

Governance Model
Woodberry Down Round Table Meeting
Agenda Item: 2
29 May 2025

1. Introduction

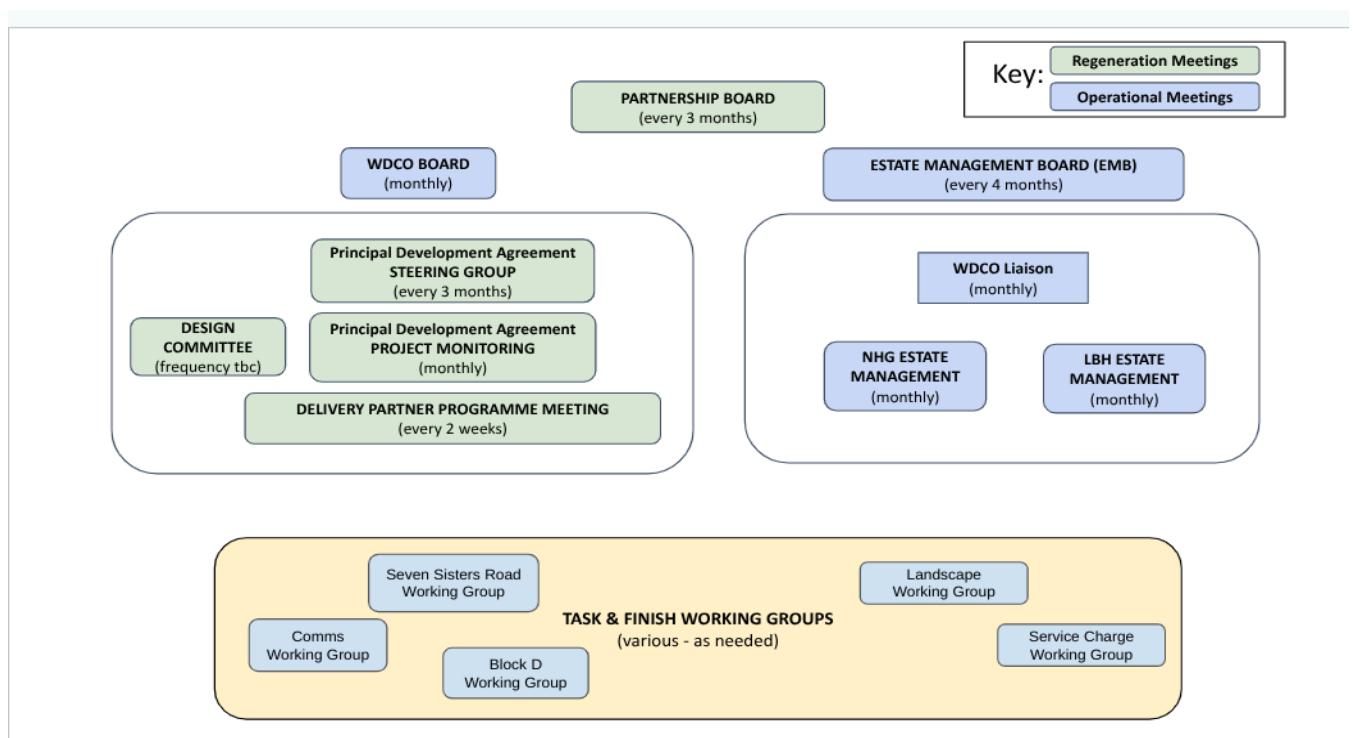
This paper updates on the Woodberry Down governance arrangements in response to the feedback at the Round Table meeting held on 17th April.

The paper provides an update on meeting durations, administration leads and provides a suggested frequency for when meetings should take place.

Terms of reference for the new boards - Partnership Board and Estate Management Board are appended.

The Round Table is asked to review the updated proposals, feedback on the draft Terms of Reference and endorse the implementation of the new governance approach.

2. Woodberry Down Regeneration Programme - Governance proposal



Note: It is also proposed that some of the current task and finish groups will cease and be included in a single monthly or bi-monthly regeneration programme meeting led by the Council and attended by WDCO and the delivery partners. The aim of this is to provide a regular single meeting point for updates from LBH Regeneration officers on the regeneration programme. All of the delivery partners will be invited. It is proposed that this meeting will not be attended by councillors.

3. Regeneration Meetings

Code: Changes in **green** were requested by Delivery Partners at the RT Meeting on 17th April

Meeting	Purpose	Attendees	Meeting Duration	Administration Lead (scheduling, agenda setting, chairing, actions/minutes)
Partnership Board (replaces Round Table) - every 3 months	Provides strategic overview/steer of the WD Regeneration programme, takes decisions and resolves and manages escalated delivery issues, risks and interdependencies	Core: LBH, BH, NHG, WDCO, MHDT (Senior level) Key stakeholders to be invited to attend/update as appropriate	2 hours	LBH Programme Management - all administration Note: agenda items to be marked confidential / public as appropriate
PDA Steering Group - every 3 months	Ensures that there is a forum in which the parties are able to consider and discuss all relevant material matters in connection with the PDA and in particular in relation to all matters which require the approval or agreement of one or more parties under the terms of the PDA	LBH, BH, NHG (Director Level)	1 hour	LBH Programme Management - scheduling, agenda setting, minutes/actions LBH Director REHD - Chair
PDA Project Monitoring - monthly	Discusses project delivery, programme wide issues, outputs etc, ensuring programme delivery is compliant with the PDA.	LBH, BH, NHG (Manager Level)	2 hours	Arup - all administration
Delivery Partner Programme Meeting - every 2 weeks	Oversees and progresses partner issues affecting programme	LBH, BH, NHG (Manager Level)	2 hours	Berkeley Homes - scheduling Rotating - chair, agenda setting, actions

4. Operational Meetings - new meetings only

Meeting	Purpose	Attendees	Meeting Duration	Administration Lead (scheduling, agenda setting, chairing, actions/minutes)
Estate Management Board (replaces Strategic Management Board) - every 3 months	Brings together LBH and NHG estate management teams to oversee and promote the high quality management and maintenance of the new and existing neighbourhoods. Can deal with and resolve escalated management or maintenance issues.	LBH, BH, NHG, WDCO, Rendall and Rittner (Manager Level)	2 hours	LBH - all administration

5. Meeting Calendar Proposal

[illegible]

6. Review Process

The following review process is recommended to check in on how the new governance arrangements are progressing:

- 6 monthly check in led by LBH Programme Management team
- One year in review led by an external facilitator

7. Request for Decision

The Round Table is asked to approve the implementation of the new governance structure and approve the Partnership Board and Estate Management Board Terms of Reference set out in Appendices 1 and 2.

8. Next Steps

8.0 Subject to Round Table agreement of the governance changes, the Regeneration Programme Management team will work with the relevant leads to implement the new structure immediately.

8.1 Following the implementation of the new structure, work will be undertaken to review how working groups/task and finish groups can be further streamlined.

8.2 The Regeneration Programme Management team will lead the 6 month review and a progress update on the implementation will be reported to the Partnership Board.

PARTNERSHIP BOARD - WOODBERRY DOWN

TERMS OF REFERENCE

1.0 Context

- 1.1 The Woodberry Down Regeneration programme has only been possible because of the strong leadership from the Mayor of Hackney, previous lead members and the partnership work between the London Borough of Hackney (LBH), local residents, Woodberry Down Community Organisation (WDCO), Berkeley Homes (BH), Notting Hill Genesis (NHG) Housing Association and Manor House Development Trust (MHDT). It has already delivered a great deal in terms of new homes, jobs, training opportunities, a new secondary school and enhanced community facilities in what has been a very challenging economic and funding climate.
- 1.2 The regeneration of Woodberry Down, in contrast to some schemes elsewhere in London, has local residents at its heart, with a clear focus on delivering new high quality homes for existing tenants and leaseholders. There has been a strong focus from the start on maintaining Woodberry Down as a mixed community and with the delivery of 41.7% affordable housing across the scheme, we have one of the best tenure mixes of any of the major regeneration schemes in London

2.0 Objectives

- 2.1 By helping to facilitate collaborative working between the partners and providing a strategic overview, the Partnership Board's objective is to oversee the successful delivery of the programme

3.0 Membership

- 3.1 The Partnership Board will have a core membership comprising of a maximum of two senior representatives (one Director/Assistant Director and one operational lead) from the following member organisations:
- Lead Council Member for Regeneration (1 representative - Chair)
 - Hackney Council - Woodberry Down Regeneration Team
 - Notting Hill Genesis Housing Association
 - Berkeley Homes
 - Manor House Development Trust
 - WDCO
 - ITLA (1 representative)

4.0 Main Tasks

- 4.1 Provide Strategic Direction
- 4.2 Oversee the implementation of the Principal Development Agreement (PDA) and monitor progress against programme
- 4.3 Consider and resolve any items or issues escalated from other bodies recognised within the WD governance structure
- 4.4 Ensure the Regeneration meets the requirements of the Masterplan and the S106 Agreements
- 4.5 Maximise the contribution of regeneration in Woodberry Down to meet the wider strategic objectives of the Council and the priorities of the London Mayor and Sustainable Communities Strategy
- 4.6 Give a holistic view, anticipating solutions to major challenges facing Woodberry Down
- 4.7 Reflect the balanced approach to social, economic, environmental and physical regeneration required for successful neighbourhood renewal
- 4.8 Promote and support community engagement and development
- 4.9 Ensure stakeholder engagement in the programme from all partner organisations
- 4.10 Ensure appropriate resourcing of the programme
- 4.11 Use the position of the members to help overcome blockages and issues within the partnership which may impede the delivery of the programme
- 4.12 Receive and comment on regular progress reports from project-specific forums

5.0 Operational Arrangements

- 5.1 The Partnership Board will meet every 3 months; additional meetings will be arranged if members deem it necessary
- 5.2 The Board will receive papers to review and decision making 3 working days before the meeting. Administration of this meeting will be supported by the LBH Regeneration Programme Management team.
- 5.3 The Board will receive a programme dashboard report so that members have sufficient oversight of programme delivery

- 5.4 The Board members will nominate deputies for attendance in their absence.
- 5.5 Board meetings will not be open to the public but external stakeholders may be invited to attend as appropriate.
- 5.6 The Terms of Reference will be reviewed periodically to ensure that the Board meeting remains relevant and meets the aims of the new governance framework.
- 5.7 The Partnership Board will operate through good partnership practices, mutual influence and co-operation, rather than formal control of the activities of any member organisation
- 5.8 Although the Partnership Board cannot bind any individual member organisation to act in a particular manner, each member agrees to take full account of decisions and recommendations made at Partnership Board meetings in the interests of achieving the Partnership Board's objectives.

ESTATE MANAGEMENT BOARD - WOODBERRY DOWN TERMS OF REFERENCE

1.0 CONTEXT

The regeneration of the Woodberry Down Estate is a major development within the London Borough of Hackney. It is being undertaken over a considerable number of years. The regeneration has so far created an award winning mixed - tenure development consisting of new affordable and private sale homes, commercial units, community facilities and new open spaces.

As the estate and community grows, and the physical environment and demography of the area changes, there is a need to ensure that the ongoing maintenance and management of the estate is robust and managed well.

Following the January 2025 Away Day, it was acknowledged that as there are three parties involved in the day to day management of the Estate - NHG, LBH and R&R, there is a need for a single cross partner forum to discuss escalated unresolved operational estate management issues in one place.

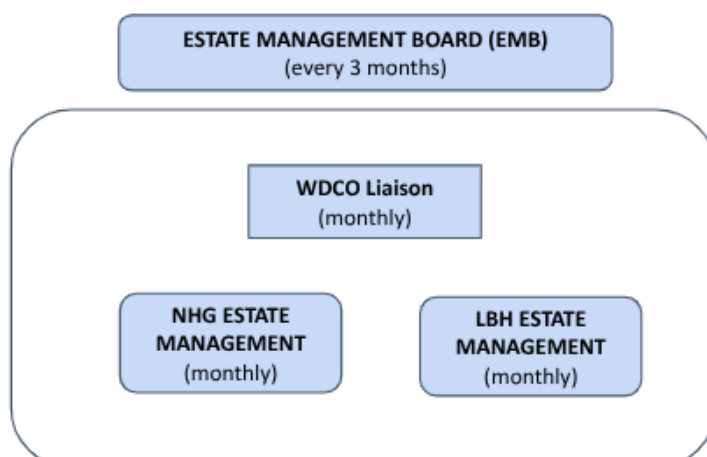
2.0 OBJECTIVES

Comprising representatives of the key partners responsible for helping to deliver and manage the regeneration of Woodberry Down, the EMB will oversee the creation of the new neighbourhood. This will include the management and maintenance of residential (communal), non-residential and public open spaces.

By helping to facilitate 'joined-up' working between the partners and providing a strategic overview, the EMB's objective is to create an attractive environment and high quality of life for all residents of the area.

The EMB will not deal with day-to-day operational/public realm issues; these will be resolved by the partners working individually or collectively.

The focus of the EMB will be to discuss and resolve escalated issues from the NHG/LBH Estate Management and WDCO Liaison meetings



3.0 MEMBERSHIP

The EMB will comprise representatives from the following member "organisations":

- Head of Woodberry Down (Chair)
- Woodberry Down Regeneration Team
- Hackney Housing Services
- Hackney Streetscene
- Hackney Leisure, Parks & Green Spaces
- Berkeley Homes and Rendall & Rittner
- Notting Hill Genesis
- Resident Representative (from a forum or grouping representing all tenures resident on WD)
- ITLA

There will be one place for each of the above, except for the Regeneration Team who will also field someone to present reports and/or take minutes. Each 'organisation' will be able to bring with them one other person to advise or deal with detailed issues. In the case of Resident Representative the second person will be Independent Tenant and Leaseholder Adviser.

4.0 MAIN TASKS

4.1 Oversee the resolution of escalated estate management and maintenance issues which include but not limited to:

- Residential (communal)
- Non-residential
- public open space

4.2 Oversee the implementation of a strategic approach to the management and maintenance of public open space throughout the Wood berry Down neighbourhood including but not limited to:

- Soft and hard landscaping
- Cycle routes, pathways and lighting
- Play areas
- Artificial Football Pitches/MUGAs
- Parking areas
- Highways
- Public Art

4.3 In the context of the phased redevelopment of the neighbourhood, anticipate and plan for the management and maintenance of new residential (communal), non-residential and open spaces, ensuring that appropriate and timely arrangements are put in place.

4.3 Oversee the Strategy for Managing and Maintaining the Public Realm (Appendix 9a).

4.4 Consider opportunities for social or community enterprise in the provision of environmental services.

4.5 Oversee the introduction and management of centralised systems for the delivery of heating and hot water (combined heat and power)

4.6 Oversee the delivery and management of new community facilities.

4.7 Oversee the strategic approach for raising revenue (from ground rents and other sources) to pay for the maintenance of and investment in open spaces.

4.8 Promote an integrated approach between property owners/managers to both prevent and deal with anti-social behaviour within the neighbourhood.

4.9 Promote ways in which the various 'communities' in the neighbourhood can be brought together to develop neighbourliness and pride in the locality. Where there may be disharmony, institute measures to address this.

4.10 Oversee proposals for Public Art within the Public Realm

4.11 Oversee temporary access arrangements and use of the Public Realm during the development

4.12 Review lessons learnt and ensure they are embedded into future phases

5.0 OPERATIONAL ARRANGEMENTS

5.1 The EMB will meet four times a year; additional meetings will be arranged if members it necessary.

5.2 In January of each year the EMB will elect one of its members to chair meetings for the following 12 months.

5.3 The Wood berry Down Regeneration Team will organise distribute agendas and take/circulate minutes.

5.4 The Woodberry Down Regeneration will assemble an annual workplan with contributions from partners for the EMB which will identify strategic tasks that need to be undertaken to support this activity. As part of this workplan it will schedule the timing of strategic reports to EMB for the next 12 months. The reports can be proposed and presented by any member.

5.5 The EMB will not have its own staff or budget, all activity will be serviced through its members.

5.6 When appropriate the EMB will invite other parties to attend SMB meetings to discuss specific issues and initiatives.

5.7 The EMB will operate through good partnership working practices, mutual influence and co-operation, rather than formal control of the activities of any member organisation.

5.9 The EMB will review its working arrangements on a regular basis, about every 12 -18 months.

Agenda Item 3

To:	Woodberry Down Round Table
------------	-----------------------------------

Date:	29th June 2025
--------------	----------------

Report Author:	Gareth Crawford – Interim Head of Regeneration (Woodberry Down)
-----------------------	---

Subject:	Woodberry Down Commercial and Community Uses - Update
-----------------	---

Recommendation/s:	<ul style="list-style-type: none">• Partners are requested to note the update, the suggested approach and the timescales set out below for the completion.
--------------------------	---

Introduction

1. Work Completed to Date

Various pieces of work have been completed relating to the strategy and plans for non residential space within Woodberry Down (commercial and community uses). These include:

A report entitled “Understanding Woodberry Down” was commissioned by Notting Hill Genesis in 2019, and completed by Social Life in 2020. Its objective was to understand the experiences, attitudes, and everyday life of residents, including how they use social, commercial, and community infrastructure. This report was updated and refreshed by Social Life in 2024.

Key findings relating to the non housing infrastructure were:

- Satisfaction with facilities on Woodberry Down is generally high, with at least 70% of residents surveyed responding that they are satisfied with all facilities. Health facilities, sport and leisure facilities, and facilities for socialising with friends and family received the highest satisfaction scores. However, there has been a fall in satisfaction with children's facilities since 2019.
- Some stakeholders and residents had concerns that local facilities may not be able to meet the needs of the local population as it grows in the future.
- Overall, residents feel that facilities “cater to people like me”. These include community centres, sports and exercise facilities, parks and green spaces, and local restaurants, bars and pubs.
- Both young people and older people feel that local facilities could be improved. Affordability and feeling out of place were raised by young people. Older people discussed accessibility for different levels of mobility.

Berkeley Homes then commissioned a report entitled “Ground Floor Strategy” in 2023 which was prepared by CF Commercial, and Social Life. The purpose of the Ground Floor Strategy was to assess what community and commercial facilities are already on site and how they are used, and then to determine what else may be needed to support the residents and the new neighbourhood being created at Woodberry Down. This was to be commissioned in three stages:

Stage 1: Baseline assessment

Understand what community and commercial uses and spaces (also called social infrastructure) are present at Woodberry Down via site visits, a desktop study and mapping of space.

Stage 2: Demand assessment

Establish the demand for the existing provision on the estate, and demand for any new community and commercial facilities.

Stage 3: Developing a brief/social infrastructure plan for future commercial and community uses (not completed)

Using this evidence to propose a social infrastructure plan that reflects need and supports the quality of life of residents including the integration of amenities into future WD development proposals.

2. Current Position

A key objective of the Ground Floor Strategy was to shape/assist the brief for future phases of Woodberry Down. We are, however, now in a position where, assuming the phases 5 to 8 outline planning application is approved in its current form, all non-housing space within Woodberry Down is either built or already planned in Phases 1-4.

All but the phase 4 space has been built. In the planning application for phases 5 to 8 the only non-housing space proposed is the re-provision of the Edge Youth Facility.

The current and planned non residential spaces on Woodberry Down are summarised below:

Phase	Use Category	Floorspace GIA	Current Users	Units
Phase 1 (KSS1 to KSS5)	Commercial	20,539 sqft	Post Office, Dry Cleaners, Estate Agent, Cafes, Restaurants, Local Supermarket	14
Phase 1 (KSS1 to KSS5)	Community	16,845 sqft	Redmond Community Centre and WDCO Office	2
Phase 2	Commercial	29,740 sqft	The Gym Group, The Naturalist Pub, HCD Workspace (which includes the WD neighbourhood office)	3
Phase 2	Community/Commercial	11,500 sqft	Block D	1
Phase 3	Commercial	15,489 sqft	Local Supermarket, Gym, others TBC	4
Phase	Community	682 sqft	NHG Community Space- still to be let	1

3				
Phase 4	Commercial	13,078 sqft	Commercial space	1

3. Proposal and Time Scales

Given that there is no longer a need to shape the brief for future phases given no new community and commercial space are provided in the outline planning application for Phases 5-8 (subject to planning), it is proposed that the focus of this strategy shifts to how the known non-housing assets are best used to support and promote the area's continuing regeneration.

The strategy will need to recognise the different interests of involved stakeholders, and the limits of its ability to influence letting and management decisions. It should also recognise the ability of partners to share contacts and networks to maximise the commercial and community benefit of any future lettings decisions.

The proposed steps to the production of a Comprehensive Commercial and Community Strategy for Woodberry Down are set out below:

Activity	End Date
Collection and assembly of full details on the non-housing spaces and occupiers and the leasehold interests held by each of the partners (to include details such as parties, term, break clauses, rent review periods, etc).	29th August 2025
Preparation of a brief to facilitate to determine the scope of any further work required and agreement of the brief by the Partnership Board	29th August 2025