

Dear Adrian, Simon, Roda, and WDCO Board Members,

Thank you all for your time last Tuesday. I recognise that you are volunteers giving significant personal time and energy to represent the interests of Woodberry Down residents, and we appreciate your commitment to ensuring that performance and service standards are right across the estate.

Following Tuesday's discussion, we have reflected seriously on your concerns. We have shared your feedback with our colleagues, and their response has been immediate and engaged.

Acknowledging Progress Alongside Legitimate Challenges

While there has been criticism of our performance, I think it is important that as a partnership, we are honest with ourselves about where we are and the distance we have travelled in recent time.

Our most recent estate management satisfaction survey, issued on 14 October 2025, shows satisfaction levels at 60% across Woodberry Down. While we are not suggesting we are perfect, this represents significant progress. This survey was only introduced a few months ago, but it demonstrates substantial improvement from where we were when our team commenced operations in November 2023.

One of the most significant findings from resident feedback concerns safety and perceptions of crime across the estate. We recognise that NHG plays a part in this, though to create an environment around and near Woodberry Down where residents genuinely feel safe extends well beyond NHG, the buildings and its systems. It will need collaboration across all partners involved to achieve this.

We are equally clear, and were transparent in our discussion on Tuesday, that there are some fundamental issues within our organisation that have been identified by our regulator. We want to be direct: our journey to address these organisational challenges is being publicly updated and tracked. You can find these updates on our website here: [Regulatory inspection](#)

Many of these organisational challenges are directly affecting the areas you have highlighted: strategic decision making and planning, contact management, systems, and governance. We have no excuse for this. However, we want to be clear about what this means in practice. These are known issues that we are working through as a business. Our operational teams are being expected to ensure that these challenges have minimal impact on residents-much as we do across the other estates we manage.





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You have rightly acknowledged these patterns. We recognise them. However, addressing them will require us to work together as partners as we work through this

transition. We have undergone significant mergers and transitions, and whilst you have expressed concerns that these problems are getting worse as a result, I want to also ensure we take time to accept that many areas have improved and are working well, as reflected in the resident survey.

Four Core Issues Identified

From Tuesday's discussion on 21 October, five main themes emerged that we have taken seriously. If there are additional strategic areas of concern that we have not captured, please let us know and we will address them.

Theme 1: Staff Competency, Preparedness, and Quality of Information.

You raised concerns about the competency and preparedness of our staff attending meetings, as well as the quality of information we are providing. You gave specific examples of representatives arriving without adequate knowledge, not having reviewed meeting minutes, and lacking necessary context. You also highlighted that we are sending inaccurate information-including spreadsheets with errors and figures that do not add up. This undermines our credibility and damages trust.

We have taken this feedback directly to our Senior Directors across the organisation. We have confirmed that this is unacceptable. This is not just an estates management issue-it affects everyone who contributes to the WDCO relationship. All colleagues attending governance meetings with you must be properly prepared, briefed, and must ensure that any information provided is accurate and quality-assured before engagement.

Jada and Nik are fully sighted on this concern and will ensure that colleagues from across NHG are prepared to the standard you have set out. We have communicated this expectation across the organisation. Prior to colleagues from other teams joining meetings with you, we will confirm that they have reviewed relevant documentation, understand the context, and are ready to engage substantively. This will be actively monitored and regularly reinforced across all teams contributing to the Woodberry Down partnership.

Going forward, where you experience behaviours or performance that contradict this commitment, we ask that you flag this to: Mica Joseph (Head of Estate Management), myself (Director of Places), or Lizzie Stevens (Managing Director of Places and Estates) for operational matters; or to Julian Rodriguez (Deputy Director of Development





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Partnerships) or Jake Brodetsky (Director of Development Partnerships) for regeneration or development matters. If your concern relates to Jake, please raise it with Lizzie; if it concerns Lizzie, please raise it with Jake.

Theme 2: Heat Network and Insite Changeover

This was a major source of frustration, and you have raised significant concerns about how this transition has been managed. Letters regarding the Insite changeover were sent to residents before Jada and the team were informed. This represents a critical breakdown in communication and coordination within our organisation.

You are extremely concerned about several specific issues: how meter readings will be handled during the changeover, how billing will work, and critically, whether residents will be overcharged or receive higher bills during this transition. You have asked for clear reassurance and guarantees that residents will not be left out of pocket if charged on estimates due to the changeover, and what recourse and correction processes are available to residents.

We recognise that you, and the Independent Tenant Liaison Adviser (ITLA), will rightfully hold us accountable if this transition is not managed well. We are treating this as a priority. Our Heat Network team will work more closely with Jada's team to ensure that central communications are coordinated, that frontline teams are briefed in advance, and that residents have clear, accurate information about the transition, billing processes, and their protections.

Theme 3: Service Charges and Section 20B Communications

You have been heavily critical of our service charge management, and we acknowledge that this criticism is justified. Two Section 20B notices are now on account. Regardless of compliance, this is a matter of significant concern. One of our commitments when we commenced as NHG Places was to deliver service charges accurately and on time. We have failed to deliver this for the second financial year running, following a historic service charge review that took four years. We cannot defend this position.

Additionally, you have criticised the quality of the most recent Section 20B notice. You and the ITLA contacted Jada to discuss this notice after it had already reached residents' doorsteps. You made it clear in the meeting that you are aware letters go out

from our organisation centrally with errors, and that Jada often does not have sight of them before residents receive them. You criticised us for this lack of alignment.





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We accept this feedback. These processes are now under review, and we are committed to ensuring that future service charges and communications are coordinated, quality-assured, and communicated clearly to residents and partners in advance.

As part of NHGs changes we have engaged with AD ESSE, a specialist service charge consultancy. I would like to recommend that you meet with Dan, who is our lead, so that you can provide your insights and experiences directly to him. This will then help

feed into our future ways of working with the aim of benefiting Woodberry Down residents and all NHG residents.

Theme 4: Phase 3 Move-In and Handover Process

You raised significant concerns regarding the quality of the Phase 3 move-in and handover process. These concerns reflect similar themes to those identified elsewhere: competency and readiness of personnel involved, accuracy of data being shared with residents and partners, and coordination between different parts of our organisation.

Jake Brodetsky, our Director of Development Partnerships, is better positioned than I am to discuss the detailed operational matters relating to Phase 3. However, both he and Gareth Crawford have acknowledged that there were lessons to be learned from the Phase 3 handover, that changes have already been implemented as a result, and where necessary, they have accepted responsibility for shortfalls. This transparent approach to acknowledging where things did not go as they should have is important, and we are committed to ensuring those lessons inform how we approach future phases.

Your concerns about Phase 3 also highlighted the cross-cutting nature of the issues we face as an organisation. The competency and preparedness gaps identified in Theme 1, combined with the accuracy and coordination of data sharing from Theme 3, were evident in the Phase 3 process. These are systemic issues that require action across multiple functions, and we are treating them as such.

Jake remains your key point of contact for all regeneration-related matters, including Phase 3 follow-up and any concerns relating to the development phases.

Theme 5: Points of Contact

There was a discussion during Tuesday's meeting about whether NHG has a single point of contact for WDCO. Given the way our business is currently structured, we do not have one individual serving in that capacity. However, we want to be clear about how this works at partnership level.





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At the strategic level, you have two senior points of contact: Jake Brodetsky, our Director of Development Partnerships, and Lizzie Stevens, our Managing Director of

Places and Estates, both of whom report directly into our executive leadership team. These are the two most senior individuals involved in the Woodberry Down development at NHG. While neither is involved in day-to-day operational matters, both are positioned to escalate matters, make decisions, and influence our organisation where and when needed. They both lead the teams of staff who deliver services on a

day-to-day basis, which means they have full visibility and understanding of the estate and the business.

You have Lizzie and Jake's email addresses. As you will see, they are copied into this email. Should you feel at any point that my team or one of our colleagues are not doing what they need to do, you are absolutely within your right to contact them directly. However, we want to be clear that all of us-NHG, Hackney, Berkeley, and WDCO-need to support the governance structure that has recently been established and work together to make the most of it. Its important all of us keep to the agreed escalation process to ensure the best chances of success going forward and to empower staff.

Partnership Relationship and Expectations

The Partnership Agreement establishes that the purpose of our partnership is to build trust between partners, facilitate collaborative working across organisations, ensure clear communication, and address challenges which arise from the regeneration. As a partner, WDCO has the right to escalate issues to the Partnership Board for joint resolution where you are not satisfied with a service or there is an operational concern. This is exactly what you have been doing, and we respect that right. However, we want to discuss what an effective partnership looks like beyond escalation.

While we acknowledge that historically there have been legitimate concerns about our performance, we have also seen significant improvements in recent times. Yet we sense that there remains a pattern of engagement focused primarily on identifying what we are doing wrong, rather than working collaboratively with us to understand the sector-wide challenges we face, to discuss solutions together, and to find ways forward that benefit residents. Partnership is not simply about critique-it is about working through difficulties together. When our teams feel that engagement is persistently adversarial rather than collaborative, it creates a challenging environment for staff who are genuinely trying to improve services. The ask going forward is that where good performance is seen or experienced that it is acknowledged and accepted.





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I was therefore thrilled to see a lovely email come in from a member of WDCO relating to a positive experience from several residents related to a cleaner this week. The message was passed along and genuinely makes a big impact.

I also want to be draw attention to the suggestion that Woodberry Down residents, or WDCO should be treated differently or should receive special treatment. Whilst we absolutely recognise that Woodberry Down is a significant regeneration programme and that WDCO has a unique partnership role, we must be careful about this language.

Every resident's home is special to them, regardless of where it is in London or how it came into being. Our primary obligation is to deliver a safe, clean, warm home and a good service to all our residents-whether they live in Woodberry Down, or anywhere else we operate.

I am confident that the energy and resources NHG are putting into the estate highlights that NHG is giving the estate appropriate levels of importance, whilst continuing to ensure equity for all of our residents.

What this means in practice is this: we will honour our contractual and procurement obligations to the regeneration. We will deliver in line with all regulation and governance requirements. And where, as a result of the unique partnership arrangement at Woodberry Down, we have additional capacity and resources to invest in placemaking and community initiatives, we will do so-and residents will see the direct benefit of that investment. This however will be done making sure all our residents at Woodberry receive the same best effort as all our NHG residents.

We believe an effective partnership means being honest about these boundaries while genuinely working together to deliver the best outcomes within them.

Partnership Culture and Learning for Future Phases

We want to raise something that reflects both where we have come from and where we need to go as a partnership.

WDCO and the ITLA have, in the past, often found themselves positioned as the primary advocates for residents when they have felt that NHG was not sufficiently listening or responding. We understand why that dynamic developed. It was born out of legitimate frustration with service failures and delays. However, we want to acknowledge that this dynamic has, at times, created an adversarial tone that is ultimately counterproductive





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to what we are all trying to achieve. We are now showing up, engaging constructively, and being transparent about challenges. Where things are taking longer, we are explaining why. Where we need to apologise, we will. We need the partnership culture to reflect this shift.

We recognise that holding each other to account remains essential. However, we would be encouraged if WDCO could reflect with us on how we, as partners, approach our collective work. We suggest that in a future Partnership Board meeting, we take time to discuss and reset the cultural tone of our engagement. This is not about avoiding difficult conversations or ignoring problems. It is about being realistic about the challenges we face, acknowledging the progress being made, and building a partnership dynamic that is grounded in mutual respect and collaborative problem-solving rather than adversarial positioning.

Additionally, as we reflect on what has worked and what has not worked across the NHG-managed blocks during this current phase, we believe there is significant value in capturing these learnings and applying them constructively to the design, procurement, and operational approach for the next phases of development. The partnership has an opportunity to use this experience to improve the architecture, components, and delivery mechanisms that will underpin future phases. We would welcome WDCO's input in identifying those learnings and helping to ensure they inform the evolution of the scheme.

Actions

There are a number of things we are now going to do, in addition to what we have already implemented, to support the organisational change we are undertaking and to ensure you are receiving the updates and reassurance that demonstrates our progress.

We are committing to four key actions:

1. On a rotated basis, both Mica and I will now aim to join the Estate Management Board meetings to support Jada in her role and provide direct leadership and strategic oversight. This ensures you have senior leadership visibility on the decisions and progress being made.
2. At the Partnership Board meetings, Lizzie and Jake will continue to attend.
3. We will request that the Partnership Board establish, if not already in place, a dedicated moment for NHG to provide a business update on our organisational change process and our journey toward compliance. We want to be transparent about this work-it will take time, but it is fundamental to how we operate.



4. We are committing to a comprehensive full review of the tender documents and our contractual obligations as a partner within the Woodberry Down

regeneration. We will conduct a thorough review of where we are and are not meeting those obligations, identify what we need to do to put shortfalls right, and explain where we cannot meet an obligation and what alternatives are available. We will then provide the partnership with a comprehensive outcome of this review. A full timetable of this work will be shared in early December.

5. WDCO recommended to meet with AD Esse and NHG as per note in theme 3.

The agreed WDCO forums will become the primary channels through which we provide you with strategic updates on the changes taking place within our organisation and our route to becoming a fully compliant organisation. Through these updates, you will see our progress in improving both our governance and our consumer standard rating.

You will note that I have also attached the letter Mica Joseph wrote in response to your previous concerns regarding the categorisation of WDCO and your status within the partnership. We continue to support the substantive content of that letter. We will

await your feedback on the draft before formally presenting it, in line with the agreement we reached with you previously through Mica.

We remain committed to delivering the best possible outcomes for Woodberry Down residents. We are honest about the challenges we are facing as an organisation and the time required to address them. However, we are equally committed to working with you as a respected and essential partner in the Woodberry Down regeneration. Tuesday's meeting came at a pivotal moment in our journey. While there is undoubtedly more to do, I am proud of what my team and our colleagues have been able to achieve over the past few years, and I am optimistic about what we can accomplish together moving forward.

Thank you again for your engagement and for the opportunity to clarify these important matters.

Kind regards,



James Glass

Director of Places





WOODBERRY DOWN
Notting Hill Genesis

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Cc: Lizzie Stevens, Jake Brodetsky, Mica Joseph, Jada Guest

