

v2

Woodberry Down Partners' Awayday

19th January 2023



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Abbreviations

WDCO	Woodberry Down Community Organisation
NHG	Notting Hill Genesis
LBH	London Borough Hackney
MHDT	Manor House Development Trust
CPO	Compulsory Purchase Order
BH	Berkeley Homes

1. Introduction

The following notes record participants' discussion and input during Woodberry Down Partners Awayday on the 19th of January, 2023.

The aim of the workshop was that participants:

- Developed a shared understanding of Partners priorities for 2023 in Woodberry Down.
- Agreed priorities and actions for all Partners to work on and collaborate on.
- Agreed how Partners will work together collaboratively through the Partnership Agreement and Action Plan to ensure actions are delivered by Partners.

The following ground rules were agreed:

- Be honest and open
- Listen to people
- No taking over
- Be positive and constructive
- Don't hide issues
- Reach a conclusion – focus
- Look at what we can change
- Develop actions and plan to implement, including identifying ownership and timeline
- Be creative and brave

Some thoughts and questions were posed by participants at the start of the day, these included the following;

- There have been tensions between partners that need to be acknowledged and recognised.
- There is therefore a need to rebuild trust, listen, respect, build confidence and transparency
- It is important for partners to compromise and clarify the process for doing this.
- Engagement and information are important
- Need to consider people with disabilities – how Woodberry Down can become an exemplar for disability and inclusion
- Important to engage young people
- Partners need to focus on what's achievable and be realistic
- How to connect wider partnership anchor institutions – there is a need to clarify how they feed into the regeneration and how the partnership can support consortium bids
- A post occupation survey will happen for NHG residents in phase 2
- Podium gardens - need to plan engagement event to explore why people are not using open spaces.

For the programme for the day, please see Appendix One, and for a full list of attendees please see Appendix Two.

2. Scene Setting & Partners' Priorities

Participants highlighted on post it notes the key achievements Partners have achieved since the last awayday in November 2018.



- Youth engagement
- Opening of the neighborhood office
- Library feasibility study kicked off
- Apprenticeship programme
- A provider chosen for the lease on Block D
- Response to pandemic
- Emergence of support agencies such as Woodberry Aid
- Allocations, workshop and tenants' choice
- Library improvements
- Change to local lettings policy to include out of phase split households
- Winning an award in the Evening Standard 2018/19 Awards 18/19 Partnership working: still here and still talking
- Partnership selection of consultants for Masterplan
- Cultural strategy
- Hidden River Festival, Intergen festival and lantern project
- Social prescribing exercise programme
- Chip van!
- Children's centre build started
- Lessons learned start to be implemented on future phases
- Phase 3 under construction
- Reservoirs plans/investment
- Socio-economic framework and evaluation
- Design committee input on phase 4
- New shops
- WDCO wider mix
- Kept going during the pandemic
- Affordable service charge working group
- Ground floor strategy is making progress
- Cultural strategy is making progress
- 10 years celebration
- New WDCO chair
- Post Grenfell fire safety response
- MUGA in partnership with Arsenal
- Completion of 2000th home
- Improvement of shared equity product for leaseholders

Participants discussed an overview and update on the regeneration in Woodberry Down highlighting the current challenges of the macro environment on communities, organisations and the regeneration.

Partners shared their top priorities in 2023 for Woodberry Down

I. Berkeley Homes

- a) More focused engagement to foster productive discussion and positive outcomes
- b) Facilitate wider discussions to ensure future proposals meet a range of needs and aspirations
- c) Create a masterplan that is adaptable, flexible, and able to respond to the changes needs of the Woodberry Down community
- d) Design and deliver with our partners the physical environment to enable the Vision for Woodberry Down to become a reality
- e) Continuing to deliver quality homes and spaces for all residents in a timely manner
- f) Ensure all homes are deliverable and sustainable

II. Hackney Council

- a) Social rent housing, and genuinely affordable homes at Woodberry Down in phases 5-8.
- b) Energy: Work with the partners to develop an energy strategy which delivers low carbon affordable and reliable energy to all residents. Ensure that the energy strategy for Woodberry Down is compatible with the Council's vision for a wider energy network in the north of the borough.
- c) Block D: let Block D to MillCo by the autumn, following local consultation and curation of the space for groups which will provide community benefit and complement existing activity in Woodberry Down.
- d) Cultural strategy: work with partners to develop and begin implementation of a cultural strategy that will ensure culture and heritage is embedded in the design of Woodberry Down and that Public Realm will be animated by events.
- e) Library feasibility study: oversee the delivery of a library feasibility study (which will also feed into the ground floor strategy), which will determine if a 'library plus' is feasible and sustainable at Woodberry Down, high level options for how the space could be used and lay out next steps for taking a library forward if the project is considered potentially viable.
- f) Ground floor strategy: work with partners to develop and implement a ground floor strategy for non-residential space across Woodberry Down which meets the needs and aspirations of the local community and will ensure spaces are animated and contribute to a thriving community.
- g) Masterplan: work collaboratively with partners on the development of a masterplan for phases 5-8 which meets the objectives developed collectively and ensures Hackney's wider policies and strategies are embedded in the design, for example health and wellbeing, ageing well, child friendly places, sustainability and response to the climate emergency. Ensure that the development of the masterplan involves meaningful community involvement to inform designs.
- h) Allocations: work with partners and residents to ensure the move to Phase 3 is smooth; and that as many tenants as possible have the opportunity for Tenant Choice. To work to identify and facilitate split household moves for residents in Phase 4 moving into Phase 3, as well as future phases, as

appropriate and in line with the local lettings policy for Woodberry Down. Also, to promote the offer for NHG re-lets

- i) Vacant possession of Phase 4: progress leaseholder buybacks and the CPO process to ensure we can meet our contractual obligations for vacant possession; and oversee the development of an Equalities Impact Assessment for the CPO.

iii. WDCO

- a) Energy Centre
- b) West Reservoir
- c) Masterplan:
 - Review the number of social homes and affordable housing options following issues with shared ownership
 - Consider whether affordable homes are truly affordable both in terms of cost of homes and service charges
 - Speed up the regeneration
 - Review the confidentiality issue; confidentiality should be the exception and not the standard
 - Review the Design committee structure to make it more effective and timelier, including the confidentiality issue; confidentiality should be the exception and not the standard
- d) Analyse the census data and get a better understanding of the Woodberry Down community. This will allow and assist in the development and delivery of;
 - Environmental and social strategy
 - Youth engagement strategy
 - Ground floor / Retail strategy
 - Cultural strategy

The analysis of the census could also help achieve better engagement across the estate through targeted interventions and baseline to compare results.
- e) Phase 4 Library
- f) Ensure Standards of maintenance both for old and new homes
- g) With partners Identify areas of influence and understand areas that can be changed, and which can't e.g., due to planning requirements and with establishment of a hierarchy of decision-making structures provide clarity. This would make partner discussions more meaningful; and with properly agreed project managed timelines for sub groups would lead to less meetings and more meaningful interventions by WDCO. Also allow WDCO members that work to participate in decision making as would enable diarised evening meetings.

iv. Notting Hill Genesis

- a) Contribute towards a more inclusive and wide-ranging engagement process – to better understand the needs of Woodberry Down residents and reduce pressure on WDCO.
- b) Agree more efficient ways of working with Partners including WDCO – to ensure issues are raised and dealt with in the correct forums which will help us better manage our resources and improve our services.
- c) Contribute towards a successful Masterplan application and Design Committee process.
- d) Contribute to shaping key strategies that will underpin the Masterplan principles such as the Ground Floor strategy and Cultural Strategy.

- e) Reviewing and agreeing the principles of the Management and Servicing structures at Woodberry Down – to identify issues that might be improved to provide greater customer satisfaction.

v. *Manor House Development Trust (MHDT)*

- a) Engaging young people better in the regeneration. We aim to do this through our youth project, funded by NHG. Bringing different communities together at the Hidden River Festival in September. Building on the success of previous years. Continuing to work with isolated older people through our lunch clubs, digital connect and virtual community centre.
- b) working more to engage young families, especially ones on low incomes and in temporary accommodation.
- c) Bringing in more grant funding through MHDT.

From the above, there are a number of shared priorities across partners, this includes;

- a) Increasing engagement and understanding of the local community - More inclusive and targeted engagement that is wide ranging, e.g., Engaging young people and families. Understand how the communities have changed – using census data.
- b) Strengthening and more efficient Partnership working – clearer what can be influenced
- c) Masterplan – ensure it involves meaningful involvement
- d) Maximise the delivery of social rented housing that is genuinely affordable

3. How we currently work together

Partners discussed current challenges; these included the following:

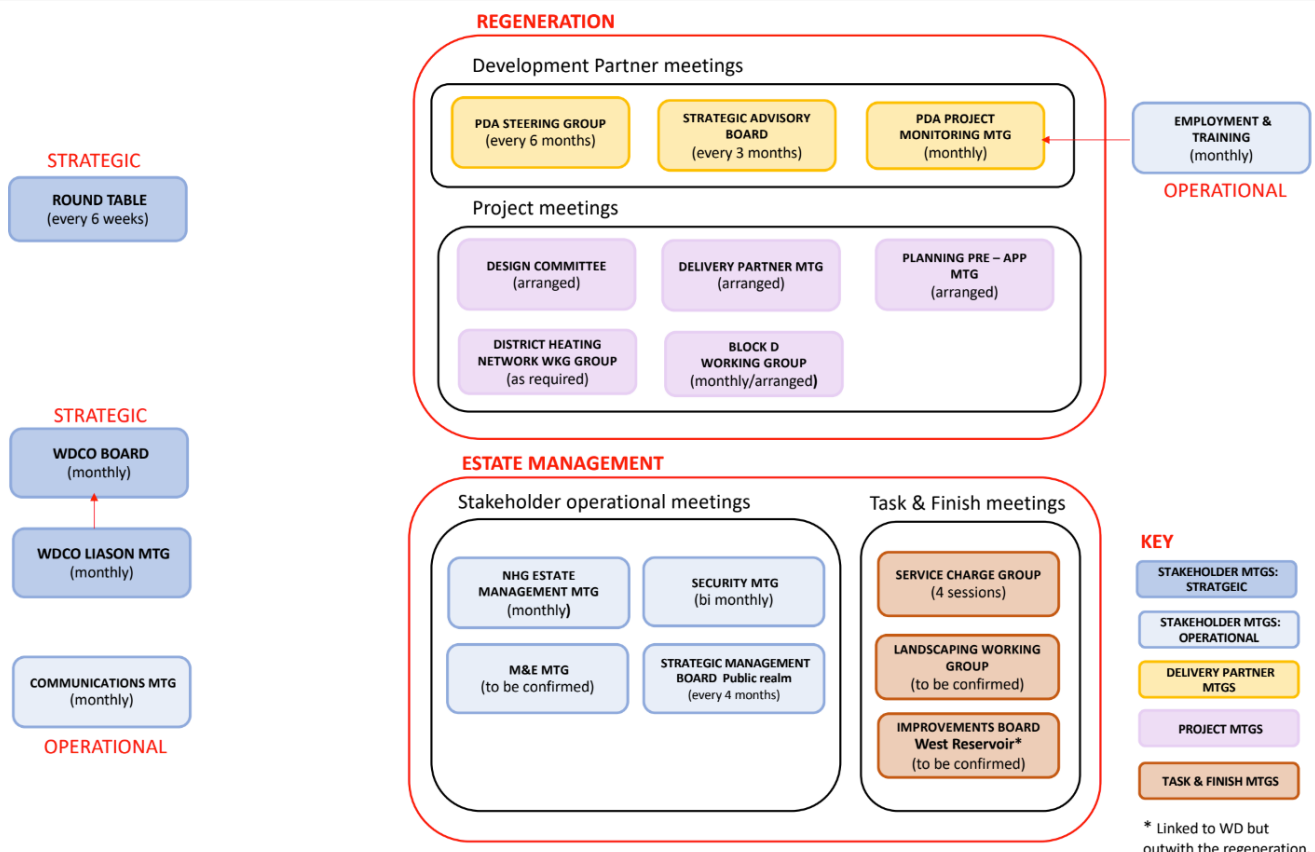
- a) Delivering affordable housing in the masterplan – there is a need to clarify the non-social housing element, what the constraints are and how to clarify where there is flex. It was agreed that partners will take this forward by identifying and clarifying where the flex is.

Action:

Neil (BH) agreed to take this forward by:

- Undertaking some scenario testing
- Testing the numbers of affordable housing units
- Look at options for delivery
- Test with the community – clarify where the compromise is
- This will feed into setting parameter of masterplan
- Everyone agreed for the need to acknowledge and clarify the commercial sensitivities, regulations and legislation that all impact on this.
- This will be discussed in the Design Committee – March 2023

Participants discussed the map below that highlights the number of current meetings.



Participants highlighted that there are additional meetings that are not included on the map, these include:

- Hackney- Housing Services operational meeting
- Walkabout with NHG/Housing Services
- Resident Association meetings
- Wider partnership meetings
- Strategic Management Board (SMB)

It was agreed by participants that the challenges with the current meetings include;

- a) Governance – there is no clear overall governance structure for Woodberry Down, where decisions are set out and made.
- b) Disjointed – it is not clear how the meetings connect
- c) Meeting Attendance – It is not clear who attends meetings and what decision making powers they have for their organisation.
- d) Wider community engagement – There is a need to engage the wider community.

Wishes for 2023...

Participants summarised their wishes for 2023;

- a) Master plan to go smoothly and better experience
- b) Smoother design committee
 - I. Ensure broad voices from diverse communities are heard
 - II. Build new homes as quickly as possible
 - III. consolidation for masterplan wide as possible
- c) Build trust
- d) Swim in reservoir
- e) Block D progress
- f) Closer partnership working
- g) Phase 4 – smooth process of vacant possession including work with lease holders – avoid Compulsory Purchase Orders
- h) Masterplan – engaged residents, housing and justification
- i) More interaction – embedded in design
- j) Rehousing of vulnerable residents and support
- k) Don't forget old estate (damp and mould)
- l) Ground floor strategy – high quality
- m) A Masterplan to be proud of
- n) Better engagement
- o) More properties for social housing

4. Engagement and the Masterplan

Participants shared the lessons learnt on engagement from previous masterplan phases, these included the following:

- Clear what it does and doesn't do
- Clear how it relates to big picture and phases
- Clear what is in the plan is illustrative and isn't exactly what is proposed to be built – if example show as example
- Clear understanding of decisions – clarity between design committee & WDCO Board on progress
- Formulaic consultation with community – needs to be more engaging and link to social and economic projects imaginative, creative - mixed approach – need to engage new communities.
- Reaching wider community at the start...e.g., age, ability – before plans, community research model!
- Look to future
- Human centered approach to masterplan
- On the Design Committee
 - Engagement needs agency and clarity of what it will influence
 - Forward looking
 - Clear about the changes in people's lives since last masterplan & pandemic.
 - Place focused, coherent how things link to the bigger picture, structure, and framework.

Participants discussed ways to improve feedback and communication between the Design Committee and WDCO Board, this included the following:

- Managing confidentiality – clear what is shared with WDCO.
- It is important to clarify what is appropriate to share and not share - clear roles and behaviours.
- Clear what info is being shared for:
 - Detailed info for WDCO with drawings from design team who are not WDCO members
 - For info
 - For decision
 - For consultation
 - Testing ideas
 - Operational and strategic
- Take pressure off Design Committee members as representatives.
- Place focused and coherent, bigger picture, structure, and framework
- Berkeley – engagement strategy and timeline, work streams are being developed.
- Need to underpin the work with an evidence base of what people need
- Come back to WDCO Board more frequently

There followed discussion about how to support wider engagement around the master planning, this included the following;

- Clear purpose for engagement
- Using wider activities of events to also feedback
- Link to community organisations and ensure access
- Engage in community organisations insights, principles on built environment
- More creative ongoing interactive engagement
- Programme of activities for people to dip in and out
- Clear ways to engage targeted groups and identify gaps and target groups
- Embedding the masterplan in the community infrastructure of Woodberry Down



5. How do we improve working together

After lunch participants were divided into 4 working groups to discuss how Partners can improve and strengthen their work together and widen engagement in the master planning;

Group 1

- Need for additional resource to map out the organisational structure – external funding may be available.
- Meetings need to know what influence/decision-making it has
- Need for clarity on governance
 - Terms of reference for groups – clarify purpose/focus
 - Do we have the right people in room (voices/expertise)
- Triage
 - Clarify Operational decision-making. Clear structure, need for oversight of neighbourhood management, accountability – where do people go?
- Regeneration. Decision-making, strategic/delivery
 - Place-making

Group 2

- Estate management
- In some areas – NHG/Hackney Council come together at meetings
- Liaison management – purpose clearer
- Timescale for issues to be addressed related to meetings and the frequency of team
- Strategic management, operational management, and day to day response
- Clear purpose
- Effective chairing
- The right people at the right meetings
- Clear agendas and timelines for meetings, decision making
 - Understanding of what anchor organisation doing – MHDT at Woodberry etc.
 - Development update comms, update etc. – new formats less repetitive
- Is there feedback from working groups to WDCO board? It was felt that Block D working group worked well
- Issues of confidentiality to be addressed/clarified
 - Block D good example updated etc.

Group 3

- Structure should be strategic (Estate Management elsewhere) (Roles & Responsibilities are clear)
- Create a space for operational issues to be raised – with clear escalation separately
- Need to communicate (once agreed)
- More focused meetings: Action plan to achieve objective, time allocated. WDCO Exec to update monthly on conversations, finish of time, workshops for the whole community (process)
- Own our own mistakes – learning

Group 4

- Clear governance and decision making
- Responsive culture
- Clear purpose
- Wider community – socio-economic integration
- More responsive
- Learning culture
- Transparency
- Right people
- Quantity of information and format
- Less denial
- Hard copy comms
- Face to face
- Right people at the right meetings
- Clear where to go if you have a problem – Triage

Participants discussed and agreed the following key areas are key to work on in 2023

- a) Governance and decision making – principles
- b) Community engagement – engage different voices, mixed communities, masterplan and inclusion to access
- c) Affordable housing in masterplan
- d) Address disability/ access/ inclusion
- e) Wider partners and anchor institution engagement
- f) Masterplan – access, inclusion, tenure. Integrating socio-economic. Place. Affordable housing
- g) Information and communication

The following 3 priorities were agreed

1. Governance
2. Masterplan
3. Community Engagement

6. Priorities to working on together over the next year

Following the earlier sessions on governance, masterplan and community engagement an action plan was developed.

Action Planning

Priority 1: Governance

Priority 1.	Time	Action	Who is responsible
Governance	0-3 Months	Commission piece of work to strengthen governance - Consider radical restructure – Clear accountability - Identify where improvements can be made – full review	LBH
		Update/refresh Partnership Agreement	LBH to start this for review
		Clarify the role of each partner – decision making authority of staff in meetings	ALL
		Clarify how decisions in meetings are made (timeline, escalation, expectations)	WDCO Executive
		Improve agenda strategic focus meeting outcomes of WDCO meetings	WDCO Exec

		Clarify organogram	LBH
		Review existing meetings fit for purpose, correct outputs, how Block level (RA) meetings can be more efficient and effective	ITLA/WDCO Exec
	3-6 Months	Review stock of meetings and propose changes to increase effectiveness of decision making	LBH
		Escalation for estate management Joint estate management meetings. Liaison? Right people attending is key	LBH + NHG + BH with WDCO...
		Who and where, decision making on big issues e.g., masterplan and cultural strategy	Delivery Partners until Partnership board...
		Establish and agree escalation mechanisms and comms, operations, regen	LBH/ NHG
	6-12 Months	Adapt new Governance and meeting's structure Review	LBH

Priority 2. Masterplan

Priority 2.	Time	Action	Who is responsible
Masterplan	0-3 Months	Clarify the non-social housing element, the constraints are and how to clarify where there is flex	BH
		Developing a target programme BH...LBH, WDCO, NHG	BH
		Understanding what is a masterplan? Education of WDCO + wider community	BH
		Parameters e.g., houses in phase 6 in or out? + why? LBH /BH (viability) Identify constraints Review work done to date	LBG/BH/All
		Agree a brief for masterplan	BH
		Ground floor strategy	BH
		Cultural strategy	BH
		Spatial strategy	Berkley/ Design committee

	3-6 Months	Find out what the community want? Worst first E.g., phase 6 - should we doing Phase 6 first if it's the worst housing (State of blocks) , is there an opportunity to accelerate the programme?	ALL (see engagement strategy)
		Affordable housing quantum product Evidence base: Scenarios (numbers + mix) Numbers of SR overall Intermediate options? Impact on mix? Density	NHG/BH/LB H
		Look at lived experience What works well? Post occupancy evaluation (old/new)	NHG, BH, LBH, WDCO
		Public consultation	BH
		Ground floor strategy (continued?)	BH
	6-12 Months	Affordable housing scenarios continued	BH
		Feedback + ongoing consultation	BH
		Preparation of application documents	BH
		Public and political scrutiny before subject to that – submit	BH

Priority 3. Community Engagement

Priority 3.	Time	Action	Who is responsible
Community Engagement	0-3 Months	Gather demographic data	BH
		Identify key areas for engagement	BH
		Engagement methods agree	BH
		How do we engage?	BH
		Design team embedded in engagement	BH
		Agree strategy and programme	BH
		Forum for active decisions. Comms Wkg Group? – Oversee Comm Engagement Programme	Comms working group
		Census data analysis/understanding of the structure of the community	LBH to share with BH
		Master plan – engagement strategy	BH
	3-6 Months	See board 6-12 – implements CE plan and Action	LBH
		Follow engagement programme and feedback	BH Community
Seek out underrepresented groups, engage on their terms (come to them) make it fun and interesting		BH	

		Reach out to groups follow 0-3 months census analysis Understand purpose of engagement	BH
	6-12 Months	Feedback loops review	LBH
		Measure impact	Berkeley Community
		Measure/review effectiveness of engagement	BH
		Lessons learnt feed into the next phase	BH/ALL
		Forward community engagement post the master plans	NHG/LBH/W DCO



7. Next Steps

- a) Build in a review of this work after 6 months
- b) Partnership agreement – minor tweaks Nicola LBH
 - a. Lessons learnt
 - b. Delivery affordable homes
- c) Write up today and circulate
- d) Review actions, action tracker and Liaison meeting, share info at the round table

8. Review of the day

Bike Rack:

- **Socio-economic** network and anchor organisations
- Carry out post occupancy evaluations for completed blocks/phases
- People with disabilities
- Child friendly – inclusive – Woodberry Down as an exemplar
- Develop a new forum for partners new and existing to work together on socio-economic delivery across Woodberry Downs
- Inclusion – especially the voice and need of disabled people of Woodberry Down
- Affordability of new housing
- Damp and mould – maintenance of existing homes

Something you liked.

- Open dialogue
- The refreshments
- Open and honest discussion
- Honesty
- Seeing people in person
- Being able to make suggestions
- Listening to each other
- Everybody was involved and contributed
- Good debate on issues that would make a difference to people at Woodberry Downs
- Interactive, allowed for open and honest discussion
- Opportunity to hear thoughts from all, thinking broadly about Woodberry Down openness to sharing thoughts and working towards improvements
- Liked partners approach was open and people brought ideas and solutions as well as challenges and issues
- Fast pace, good overview of topics and how they link together

What is your take away from today?

- Meeting new people from the partners
- Clear set of priorities and action plan
- More understanding of the masterplan
- Feedback loops on engagement are impressive
- Speak more to LBH
- More collaboration working and active decisions – strategy
- We do have common objectives
- It's been all good, we just need to get on with it all
- The partnership is in a good place (but we need to keep working)
- We have a lot of work to do! The masterplan is a real opportunity for better engagement and deeper understanding of issues and challenges
- Greater understanding of how people feel
- The need to try and follow through on actions identified today
- The partnership is in a good place, but we need to keep working!

Something you would like to see at the next awayday

- Actions have been closed out
- More interactive
- More physical movement
- Enjoyed the day! (The room was quite hot)
- Comms plan, celebrate achievements
- Less formal setting would be appreciated
- Less governance more strategic big picture
- Maybe a bonding activity
- Awayday has been good, more movement, walk or site visit would also be good next time
- Re-cap of the previous one might be useful?



Appendix 1: Programme

**Woodberry Down Partners Awayday
Tomlinson Centre,
Thursday 19th January 2023
9.15am to 4.30pm
Programme**

By the end of the workshop participants will have:

- Developed a shared understanding of WDCO & Partners priorities for 2023 in Woodberry Downs.
- Agreed priorities and actions for WDCO & Partners to work on and collaborate on.
- Agreed how WDCO & Partners will work together collaboratively through the Partnership Agreement and Action Plan to ensure actions are delivered by partners.

9.15am	Arrive, refreshments
9.30am	Welcome and Introductions
9.45am	Scene Setting <ul style="list-style-type: none"> ● Key achievements since the last awayday
11am	Tea & Coffee
11.15am	How we currently work together <ul style="list-style-type: none"> ● Key meetings & working groups ● How we communicate ● Ways to strengthen ways of working
12 noon	Engagement & the Masterplan <ul style="list-style-type: none"> ● Lessons learnt ● Challenges and opportunities ● Feedback to WDCO Board from the Design Committee ● Wider engagement around the master planning
1pm	Lunch
2pm	What do we prioritise working on together over the next year and how we work together? <ul style="list-style-type: none"> ● Priorities ● Actions to drive the priorities
3.15pm	Tea & Coffee
3.15pm	How we improve our working together on the priorities for next year <ul style="list-style-type: none"> ● Partnership Agreement review ● Capturing the voices of people who are currently not engaging
4.15pm	Next steps & Review of the day <ul style="list-style-type: none"> ● What happens next? ● Evaluation of the day
4.30pm	End

Appendix 2: Attendees

Name	Organisation
Jackie Myers	WDCO
Phil Cooke	WDCO
William Sheehy	WDCO
Oonagh Gormley	WDCO
Kristina Zagar	WDCO
Leonora Williams	WDCO
Andrea Anderson	WDCO
Roda Hassan	ITLA
Simon Slater	ITLA
Mayor Glanville	Hackney Council
Chris Trowell	Hackney Council
Suzanne Johnson	Hackney Council
Jane Havemann	Hackney Council
Neil Sams	Berkeley Homes
Tom Anthony	Berkeley Homes
Nicola Hudson	Hackney Council
Hermione Brightwell	Hackney Council
Tony Heavey	Hackney Council
Miriam Burke	London Development Trust
Tracy Lavers	Notting Hill Genesis
Steve Hall	Notting Hill Genesis
Clare Devine	Arc Atelier
Daniele Mecozzi	Arc Atelier
Paul Bragman	Community Regen Facilitator