

Away Day Update
Woodberry Down Round Table Meeting
06 March 2025

Introduction

1.1 The Woodberry Down Regeneration Partners Away Day, held on 27th January 2025, brought together the partners from across the partnership (Berkeley Homes, Notting Hill Genesis, Manor House Development Trust, Hackney Council and WDCO) to review and discuss how the partnership is working and improve governance arrangements/ ways of working.

1.2 The Away Day was led by Lisa Taylor, an experienced facilitator, who has worked with a number of Councils facilitating cross sector partnership meetings.

1.3 In preparation for the Away Day, Lisa held a series of 121 calls with partners, met with Senior representatives across the partnership and worked closely with the Regeneration team to plan and prepare for the session.

1.3. The agenda was also shared with partners ahead of the Away Day which helped to shape the content and format for the day.

1.4 A summary document, which set out what the partnership was proud of, the areas that could be improved (which included a particular focus on meetings), and how we wanted to work as a partnership, was shared with participants on Wednesday 12th February for feedback and comment. One partner organisation, MHDT provided feedback, confirming that they were happy with the summary.

1.5 A link to the summary document can be found [here](#).

1.6. This paper updates on the key takeaways and next steps arising from the Away Day.

Key Takeaways

What Went Well & What Could Be Improved

2.1 The Woodberry Regeneration has delivered positive benefits and a huge amount to be proud of. Key successes include: high quality new homes, maintaining community involvement, great communal spaces, longevity of partnership and an award winning regeneration.

2.2 Partners identified that, underpinning this success are: clearly aligned goals, clear roles and responsibilities and trust and respect. Partners also recognised that, even within these categories, there is some nuance. For example it was noted that vision of the place is clearer than the vision for the partnership and roles and responsibilities clearer for Delivery Partners than the wider partnership. There was also discussion about the importance of trust and the need for greater transparency to help facilitate this.

2.3 Throughout the Away Day, there were a number of suggestions made setting out how stakeholder and governance arrangements could be improved. At a high level, the following ideas were suggested:

- o The need for an overarching programme to help inform what the partnership is working towards
- o Clearer communication - internal and external (e.g. greater transparency within the partnership, a varied comms approach to meet the needs of the diverse WD community and better engagement with WDCO)
- o The need to practice continuous learning *and put the lessons learned into practice*

2.4 Improvements relating to meetings and the working relationship of the partnership are set out in more detail below.

Meetings

2.5. Partners reviewed the meeting structure for the Woodberry Down Regeneration programme. As part of the discussion, a number of suggestions were made, including:

- reviewing frequency of Roundtable and WDCO Board to support better sequencing
- reviewing the Roundtable Terms of Reference with a particular focus on leadership, accountability, frequency, membership and exception reporting.
- considering whether the Roundtable could benefit from a rotating chair, with each partner alternating
- considering closing Strategic Management Board
- ensuring the right level of seniority/knowledge/decision-making authority is present at the right meetings

2.6 One group suggested a simplified flow of meetings, which produced a useful debate. Following the Away Day, and building on the work already undertaken with Delivery Partners last year, the LBH Regen team carried out a further review of meetings. A proposed revised meeting structure is set out in appendix 1, for review and discussion.

Vision for the Partnership

2.7 As part of the partnership visioning work, the group agreed the following partnership goals:

- | | | |
|-------------------|----------------------------|------------------|
| • Shared Vision | • Roles & responsibilities | • Prioritisation |
| • Communication | • Trust | |
| • Accountability | • Voice | |
| • Decision-making | | |

2.8 To get there, the group agreed these key areas to work on:

- o **Trust:** work towards developing trust by being more transparent, delivering on agreed actions, including partners in decision where possible
- o **Governance** - reviewing governance arrangements, frequency, Round Table ToR and clarify roles & responsibilities
- o **Organisational culture** - work towards understanding each other better and

finding more things in common: some non-contentious time together

- o **Resource:** ensure appropriate level of resource is allocated to programme (to support delivery) and meetings (to reduce duplication and increase efficacy)
- o **Communications** - improve internal and external communication (as per point 2.3)

Review of Draft Governance Proposal

2.9 The Roundtable is asked to discuss and comment on the suggested amendments to the meeting structure as set out in appendix 1. A revised proposal incorporating any further amendments will then come to the April Round Table for approval and implementation.

Next steps

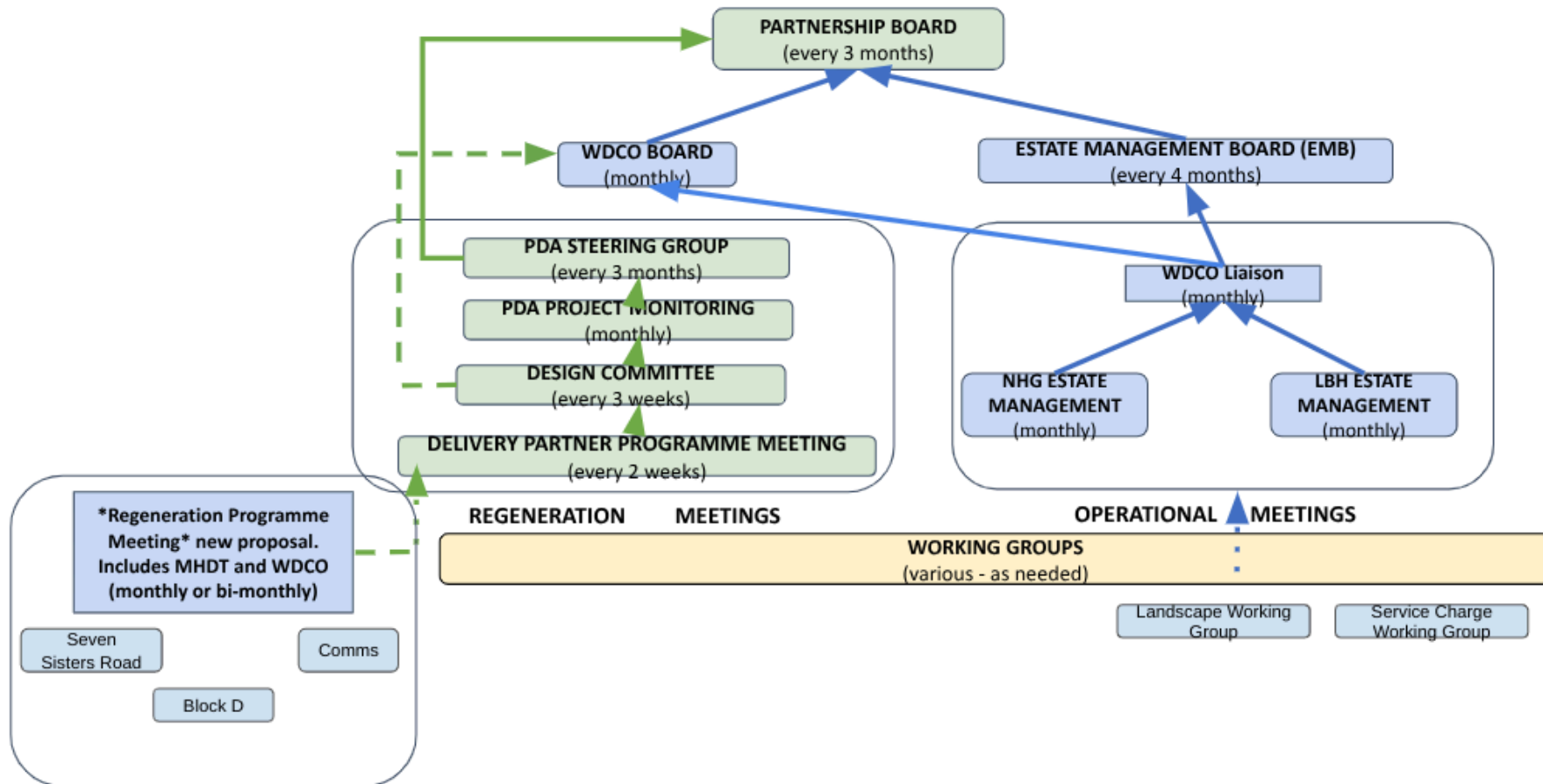
3.0 The Regeneration Programme Management team will work with the relevant leads to incorporate Round Table feedback, and produce a proposed meeting structure for consideration at the April meeting.

3. 1 It is also proposed that the following changes are worked through via a series of meetings with partner representatives.

- Vision for Partnership - review the 2023 Partnership Agreement and consider how it might be updated in light of the refreshed partnership goals
- Review Roundtable ToR - to address performance, accountability, reporting, frequency and membership
- Review SMB ToR - ensuring it has the right focus and membership

3.2 Progress updates will be reported to the Round Table or its successor.

Appendix 1 - Woodberry Down Regeneration Draft Governance Proposal



Top Tier Governance Changes

1. Round Table - becomes a Partnership Board and has a smaller membership e.g. 2 or 3 members per organisation. The meeting focus becomes more strategic, meeting every 3 months and has decision making powers.
2. Strategic Advisory Board - it is proposed that this group is disbanded. There are other meetings which have similar membership and discussion items, so there appears to be duplication.

Regeneration Meetings

3. Design Committee- meets every 3 weeks instead of every 2 weeks (change already made)
4. Introduce PDA Steering Group - meets every 3 months (to be PDA compliant) change already implemented

Operational Meetings

5. SMB - becomes Estate Management Board - as this meeting is a requirement of the PDA, consider reviewing TOR and membership instead of closing it (as suggested at the Away Day). It is proposed that this board is Chaired by the Head of Service for Woodberry Down and has a revised membership which has the authority to resolve operational issues. This should in turn reduce the number of operational issues spilling over into the Regeneration governance meetings.
6. WDCO Liaison/WDCO Board - review sequencing in light of changes to wider governance and meeting structure ensuring right people from relevant organisations attend for the relevant parts of the meeting

Working Groups

7. Explore opportunities to streamline the number of working groups by having one central coordinated regeneration meeting where the relevant items can be discussed. Suggested Chair Head of Woodberry Down or AD Regeneration & Economic Development. Membership includes WDCO & MHDT and meets either monthly or bi-monthly.

Appendix 2 - Meetings Description

Regeneration Meetings

Meeting	Purpose	Attendees
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	LBH, BH, NHG, WDCO (Director level - membership to be confirmed)
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)
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)
Delivery Partner Programme Meeting - every 2 weeks	Oversees and progresses partner issues affecting programme	LBH, BH, NHG (Manager Level)

Operational Meetings - new meetings only

Meeting	Purpose	Attendees
Estate Management (replaces SMB) - every 4 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 (Manager Level)