

NON-EXECUTIVE DIRECTOR

Candidate Information Pack
Lampton Group | September 2026

Lampton
Group



Contents

A welcome from our Chair	3
About Lampton Group	4
Our companies	5
How the Group is governed	6
The Board	7
The agenda for the next three years	8
What we are looking for in this appointment	9
Terms of appointment	10
How to apply	11
Annex: Non-Executive Director role description	12

A welcome from our Chair

I joined Lampton Group as Chair in May 2025. I have spent most of my career at the point where public purpose meets commercial discipline, in local government, at London Luton Airport and before that in the Army, and I have rarely found an organisation where the two sit as closely together as they do here.



Lampton is wholly owned by the London Borough of Hounslow. There are no external shareholders. In practice that means we keep all revenue generated in the borough, and every judgement we make about risk, cost and quality is made on behalf of people living a few miles from the room we make it in. Each week our teams collect waste from 115,000 homes, maintain 160 parks and open spaces, and complete around 3,000 repairs to council properties. More than a million visits are made to our six leisure centres each year. We employ 1,023 people, nearly two thirds of whom live in Hounslow.

An organisation of that scale deserves governance to match, which is why we have recently moved to a single board with oversight of all of our companies, replacing a more fragmented committee and subsidiary board structure. It is simpler, more accountable, and it places considerably more weight on each individual director.

I would rather be direct with you about the nature of the work than sell you a version of it you would not recognise once you arrived. Local government finance is under real strain, and Hounslow faces the same pressures as every other London borough. We are asked to run essential services to a high standard, to grow commercially, and to do both under a level of public and political scrutiny a private business would never encounter. Nor is everything here finished. Our corporate services are still being modernised. Performance is strong in parts of the Group and improving in others. Our ambition to grow beyond the borough is further advanced in some companies than in others. The board's job is to help an executive team delivering at pace, bringing perspective and encouragement while asking the questions that keep ambition tethered to evidence. If you are looking for a board where the difficult work has already been done, this is not that board.

What I want from this appointment is independence of mind, commercial imagination and a willingness to help the executive team succeed. I want people who have built or grown businesses, see opportunities others miss and know what it takes to turn ideas into results. That means asking difficult questions and being a trusted sounding board, offering practical advice and guidance. It means building relationships in which executives can test ideas, discuss problems and seek support. Good challenge and good support go together. The formal commitment is around twenty days a year. The real commitment is the attention, judgement and generosity you bring between meetings.

If what follows interests you, I would encourage you to apply.

Robin Porter
Chair, Lampton Group

About Lampton Group

Lampton Group is a Local Authority Trading Company, wholly owned by the London Borough of Hounslow and operating under the parent company Lampton 360 Ltd. It was incorporated in April 2013 and has grown over a little more than a decade into one of the largest and most established council-owned company groups in the country.

The model is straightforward in principle: the Council owns the business outright. The business delivers services the Council would otherwise commission from the private sector, or would deliver itself with less commercial flexibility. Because the workforce is directly employed and locally based, the Council retains control over quality, response times and safety standards in a way that outsourced models rarely achieve.

In practice it is more demanding than that summary suggests. The Group must behave commercially enough to compete, win work and generate a return, while operating to standards of transparency and public accountability that a private competitor does not have to meet. It must serve a shareholder that is also, by a considerable margin, its largest customer. Holding those things in balance is much of what the Board exists to do.

THE GROUP AT A GLANCE

Wholly owned by the London Borough of Hounslow, with no external shareholders

Six trading companies across leisure, waste and recycling, property repairs, cleaning, greenspace and housing

Income in 2025/26 of over £86m with a small profit.

Serves every household in the borough in some capacity

1,023 employees, 63% of whom live in Hounslow

Incorporated April 2013

Our companies

Lampton Leisure manages six leisure centres across the borough. Established in November 2020 when the Council brought leisure operations back under local control, it opened to the public in April 2021 with around 7,000 members.

Membership now stands at approximately 23,000, with turnover growing from £4 million in its first year to a forecast £13.4 million. It holds Sport England Quest accreditation at Very Good level and ISO 45001 certification, delivers the Exercise on Referral programme in partnership with the NHS and the Healthy Hounslow Alliance, and generates an estimated £8.9 million in annual social value. It employs around 340 people, almost half part time.

Lampton Recycle 360 was the first company established within the Group, incorporated in October 2016. It provides waste, food and recycling collections to every household in Hounslow, operates the borough's Materials Handling Facility at Southall Lane, and runs commercial collections for more than 400 local businesses. It collects from 115,000 homes weekly, emptying around 330,000 containers, and achieves a first-time collection rate of 99.97%, among the highest in London. It employs around 180 people and runs a fleet of 70 vehicles, which transitioned entirely to Hydrotreated Vegetable Oil in September 2025, cutting CO2 emissions by 90% against conventional diesel.

Property Services (Coalo) delivers repairs, maintenance and improvement works to council homes and estates. Established in 2016, it employs more than 250 people, the majority trained trade operatives, and completes around 3,000 repairs a month. Emergency repairs are completed within target 99.5% of the time against an upper quartile benchmark of 98%. Non-emergency completion within target has risen from 76.7% to 84.2% in a single year.

Transactional customer satisfaction stands at 91.8%. Additionally, Cleaning Services joined the Group in September 2020 as part of Coalo, and now employs 131 frontline staff, delivering cleaning across council facilities, leisure centres, schools and housing properties.

Lampton Greenspace 360 began operations in March 2018, taking over Hounslow's parks and open spaces following the collapse of Carillion. It maintains all 160 of the borough's parks and open spaces, including 1.6 million square metres of amenity grass, approximately 95,000 trees, 21 nature reserves, 71 play areas and 29 allotment sites, alongside Hounslow Heath and Bedfont Lakes Country Park.

Lampton Homes (Lampton Investment 360 Ltd) was established in 2016 and owns and manages 628 homes across the borough, roughly 70% at Local Housing Authority rents and 30% private rented, with tenants nominated by the Council. Annual rental income exceeds £10 million. Its most significant recent addition is New Road Triangle in Feltham, 176 homes delivered in joint venture with EcoWorld, which reached practical completion in December 2024.

Lampton 360 Ltd is the parent company, providing shared governance, HR, finance, marketing, and project management services across every subsidiary.

How the Group is governed

The Lampton Group Board is collectively responsible for the success of all Group companies, and its directors are common to each. The move to a single board is recent, and replaces a structure in which subsidiary boards and separate committees held parts of the picture.

The intention is a board that sees the whole business, can weigh one company's performance against another's, and is accountable for the Group rather than a part of it.

The Board is supported by its committees, which undertake detailed scrutiny of finance, risk, audit and health and safety matters and report back to the Board.

The relationship with the Council runs through the Shareholder Committee, which exercises the Council's rights as owner and holds the Group to account for performance against the business plan. This is the feature of the role that most distinguishes it from a conventional non-executive appointment. The shareholder is not a distant investor. It is an elected body, subject to political cycles and public scrutiny, and it is simultaneously the Group's principal customer. Navigating that relationship well requires political literacy, and a clear understanding of where the Board's authority begins and ends.



The Board



Robin Porter, *Chair*. Appointed May 2025. Current Chair of Central East ICB. Formerly Chief Executive of Luton Council, and before that Deputy Chief Executive and Director of Transformation in local government. Previously Chief Operations Officer at London Luton Airport Limited, with earlier experience in the private sector in project finance and as a British Army officer.



Gillian Bishop, *Deputy Chair*. More than three decades of leadership experience across the public, private and charitable sectors, in chief executive and senior executive roles since 2002, specialising in organisational change and transformation. A qualified executive and team coach, she holds other non-executive appointments and is a charitable trustee for a leisure and culture trust.



Simone Russell, *Non-Executive Director*. Simone brings over 30 years' senior leadership, transformation and non-executive experience across local government and housing, combining strategic and commercial acumen with expertise in governance, risk, regulatory compliance, service improvement, partnership working and delivering complex organisational change and value for money.



Dr Gurcharan Singh Salotera, *Non-Executive Director*. Dr Gurcharan Singh Salotera brings over 13 years' experience as a Hounslow GP, alongside medico-legal, occupational health and system leadership expertise, using his strong local knowledge and partnerships to provide strategic oversight, improve access to personalised healthcare and wellbeing, and reduce health inequalities through innovation and education.



Robert Manning, *Executive Director*. Interim Group Managing Director, joined Lampton 360 in June 2026. Previously led transformation programmes at Barclays Capital, built a £100 million property portfolio at Essex County Council, and most recently served as CFO at Waltham Forest.



Rowland Omamor, *Executive Director*. Managing Director of Lampton Leisure, Lampton Recycle 360, Lampton Greenspace 360 and Coalo, with more than 25 years in senior management.

The agenda for the next three years

The Board works to the Lampton Group Business Plan 2026 to 2029, agreed with the Council and published in its committee papers. We are in the first year of it.

Financial recovery and discipline. Financial pressures in 2024 prompted what the Chair has called a necessary and constructive reset: a bottom-up review of the business, with the emphasis on stabilisation, stronger governance and rebuilding confidence in delivery. The plan commits the Group to breaking even in 2026/27, £500,000 of profit in 2027/28 and £1 million in 2028/29. Those figures are modest against the Group's scale, and deliberately so. The trajectory rests on growth in waste and recycling, steady contributions from greenspace and repairs, and reducing the drag from our 628-home investment portfolio, which is financed over forty years and loss-making at the operating level while its loan to value position recovers. The Board must test those assumptions and help the executive team identify how to improve commercial performance.

Growth that we help create. Our ambition is to grow through excellent services, stronger customer relationships and new commercial opportunities, both within Hounslow and selectively beyond it. That requires active business development: understanding what customers need, shaping compelling offers and building partnerships. The Board will help the executive team assess where to compete, which services to develop and where investment can make the greatest

difference. Each opportunity needs a credible route to profitability, a clear understanding of risk and the capacity to deliver. Commercial ambition must serve our public purpose.

Governance built rather than inherited. The plan commits to a new operating model, a review of shared services and structures, enhanced Board and shareholder reporting, and a Board Development Plan aligning non-executive capability with the Group's objectives and the shareholder's expectations. A director joining now helps build that. With more than a thousand people delivering frontline services, health and safety oversight is among the Board's most serious duties.

Public value that has to stand up. The Group generates an estimated £18.1 million of social value each year and spends around £10 million with local suppliers. The plan treats that as an asset to be used in securing partnership funding and grants, not simply reported. Whether it is measured robustly enough to carry that weight is a fair question for a new director to ask.

The organisation has stabilised. The next task is to turn that firmer base into sustainable growth, while maintaining service quality and public confidence.

What we are looking for in this appointment

The full role description and person specification are set out in the annex. This section is about what will make the difference between a good application and the right one.

Commercial experience that has delivered growth. We are particularly interested in entrepreneurs and leaders who have built or scaled businesses, won customers, developed services or opened new markets. We want to understand the opportunities you saw, the decisions you made and the results you achieved. Bring depth in at least one of the specification's areas: commercial acumen, financial management, audit and treasury, asset management, or business development and commercial growth.

Independence and imagination. We want people who see things differently and can turn that perspective into useful questions and practical ideas. You should be willing to challenge established assumptions, spot opportunities others overlook and help the executive team test new approaches. Bring curiosity, sound judgement and the confidence to back a promising idea as well as question a weak one.

Support as well as challenge. An effective NED is a trusted sounding board, sharing experience and offering advice and guidance. You will help executives think through commercial choices, build confidence and learn from setbacks, while respecting their responsibility to run the business.

Political literacy without political motivation. Our shareholder is an elected body. Understanding how that shapes decision-making, and respecting the boundary between the Board's role and the Council's, is essential. This is not a political appointment and it is not a route into one.

Comfort with the shareholder as customer. The Council owns us and buys from us, creating opportunities and tensions that differ from a conventional commercial relationship. You should understand how to pursue growth within that context, balancing customer needs, shareholder expectations and the Group's public purpose.

Willingness to be visible. Directors are expected to act as ambassadors for the Group, to spend time at our sites, and to build the connections that help the business grow. That includes opening doors to potential customers and partners and helping the Group make its commercial case.

With four non-executive directors on a single Group board, this is an appointment with real influence rather than a seat at the back of a large room.



Terms of appointment

Remuneration	£15,600 per annum
Time commitment	Approximately 20 days per year
Board meetings	Four per year, in person at our offices in Hounslow
Committee meetings	Four to six per year, in person at our offices in Hounslow
Strategy days	Two per year
Business familiarity days	Two per year, in person at various sites
Term of appointment	3 years
Location	Hounslow, west London

Additional time will be required for board evaluation meetings and induction. Appointment is subject to the standard requirements for a company director, including eligibility under the Companies Act, disclosure of interests, and our conflicts of interest policy.



How to apply

Applications should be made online. Please submit:

- An up-to-date curriculum vitae, no more than four sides of A4
- A supporting statement of no more than two sides of A4, setting out how you meet the essential requirements of the role, with examples, and your motivation for this appointment and for Lampton Group

Closing date: **Friday, 23 October**

Shortlisting: **Monday, 26 – Friday, 30 October**

Interviews: **Commencing Monday, 2 November**

Lampton Group is committed to equality of opportunity and to building a board that reflects the borough we serve. We welcome applications from candidates of all backgrounds, and particularly from those currently under-represented at board level.

