

Notting Dale Heat Network

Independent board member recruitment pack



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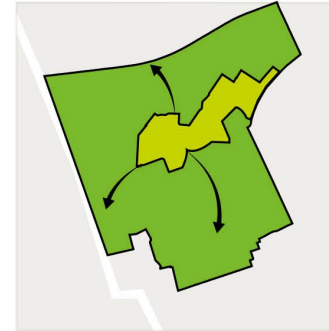
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1. Welcome from Cllr Kim Taylor-Smith

Dear applicant,

Thank you for your interest in becoming an Independent Board Member of 'Notting Dale Heat.' The Notting Dale Heat Network is an exciting project with a vision to:

- Put customers first. It is being developed with resident co-design at its heart
- Rely solely on 100% renewable heat sources. Notting Dale Heat aims to be zero-carbon from 'Heat On' in 2024 and is part of a wider retrofit of Lancaster West Estate
- Do all we can to protect customers from rising energy prices and fuel poverty

It's important as a Council we continue to put residents first and provide a better quality of life now and for future generations. We're making great strides in our progress to decarbonise all of our services - and the borough as a whole -but we know homes are one of the biggest carbon emitters.

It's fantastic to be able to further our plans for a zero-carbon heat network, which we have co-designed with local residents. This will allow us to provide affordable heating and hot water in an environmentally friendly way, whilst tackling fuel poverty.

We are recruiting two independent board members to join the company Board, to provide strategic direction, scrutinise operational management of the company, and incorporate lessons from elsewhere (good and bad) – whilst ensure financial sustainability and excellent customer experience.

Cllr Kim Taylor-Smith
Deputy Leader and Lead Member for Grenfell, Housing and Social Investment

1. Welcome from James Caspell



Dear applicant,

In the wake of the Grenfell Tower tragedy on 14 June 2017, the Lancaster West Neighbourhood Team was formed to work in partnership with residents to recover from an unprecedented disaster in which 72 people lost their lives, over 370 residents lost their homes, and thousands more were traumatised.

A commitment was made by all levels of government to deliver a resident-led refurbishment which transforms Lancaster West into a 21st century model estate. The Notting Dale Heat Network now provides a once in a generation opportunity to put a green recovery at the heart of Grenfell recovery.

Kensington and Chelsea Council is developing the new heat network, with the ambition to expand to benefit other residents in the borough. A Cross Borough Energy Masterplan will prioritise future expansion opportunities to benefit as many social housing residents as possible.

The Council incorporated 'Notting Dale Heat' in January 2022. This local energy company will design, build, operate and maintain the Notting Dale Heat Network, and is 100% owned by the Council.

It's our pleasure to present this application information pack. We aim to be as inclusive as possible with our recruitment, to recruit the best people for the two roles. Please see the information in Section 6 on 'How to apply.'

A handwritten signature in black ink, appearing to read 'James Caspell'.

James Caspell
Director, Lancaster West Neighbourhood Team

2. Notting Dale Heat & our approach to heating

Our approach

Notting Dale Heat aims to put residents first. Our renewable heat network has been co-designed with Lancaster West Estate residents. They have informed many aspects of Notting Dale Heat, including a Resident Price Promise, as well as the technical and energy centre designs.

The inclusion of residents is essential to the long-term management of Notting Dale Heat.

Why we are different

1. We actively involve residents in decision-making for the heat network. Two local residents have been recruited to the Notting Dale Heat board.
2. We aim to make sure that heating is reliable, green and affordable for residents. We're committed to delivering zero-carbon heating from 'Heat On' in 2024.
3. We're future-proofing the heat network for regulatory compliance and an excellent customer experience. We've co-designed a Resident Price Promise with residents.

How will Notting Dale Heat put residents first?

- 1 Customer Charter** This will give a guarantee on heat quality and customer experience to all residents.
- 2 Vulnerable support** Extra help with heating and hot water is available for anyone that is in a vulnerable situation.
- 3 Resident price promise** Until 2030, residents will pay the cheaper energy price, either gas or renewable heating cost.
- 4 The Heat Trust** The heat network will register with the Heat Trust, an independent customer champion organisation.
- 5 Ofgem Regulation** From 2024 Ofgem will regulate Heat Networks, this will give quality and price protection, similar to gas and electricity today.
- 6 Board Structures** The heat network board will make operational decisions for the heat network. The board will include two heat network customers who live on Lancaster West Estate. A shareholder committee will also provide additional checks, to ensure excellent customer service.
- 7 Customer Service** Notting Dale Heat will deliver excellent customer experience, with at least 80% customer experience satisfaction. We are asking residents to help us decide how to measure customer satisfaction.

Resident Input
We will start engaging with residents on Customer Charters later this year ...

Resident Input
Resident Price Promise has been developed through 3 resident workshops

Resident Input
Residents suggested that customers join the local energy company board.

3. Notting Dale Heat vision

Our vision for Notting Dale Heat

Notting Dale Heat will manage a 100% renewable heat network in Kensington and Chelsea. We aim to:

- Deliver a nationally significant model of a heat network; and
- Be a zero-carbon heat network from the outset, which puts residents first, relies solely on renewable heat sources, and provides more affordable heating and hot water while tackling fuel poverty.

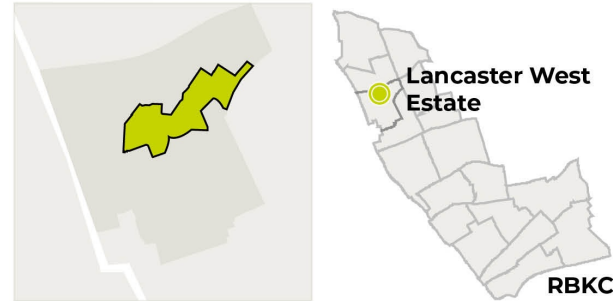
Core Scheme: Lancaster West Estate

Lancaster West is set to become the heart of London's largest 'eco-neighbourhood', and a model for social housing in the 21st Century. Following a refurbishment programme, the estate will be the first in Kensington and Chelsea to be carbon-neutral. The heat network core scheme will be delivered as part of the refurbishment programme.

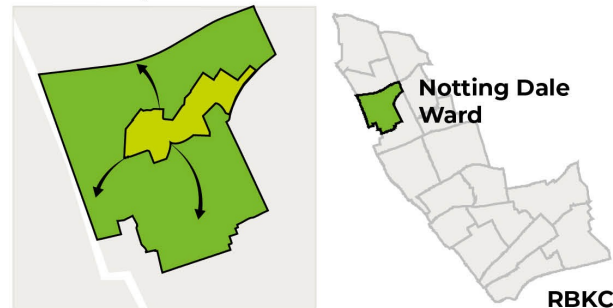
Developing the heat network

Additional opportunities to expand the heat network in Notting Dale and across Kensington and Chelsea are currently being reviewed.

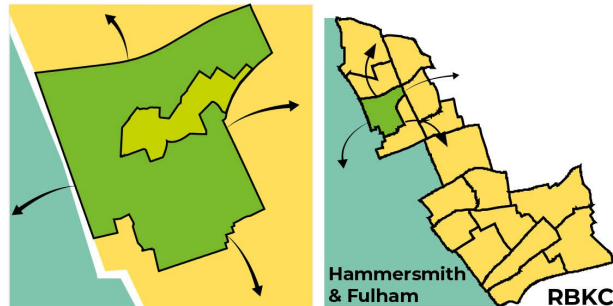
Phase 1 Core Scheme



Phase 2 Expansion



Future Expansion Opportunity



4. Notting Dale Heat company structure

Board Structure

The board is responsible for decision-making and planning the long-term management of the heat network.

Notting Dale Heat is to include two local residents, as customer board members. This is to ensure that customers' opinions influence key decisions relating to the heat network.

The Managing Director of Notting Dale Heat will take care of running the network on a day-to-day basis.

Shareholder Committee

The Shareholder Committee will oversee the local energy company's spending and key decisions made by the board, to make sure that public money is spent in the right way and delivers the Council's corporate objectives.

Councillors with relevant portfolios and experience will be appointed to the committee.

Council's Leadership Team

Shareholder Committee RBKC Councillors

Local Energy Company Board

Non-Executive Directors

Two Council Board Members

- Terry Oliver, Director of Cleaner Greener and Cultural Services, Kensington and Chelsea Council
- Liam McCusker, Head of Finance (Resources), Kensington and Chelsea Council

Two resident board members - recruited

Two independent professional board members - to be recruited

Executive Director

Managing Director: to be recruited

Advisor

Strategic Advisor and Project Sponsor:

James Caspell, Neighbourhood Director, Lancaster West

5. The role of independent board member

The opportunity:

- As part of the board, you will work with colleagues to manage Notting Dale Heat, making key decisions, ensuring legal and statutory compliances, and safeguarding the vision of the company.
- Notting Dale Heat has an exciting vision to 'put customers first'. As a result, the company board structure includes two non-executive board directors representing the customer voice. They will sit alongside the two independent professionals, and two Kensington and Chelsea Council officers.

Our ideal candidate for independent board member is someone who:

- Is highly experienced and enthusiastic, they will ensure customers are put first, whilst also securing the ambition of the Council.
- Has specialist experience in financial, technical and/or customer experience aspects of heat network, housing or public service management. A background in social housing, fuel poverty and/or retrofitting of buildings is also desirable.

You will need to commit to the following:

- Serving a three-year term, with the option of serving for an extra three years.
- Attending quarterly board meetings
- Perform occasional one-off tasks e.g. testing the heat network team's approach to business development. These tasks are likely to require a few ad hoc tasks and two Away Days per year.

Allowance

- An allowance will be paid to each of the two industry expert board members for the Board meetings and preparation.

3. About Notting Dale Heat

Notting Dale Heat was incorporated in January 2022 to design, build, operate and maintain the Notting Dale Heat Network. Notting Dale Heat is 100% owned by the Kensington and Chelsea Council. The timeline below outlines the development of Notting Dale Heat to date:

Date	Key Decision
January 2022	<p>Council approved incorporation of Notting Dale Heat (NDH) as follows:</p> <ul style="list-style-type: none"> • NDH has a separate budget to the council, to enable long-term cost planning. • NDH will specialise in heat network management, to attract expert heat-network professionals. • As a company, NDH should expand beyond Lancaster West Estate to improve the heat network's efficiency, maintain excellent customer experience and secure long-term pricing for residents.
February 2022	<p>NDH was set up to meet the conditions of the £1.1 million Heat Network Investment Project (HNIP) grant we received from the UK Government – meaning greener and more affordable heating and hot water for residents. The first board meeting was held in February 2022. The following board members and representatives attended the first board meeting:</p> <ul style="list-style-type: none"> • Two board members from the council • James Caspell, Project Sponsor • Jeff Laidler, Heat Network Programme Manager • Lancaster West Neighbourhood Team staff members, as observers • Bevan Brittan, as legal advisors
July 2022	<ul style="list-style-type: none"> • Two resident members appointed to the board
Next Steps	<ul style="list-style-type: none"> • We recruit two independent members to the board

6. How to apply?

Inclusive recruitment:

We particularly welcome applications from women, BAME, LGBTQ+, and disabled candidates. We will have a diverse recruitment panel, trained in inclusive recruitment and unconscious bias.

To apply, please complete the linked form (<https://form.typeform.com/to/cBWNwbKS>)

Key dates:

Midnight 11 September 2022: closing date for applications

Afternoon 29 September / Morning 4 October 2022: interviews (alternative dates and times can be requested)

October: two independent board members appointed

Any questions?

If you've any questions, please email janet.hall@rbkc.gov.uk, Heat Network Engagement Manager or call 0800 389 2005.