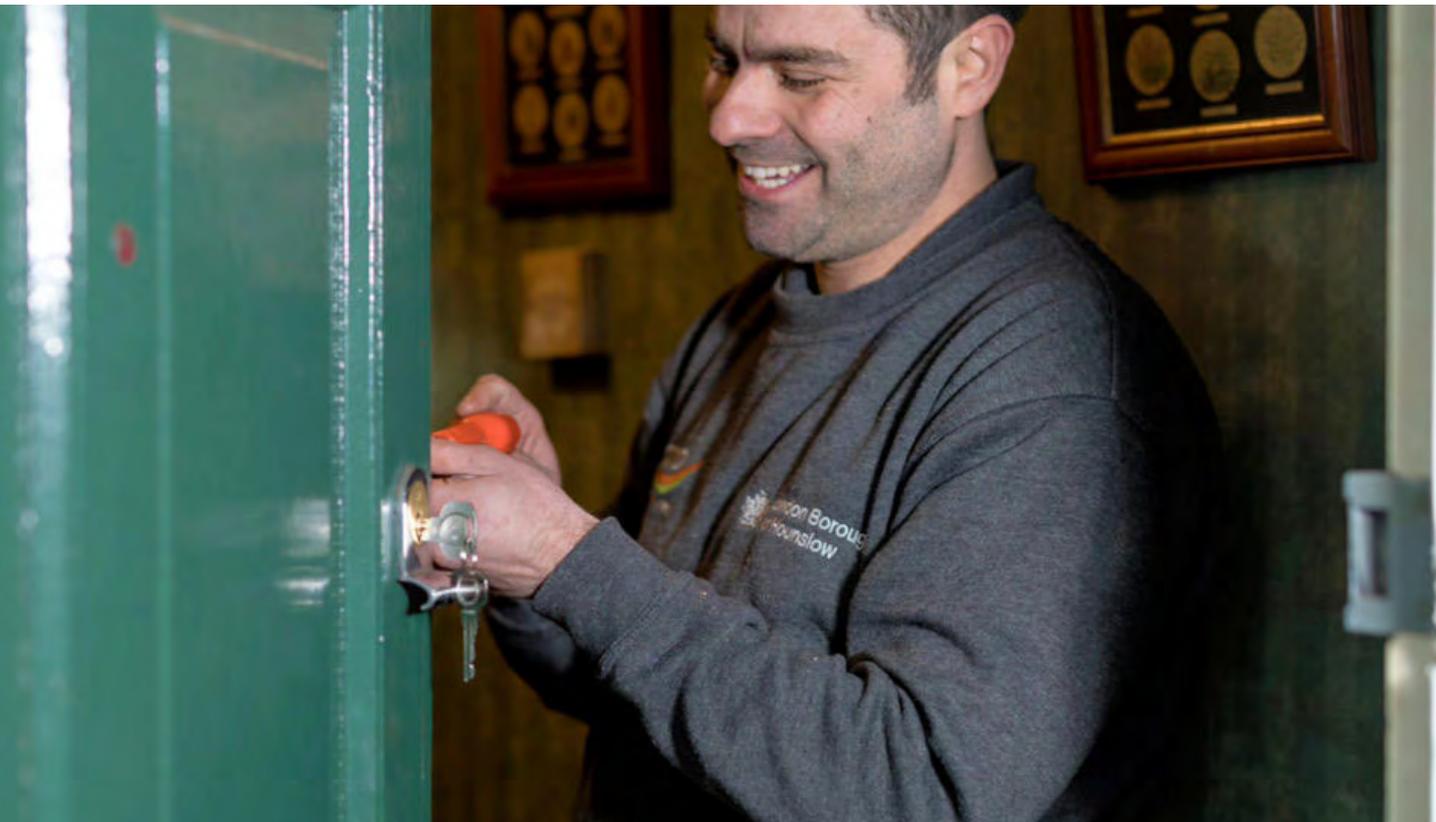
Thank you for showing interest in becoming a board member of the Development and Investment business within the Lampton Group - the group of arm's length companies wholly owned by the London Borough of Hounslow.

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 Martin Cresswell 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. Within the Development and Investment business, we are beginning to undertake an exciting period of growth as we develop our portfolio of houses and flats whilst ensuring they are accessible for our communities in the current environment of rising living costs. Our aim is to become an exemplar landlord, supporting our communities and offering high quality homes and support. We also want to support Hounslow with their wider regeneration aspirations as a key intervention and delivery partner.

We are now seeking a new board member for our D&I Board who will bring an understanding and expertise of landlord and property services, ideally gained with a local authority or RSL context. I hope you find this recruitment pack helpful, and if you do decide to apply, I look forward to meeting you in due course.

Tony Middleton
Chair of the Development and Investment Board at Lampton Group



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.

Lampton Development & Investment is part of the Lampton Group responsible for building, buying & managing homes. The D&I journey started in 2017 with a development programme to be delivered through a Joint Venture partnership with EcoWorld and a modest portfolio of 176 managed homes, mostly used by LB Hounslow to help reduce homelessness. We have delivered successful results to date.

In 2020 we reviewed D&I plans and took a step change in establishing a leading LATCo - both volume and being known for quality, innovation and benefit to Hounslow in line with LB Hounslow strategic objectives. The good news is that we are well on the way to delivering strong results and our 22/23 business plan articulates this ambition:

In development - we have decided to move away from JV and establish a traditional development model where all surplus (not 50%) is delivered for LB Hounslow. We received planning permission for 176 homes in Feltham, a sustainability exemplar with more than 50% social rent council homes and the market homes being purchased by Lampton Investment for rental. We have just procured a very strong architect framework to help design a further 400 plots. We have a Business Plan ambition for 750 homes a year which will support LB Hounslow strategic growth plans.

In investment - we have a funded 3 year growth plan to buy 690 homes. This is well progressed with 200 delivered this year. Our landlord service is very good with strong financial performance and positive customer experience. We have secured a significant capital grant from the GLA of at least £36m. We aim to be a 1,000 home landlord delivering homes for both households who have experienced homelessness and local essential workers. We are currently completing our first annual resident survey.

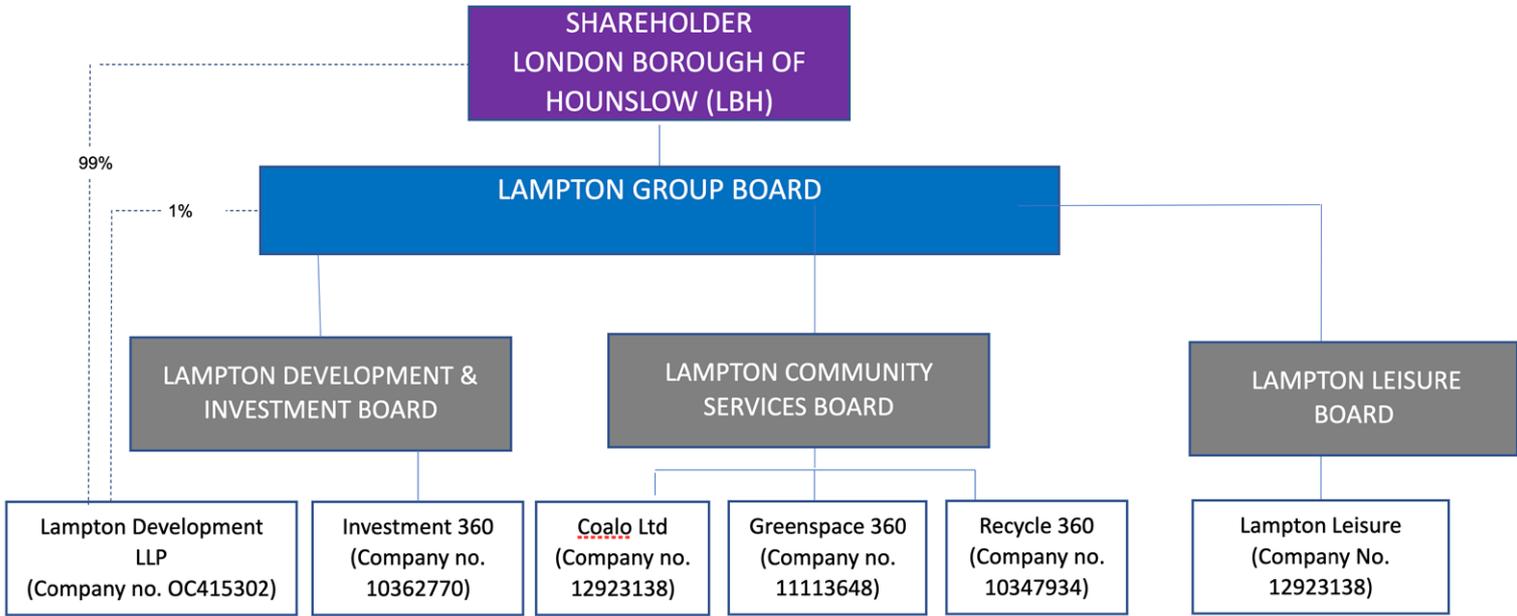
D&I performance - we know that, through D&I activity, LB Hounslow get much better value than from the private sector - financial return, social value and commitment to the local economy. And, most of all - exemplar quality homes and services.

Communicating our plans & success - for the last 18 months we have focussed on establishing and delivering our new plans. Candidates will see that our web & social media presence is limited. This is being addressed in the next financial year with plans to establish a strong public facing brand, resident engagement and social media & web presence. We attach some slides with a bit of background on where we currently are.

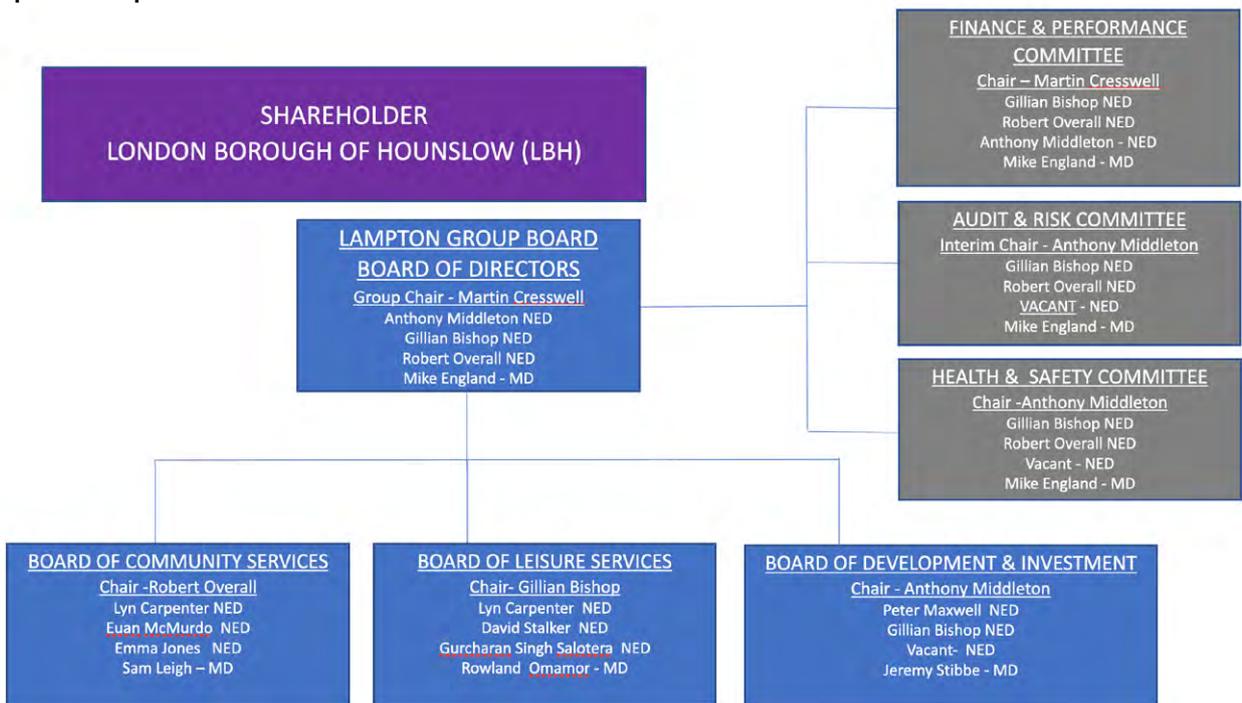
New Board member experience - we have a strong Board and have undertaken a gap analysis based on our new plans. We are now seeking a new member with landlord & property experience to support the ambitious plans we have for Lampton Investment.

Structure charts

Lampton Group Company Structure



Lampton Group Governance structure



About the role

With a new Chair appointed towards the end of 2021, it is an exciting time for the Group and we are current seeking to appoint a new Member to join our Development and Investment Board. Development and Investment at Lampton has three key aims: to return capital receipts (surplus) from property development that meets LB Hounslow housing requirements; to establish a residential property portfolio that provides homes in line with LB Hounslow housing requirements and that represents a strong commercial investment; and to act as quality exemplar for LB Hounslow demonstrating capability in urban regeneration, design quality, sustainability and supporting the local economy.

In particular, we are embarking on an ambitious growth plan which will see us doubling our property portfolio to around 1000 by the end of 2023 and adding circa 400 properties per annum beyond that. We are also acutely aware that with the cost of living crisis, we need to support our tenants and offer them the best possible value for money.

Chaired by Tony Middleton, the D&I Board is tasked with strategic oversight of these aims and ambitions. We are currently seeking a new Board Member with a landlord or property background, ideally from a local authority or RSL, as well as an understanding of the role of a board member in terms of offering appropriate governance and oversight. This is a great opportunity to support the work of a dynamic, commercial and growth-oriented organisation with strong public sector values.



Role profile

The **Lampton 360 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.

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

Lampton D&I

Lampton Development & Investment (D&I) is sector leading. We aim to develop great homes, in great urban places, where possible repurposing existing council owned land, but exploring all development locations to achieve our goals. Our developments maximise the number of affordable homes.

We are a sustainability exemplar setting the standard in how developments in the borough are delivered. Through our partnership with LBH, Lampton Development 360 LLP (LLP), we aim to deliver a programme of 750 homes each year cutting ground from 2023-24 Lampton Investment becomes a sector leading London landlord for the homeless & intermediate (key worker) market – filling the gap between social and market housing. In addition to great quality homes and services.

We aim to return to our shareholder significant financial savings through the use of our property portfolio in the reduction of private sector use. The investment activities of the Group allow for all stakeholders to have certainty of housing supply and to provide an end to end support solution to the residents of the borough who are most in need of housing support. Lampton Investment 360 Ltd has a leading role in the Greater London Authority's (GLA) "Right to Buy-Back" scheme. In doing so we are extending our programme to purchase homes for local families.

We are committed to bringing a number of services currently provided by third parties, in particular the refurbishment of newly acquired homes, in-house and in doing so increase the surpluses achievable by the Group.

Role specification

This role requires a strong, independent thinker and competent communicator who is willing to ask tough questions of management and others in order to truly understand and ensure that the *Lampton Development & Investment (D&I) Board* is focused on delivery, risk management and financial oversight and that the organisation's strategic direction is in line with its agreed business plan and the LBH commissioning intentions.

The new non-executive director of the Development & Investment (D&I) Board should be qualified and experienced in the Housing Development and/or Investment sectors, or Landlord/property functions within Housing. Preferably financially literate and an experienced leader who can be forward-thinking and have the time to contribute to the setting delivery 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 the challenges facing the D&I businesses.

The new *Non-Executive Director* is tasked with:

The Non-Executive Director of D&I will attend D&I Board meetings as a voting member, principally to provide independent advice, challenge and expertise on the oversight activities of the Board. They will work with the Managing Director and Executive Team to;

Receive briefings from Directors or other senior staff in order to understand the context and importance of forthcoming issues.

Key responsibilities include:

- Considering the agenda and draft minutes of the D&I board meetings, as advised by the Committee Secretary/ Group Head of Governance.
- participating in the meetings of the D&I Board.
- with the support of the Non-Exec Chair & Managing Director ensuring that the D&I Board acts within its powers as detailed in its terms of reference.

Personal Style & Attributes:

- Unimpeachable integrity; builds trust quickly and has sharp political acumen.
- Open and inclusive style, with a clear and deep personal commitment to transparency. Able to inspire confidence in others and respect their views.
- Understanding the principles and practice of good corporate governance and the role of a supervisory Board operating within the Development and Investment sectors.
- Influential and subtle change agent with a self-assured, resilient style, independence and maturity of judgement. Able to exercise independent judgement and think objectively.
- Capable and confident ambassador for the Lampton D&I 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 Board Chair & Group Board, Managing Director, Group Executives, CLT and Hounslow representatives.

Preferred qualifications:

- Relevant Development and/or Investment experience either as past or present non-executive Board member or as a professional with significant Housing Development & Investment or Landlord/property experience.
- Have some understanding of financial reporting in the Local Authority Trading Company (LATCO) context and financial statements – including an understanding of internal control over financial reporting
- Professional experience gained at Board level, including chairing boards, committees or meetings, with a developed understanding of the supervisory Board within the Development & Investment sectors.
- 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.

The role and purpose of the Lampton D&I Board is to provide:

- Oversight of the management of the Lampton Development & Investment programme, as set out in the Group Business Plan and in line with LB Hounslow commissioning intentions
- recommendations, where appropriate to the Lampton Group Board as to the approval of funding decisions and the management and escalation of Risk.
- independent scrutiny of the 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).



Terms of appointment & How to apply

Remuneration

This role attracts remuneration of circa £15,600 per annum plus reasonable expenses relating to execution of the role.

Time commitment and meetings

The role requires around 2 days a month - with meetings taking place late afternoon/early evening. D&I committee meetings are held bi-monthly.

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, or 07435 270659

To make an application, please go to <https://starfishsearch.com/jobs/lampton-board-mem-dev-inv-bus/> 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	3 April 2022
Agreement of shortlist	w/c 11 April 2022
Final interviews	w/c 18 April 2022