

## FINAL REPORT



**Report for:**  
**ACTION**

**Item Number:**

<b>Contains Confidential or Exempt Information</b>	<b>NO</b>
<b>Title</b>	Green Man Lane Regeneration Project
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<b>Portfolio(s)</b>	Adult Services and Housing
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	29 <sup>th</sup> January 2008
<b>Implementation Date if Not Called In</b>	12 <sup>th</sup> February 2008
<b>Affected Wards</b>	Elthorne
<b>Area Committees</b>	
<b>Keywords/Index</b>	Green Man Lane, Regeneration, Consultation, Open Competition, Developer selection

### **Purpose of Report:**

This report sets out the consultation process to date on the Green Man Lane estate regeneration proposals and recommends that Cabinet endorses the progression of a comprehensive redevelopment scheme on the estate and that the process starts through an Open Competition for a private developer.

### **1. Recommendations**

That Cabinet agrees to:

- 1.1 Endorse the progression of a comprehensive redevelopment option for the Green Man Lane estate in principle.
- 1.2 Authorise the Executive Director of Regeneration and Housing to undertake a consultation (under s105 of the Housing Act 1985) on the recommended proposals. The outcome of the consultation will be brought back to Cabinet to consider the representations made.

- 1.3 Authorise the Executive Director of Regeneration and Housing following consultation with the Director of Legal and Democratic Services to commence a suitable Open Competition process for the selection of a private developer for the development of the estate. The outcome of the exercise will be brought back to Cabinet to approve the shortlisted developers and then the final private developer selection and redevelopment proposal for the Green Man Lane estate. This will be subject to the outcome of the consultation referred to in paragraph 1.2 above.
- 1.4 Authorise the development of a Design and Development brief in consultation with residents and ward Councillors, which will be approved by the Portfolio Holder of Adult Services and Housing as part of the Developer Competition process.
- 1.5 Authorise the Executive Director of Regeneration and Housing to commence consultation regarding decanting and housing needs information.
- 1.6 Authorise the Executive Director of Regeneration and Housing, following consultation with the Portfolio Holder of Adult Services and Housing and the Green Man Lane Joint Working Group, to award decant status to a Phase 1 decant area that will be identified as the scheme develops and to commence formal consultation on the decanting process at that stage.
- 1.7 Authorise the use of up to £800,000 of s106 funding allocated to the Green Man Lane estate, to fund the small project and consultant team to deliver this process during 2008/9 and to fund the Phase 1 decanting programme, in advance of the selection of the developer partner.

## **Reason for Decision and Options Considered**

### **2.1 Background**

- 2.1.1 In November 2005, Cabinet agreed to the development of a comprehensive strategy, which would identify options for the regeneration of the Green Man Lane estate. The estate was one of the Council's 'key estates' and it was perceived that a regeneration solution was likely to be required in order to resolve the significant crime, anti-social behaviour, design and management issues on the estate.
- 2.1.2 Urban Initiatives, (Urban design and masterplanning consultants), were appointed by the Council in February 2007 to undertake an options appraisal and masterplanning exercise and work began with local residents to explore potential options for their estate.

2.1.3 This Cabinet report includes the following information:

- It sets out the process which has been undertaken to date
- It provides feedback from the resident and stakeholder consultation activities undertaken
- It recommends that the project now moves to an open competition stage to select a private developer partner to deliver a comprehensive redevelopment scheme for the estate.

## **2.2 The Green Man Lane estate**

2.2.1 The Green Man Lane estate is located in the west of the borough within the Elthorne Ward, immediately to the north of the West Ealing centre on the Uxbridge Road. The railway line and Kensington cemetery form barriers to movement towards the north and west. The estate was built in the 1970s and consists of seven 8-storey blocks, some 4-storey maisonette blocks and a small number of three storey town houses. All properties were constructed using a pre-fabricated concrete panel system. A plan of the estate is attached as Appendix 1. This shows the Green Man Lane estate housing land edged in red as the core redevelopment scheme and identifies other potential sites adjacent to the estate.

2.2.2 The estate is located just behind the West Ealing Broadway, so residents benefit from good proximity to local shops and facilities, such as the Sainsbury's and Waitrose supermarkets, a local library and a weekly farmers market. Transport links are good, with a range of buses serving the Uxbridge Road and with West Ealing station within a 5 minute walk from the estate. The estate is surrounded by a series of terraced residential streets which have high values and there have recently been a number of high quality private developments in the area. There is also a fairly wide range of community facilities and services provided for local residents including St John's Primary School, Jubilee Hall, Dean Hall and several private nurseries.

2.2.3 The Green Man Lane estate is a mixed tenure estate with 456 homes, of which 392 are social rented and 66 are leasehold. 71% of the homes on the estate are 1 bed flats and this has led to a problem of overcrowding on the estate. The estate is home to a population of approximately 1000 people and 30% of tenants are currently on the transfer waiting list.

2.2.4 Consultation carried out over the past 2 years has revealed high levels of resident dissatisfaction with living conditions and the environment on the estate. Community safety and drugs related behaviour and the condition of the homes are significant areas of concern for residents.

## **2.3 Stage 1**

2.3.1 In February 2007, Stage 1 commenced with the appointment of Urban Initiatives to undertake a baseline study of the issues and potential on the estate. Residents were invited to join a Representative

Consultative Group and this currently has 17 members who are representative of the local community. As part of stage 1 the following activities took place:

- An Independent Tenant Advisor, Partners in Change was appointed
- Consultation events, place checks and door knocking exercises took place
- A fun day was held in August 2007, which was attended by over 60 residents.

2.3.2 At these events, the Council, with the support of Urban Initiatives, worked with residents to understand the issues they faced and to develop a vision for the estate. The vision for the estate is attached to this report as Appendix 2. The majority of residents who were consulted during this stage supported the principle of comprehensive redevelopment in order to resolve the problems on the estate.

2.3.3 In May 2007, a Stage 1 report was produced which included a baseline analysis of the estate and its issues, a vision for the future of the estate and an initial investigation into a possible framework for the regeneration of the estate.

## **2.4 Resident Survey**

2.4.1 During August 2007, Fordham Research conducted a door-to-door survey of residents to ascertain their views about their homes and estate and to begin to understand some of the specific housing needs of the households on the estate. 57% of residents responded to the survey. In order to build on the results, housing regeneration staff conducted further door-to-door surveys to improve the response rate. In total, 66% of residents have now responded to the survey.

2.4.2 The key findings from the survey are as follows:

- 58% of residents are from a BME group
- 43% of tenants living in social rented housing saying they have too few bedrooms
- 71% of residents feel unsafe on the estate at night
- Drugs and drunken behaviour are the main issues faced by residents
- 59% of residents are dissatisfied with the Green Man Lane as a place to live

2.4.3 The main findings from the survey are set out in Appendix 3 of this report.

## **2.5 Stage 2**

2.5.1 Stage 2 of this process commenced in September 2007 with the establishment of the Green Man Lane Joint Working Group (GML JWG). The purpose of the JWG is to be the main body for joint

working between residents and London Borough of Ealing and to oversee the process for the development and assessment of the options for the future of the estate. The JWG consists of representatives from the Residents Consultative Group, the Police, Ealing Homes, St Johns School, Dean Hall and the Ward Councillors. The JWG is chaired by the Portfolio Holder for Adult Services and Housing.

2.5.2 Urban Initiatives then developed a series of masterplan options for the estate to demonstrate what could be achieved if the estate was partially/fully redeveloped. These options were developed in conjunction with the wider review of the West Ealing area being undertaken for the Council by Tibbalds. The majority of residents who were consulted expressed a preference for an option which showed the full redevelopment of the estate.

2.5.3 Throughout October to December, weekly drop in sessions for residents were held:

- 71 residents attended (16%)
- 58% of residents indicated a preferred design option
- 41% of residents were undecided
- Of those indicating a preferred design option 95% indicated a preference for complete demolition

2.5.4 A session with Key Ring was held for residents with learning difficulties, as well as a mother and toddler session. Contact was also made with the various BME groups on the estate. The ITA held focus groups for randomly invited groups of tenants and leaseholders to 'check' understanding of the issues and processes and separate door knocking work was carried out by the ITA for the same purpose. Meetings with key stakeholders such as Dean Hall and the school also took place. Again, the majority of residents and stakeholders who engaged in this process wanted to see a full and comprehensive redevelopment option for the estate.

2.5.5 A fun day was then held in December which was attended by over 30 residents. An exhibition was displayed in the Community Centre which set out the development options for the estate and the residents were given the opportunity to vote on their preferred option. Residents at the drop session in a week later were also asked to express their opinions. A summary of the votes for the options is as follows:

- Refurbish the estate to the Decent Homes standard – 7 votes
- Partial demolition, phased redevelopment & refurbish – 3 votes
- Complete demolition & phased redevelopment – 34 votes

2.5.6 At the JWG meetings, Urban Initiatives and housing regeneration staff and the ITA presented regular updates on the progress of the project and the development of the options. Residents also attended a series of Urban Design training sessions and visits to develop their

understanding about sense of place, design, density and how regeneration schemes are developed. This training was very successful and was well received by residents.

- 2.5.7 In late November, the Council worked with Urban Initiatives to analyse the feedback from residents and finalise the scheme options to identify a core scheme in order to provide clarity on the extent of the redevelopment which could be delivered on housing land and identify the potential for additional sites which would be subject to further discussion. This was presented at the fun day and drop in session in December and at the December JWG meeting. At this meeting the JWG asked Councillor Green to make a recommendation to Cabinet that an open competition for a developer partner should be undertaken to develop a comprehensive regeneration scheme option for the estate.
- 2.5.8 The Independent Advisor, Partners in Change, has produced a comprehensive report at the end of the Stage 2 process. This sets out the work that Partners in Change has undertaken throughout 2006 and 2007 to provide independent advice to residents and details the support it has given to the Council's consultation and engagement activities. The report endorses the Council's findings regarding residents' preferred option for the estate.

## **2.6 Summary of the Options**

### **2.6.1 Refurbishment**

One option for the estate is to refurbish the stock to the Decent Homes Standard and carry out targeted public realm improvements. There is currently £11.8 million of Decent Homes funding identified to bring the homes on the estate up to the Decent Homes standard. This option involves minimal intervention and subsequent disruption to residents and minimises capital investment in the short-term but is not likely to resolve the significant problems of the stock or built environment. There are fundamental issues on the estate, (such as the undercroft parking), which could not be addressed and there would be no opportunity to increase density on the estate and bring about subsequent urban design improvements. There would also be no opportunity to provide larger homes on the estate and this option would not provide the opportunity to redress the tenure mix on the estate, so the predominance of affordable rented housing would remain. There would also be an ongoing maintenance requirement which is likely to be more significant than the current funding available.

### **2.6.2 Partial redevelopment and refurbishment**

In this option, 3 blocks, (Wigmore Court, Evesham Court, Lacock Court), are identified for retention whilst the rest of the estate is demolished and redeveloped. This option creates the opportunity to deliver a limited number of private homes for sale in order to provide cross subsidy for new affordable homes on the estate and does provide the opportunity to improve much of the estate and to provide a

more balanced mix of tenures. The construction of new affordable homes provides the opportunity to provide larger family homes on the estate to address the overcrowding. However, the retention of the three blocks would mean an ongoing maintenance requirement as in the refurbishment option above and would not enable the creation of a cohesive urban environment because some of the unsatisfactory elements on the estate would remain. There will be a requirement to rehouse some tenants and acquire a number of leasehold properties if this option is delivered.

### 2.6.3 Full redevelopment option

This option involves the comprehensive redevelopment of the whole of the Green Man Lane estate by disposal to a Developer partner on land currently in Housing ownership as shown in Appendix 1. This option provides the greatest opportunity to generate income to cross subsidise the provision of new affordable homes through the construction and sale of private homes. The fundamental issues on the estate can be addressed in a comprehensive manner through the creation of a new high quality public realm and can transform the perception of the neighbourhood. The construction of new affordable homes provides the opportunity to provide larger family homes on the estate to address the overcrowding issues residents face. However, this comprehensive redevelopment option will require the re-housing of all tenants and the acquisition of all leasehold properties on the estate. This is clearly a sensitive and time-consuming process which will need to be managed carefully.

## 2.7 Consultation summary

2.7.1 Throughout the consultation process, Ealing Council, Partners in Change and Urban Initiatives have met with residents who have consistently expressed a desire to see the estate comprehensively redeveloped. To summarise:

- Over 180 residents have attended drop-ins, focus groups, special meetings or fun days
- Over 100 residents have said that they want to see a full redevelopment proposal for the estate,
- A significant number of the other attendees want to see further detailed proposals before making a decision on this.

2.7.2 There is a clear desire amongst many residents for the regeneration process to move forward now. As the next stage of the project develops, residents will be leading on the developer selection process, with support from the Council and specialist consultants. Residents involved in this process will receive training and capacity building support so that they can play an informed and active role to assist in the Council's decision-making process. At the same time, more detailed consultation with individual residents (and the secure tenants in particular) is will take place before a decision is made to proceed . The final redevelopment proposals will also be presented to all

residents on the estate and, as part of this process, residents will be made fully aware of the implications of selecting a developer partner and proceeding with the scheme proposals.

- 2.7.3 Officers will conduct further door-to-door survey work to establish housing need and individual views about the redevelopment proposals for the estate. Further consultation will also be targeted at specific hard to reach groups on the estate to ensure that they are fully involved in the process.

## **2.8 Open Developer Competition Proposal**

- 2.8.1 In order to build on this work and to develop a regeneration proposal which can be delivered without a significant period of delay, officers recommend that the next stage of the project should be the development of a Design and Development brief for the estate with residents and ward Councillors, and the commencement of an Open Competition for a developer partner. The GML JWG has endorsed this approach.

- 2.8.2 The Open Competition approach is considered an appropriate and positive way to take forward the redevelopment of the Green Man Lane estate because it is anticipated that there will be significant market interest in the development opportunities on the estate, given its location in Ealing. An open competition will drive innovation and encourage creativity from developers and another significant outcome will be that, as part of the competition process, the developer will develop a deliverable masterplan for the estate, thus reducing the Council's start up contributions. Residents and the Council will be able to clearly specify their requirements and interrogate the developer proposals throughout the competition process.

- 2.8.3 It is proposed that the redevelopment scheme is structured through a land sale and development agreement with the Council's requirements clearly specified in the competition brief. The Council will be seeking a visionary developer to work with the Council and residents on development and delivery of a masterplan for the estate. A design brief will be developed with residents and ward Councillors and will be signed off by the Portfolio Holder of Adult Services and Housing.

- 2.8.4 It is proposed that officers will undertake estate-wide consultation in the New Year to determine the housing needs of each individual household. As the Developer selection process progresses, it is anticipated that we will be able to identify the most suitable location for a Phase 1 decant programme in advance of the final proposals being developed. If this is the case, authority is requested for the Executive Director of Regeneration and Housing, in consultation with the Portfolio Holder of Adult Services and Housing and the JWG, to agree decant status for a Phase 1 decant programme and to progress formal consultation regarding decanting that the Council will be statutorily required to undertake, once the full scheme details are developed. This will help to ensure that once a preferred private developer partner



is identified, the redevelopment project can be delivered in a timely manner.

2.8.5 The Green Man Lane Project team will work closely with Ealing Homes to identify opportunities to have a more regular presence in the housing office in order to continue consultation with residents and to answer queries about the redevelopment process as it develops.

### **3. Financial Implications**

- 3.1 As part of the Stage 2 exercise, work has been undertaken by Urban Delivery and Navigant Consultants to develop financial appraisals for the aspirational scheme options. These demonstrate that the delivery of a regeneration scheme on the estate is viable subject to the prevailing market conditions at the time the project is marked, however, further detailed financial appraisal work will be carried out once the Council has received financial offers from developers as part of the Open Competition process. Careful consideration will need to be given to the tenure mix which is proposed for the new estate and the numbers and size of affordable homes which can be delivered.
- 3.2 Residents will be involved in this process and will receive training and support to understand how the scheme finances are developed and to interrogate the implications of the differing developer offers.
- 3.3 The Green Man Lane redevelopment opportunity will be put to the market as a no grant scheme which will need to re-provide the social housing currently on the estate. The remainder of any new units will need to be provided on a 50% private, 50% affordable basis, with 70% of the affordable units being rented and 30% being shared ownership. These assumptions will be tested through the competition process and any change will be brought back to Cabinet as part of the endorsement process.
- 3.4 This opportunity will be marketed as a no grant scheme as it is considered that high land values can be generated through any redevelopment scheme. The estate has an excellent location in relation to Ealing Town centre, public transport and retail facilities and is surrounded by properties which command a high value. These factors should assist greatly in being able to develop a scheme which is not reliant on other subsidy and it is the Council's expectation that developers should strive to make this achievable through their scheme proposals. This is a starting point for testing the market and will be evaluated. The results will be brought back to Cabinet at key stages in the process.
- 3.5 The full financial implications of the scheme as it develops will be set out in future Cabinet papers.
- 3.6 Further s106 funding will be required to run the developer competition and carry out consultation work on the estate. Up to £350,000 will be needed to undertake the Developer selection process in the first year.

This allocation will fund a small dedicated Ealing Council project team to deliver the project next year and will also fund a range of services including the development of the detailed development appraisal, support for the developer competition and the development of the design brief. It will also cover legal, planning and valuation fees. This funding comes from the S106 contributions which have been identified for the Green Man Lane estate and which have been earmarked for this project as part of the S106 review process.

- 3.7 Tenant decanting and void decommissioning costs are estimated to be in the region of £450,000 per block. It is envisaged that the Phase 1 phase decant programme will include one block on the estate. The associated cost will be funded from s106 contributions for the Green Man Lane estate. There will also be a requirement to purchase a number of leasehold properties as part of the Phase 1 decant programme. At this stage it is estimated that up to 5 leasehold properties will be purchased as part of Phase 1. The likely cost of these buybacks and associated payments has been included in proposals for the Capital programme for 2008/9.
- 3.8 The Phase 1 decant programme will be implemented and funded by the Council before the developer is on board, however, it is expected that all other decanting and buyback costs will be funded through developer contributions as the scheme is developed.

#### **4. Legal Implications**

The full redevelopment option will ultimately result in contractual arrangements for land disposal.

Under section 123 of the Local Government Act 1972 the Council is obliged to obtain the best price reasonably obtainable on the disposal of its own property unless the consent of the Secretary of State is otherwise obtained.

Section 32 of the Housing Act 1985 confirms that before housing land within the Housing Revenue Account can be transferred the Secretary of State's consent must first be obtained.

Section 105 of the Housing Act 1985 requires the Council to maintain arrangements to consult secure tenants on matters of housing management which are likely to affect them. This includes matters that relate to the management, maintenance, improvement or demolition of properties let to secure tenants. The proposals for the Green Man Lane Estate are matters that fall within this requirement.

The consultation arrangements must allow the tenants to make their views known to the Council within a specified period and the Council must take those views into consideration before making a final decision on the matter.

Money paid to the Council as a result of a s106 agreement must be spent strictly in accordance with the terms of the agreement under which it was paid. The recommended proposals will comply with these terms and with related Government guidance, provided that the proposed spend ultimately results in an increase in the number of affordable housing units that would not otherwise have been available.

Given that the proposal is dependent on the Council being able to secure vacant possession of the site a compulsory purchase order will be necessary to secure the leaseholder interests and consent under s10A of the Housing Act 1885 to enable the Council to obtain possession of the residential units let under secure tenancies. Appropriate authority will be sought from Cabinet in time to start these procedures once the scheme and developer have been selected in early 2009.

## **5. Value For Money**

- 5.1 An Open developer Competition will ensure that the value for money implications of developer offers can be assessed in relation to each redevelopment proposal. The process will encourage developers to maximise their offer to the Council and residents thus achieving the best possible regeneration outcome for the Council.

## **6. Risk Management**

### **General Risk**

- 6.1 As with any scheme which relies on realising the value of land there is a risk from the prevailing market conditions, and as members will be aware the market for the sale of residential sites is not currently as strong as it has been for the past few years. Careful marketing and timing will be required to lessen this risk, but in the end a degree of market risk will remain.
- 6.2 Any scheme involving a private developer requires the Council to establish a contractual relationship with the developer and there is always a degree of risk until this is achieved. Careful planning and clear objectives can mitigate this risk but a degree of risk will always remain.

### **Project Specific Risk**

- 6.3 Although costs relating to running the Open Developer Competition will be more limited than a full masterplan exercise and are likely to identify a number of opportunities for the private developer to take on risk in advance of the project being delivered. The Council's financial risk from funding work in advance of any capital receipt being received remains at least in part. Such risk can be limited by arranging for the developer to taking on a number of costs (such as costs associated with consultation, leaseholder and third party interest acquisitions,

rehousing and design development). This approach is designed to improve on the management of risk in order to avoid the costs and time delays incurred by the approach at South Acton. However, a degree of risk remains until the capital receipt is received, with funding up to this point either coming from the Housing Revenue Account or further use of Section 106 funding.

- 6.4 The Open Developer Competition should result in a faster selection of a private developer

## **7. Community Safety**

- 7.1 The regeneration of the GML estate will make a significant contribution to improving the safety and security of residents living in the neighbourhood.

## **8. Links to Strategic Objectives**

The Strategic Objectives are:

- **Environment, housing and culture**  
To make Ealing a better place to live – regenerate the Green Man Lane estate to provide a high quality environment and homes for residents.
- **Safety**  
To make Ealing one of the safest places in London – create a safe neighbourhood for residents living on and around the Green Man Lane estate
- **Health and independence**  
To reduce health inequalities and promote well-being and independence for adults and older people – provide homes which contribute to people's well being and community spaces for activities aimed at improving health to take place.
- **Economy**  
To ensure that there are opportunities for all people and businesses to Prosper – create retail opportunities and work opportunities linked to the regeneration activities on the estate and to link the estate into the wider West Ealing area.
- **Children and young people**  
To create a great place for every child and young person to grow up - to create community and play facilities as part of the regeneration scheme which are well designed and safe for children.
- **Organisational improvement**  
Becoming a high performing organisation, focussed on the needs of its Communities – to establish effective project management structures which enable the regeneration project to proceed in an efficient manner

and to ensure value for money is achieved from the activities of partners on the estate.

## **9. Equalities and Community Cohesion**

A broad Equalities Impact Assessment has been undertaken, however, this will need to be reviewed at the start of the next stage of this scheme.

## **10. Staffing/Workforce and Accommodation implications:**

The Green Man Lane project team is already in place and will continue to work on the project. It is likely that a local base will be established on the estate for the next year.

## **11. Property and Assets**

Corporate discussions will take place in January and February 2008 regarding the inclusion of the Singapore Road multi-storey and surface car parks and the possibility of including St Johns School in the wider regeneration proposals.

## **12. Consultation**

The consultation process has been set out in the main body of this report.

## **13. Timetable for Implementation**

8 <sup>th</sup> November 2005	Cabinet agrees that a feasibility study be undertaken to investigate the possibility of the re-development of Green Man Lane
To December 2007	Resident consultation as part of the feasibility study explores the views of residents on where they live and find out about their housing aspirations.
January 2008	Cabinet agrees preferred option (refurbishment/partial or full redevelopment) and to the process of an open competition at Green Man Lane to find a development partner to re-provide social and mixed tenure housing.
Spring 2008	Adverts are placed asking for developers to submit an expression of interest if they feel they could meet the Council's requirements for the re-development of the Green Man Lane estate.  Expressions of Interest submissions received
Summer 2008	Cabinet agrees that a shortlist of 3-5 partnerships be invited to compete in the second stage of the competition.

	Second stage business case brief sent out
	Second stage business case submission received
Autumn 2008	Cabinet agrees that a shortlist of 2 partnerships be invited to compete in the final stage of the competition. Final brief sent out
	Final brief submission received
Early 2009	Cabinet agrees that [preferred developer] become the partners for the re-development of Green Man Lane

#### 14. Appendices

Appendix 1	Plan of the Green Man Lane estate and core Housing Regeneration scheme area
Appendix 2	Vision for the Green Man Lane estate
Appendix 3	Key Resident Survey findings

#### 15. Background Information

8<sup>th</sup> November 2005 – Cabinet Paper

May 2007 – Urban Initiatives – Green Man Lane Stage 1 report

November 2007 – Fordham Research – Resident Survey Report

#### Consultation

Name of consultee	Department	Date sent to consultee	Date response received from consultee	Comments appear in report para:
Internal				
Pat Hayes	Executive Director	19/12/07	17/01/07	Throughout
Helen Harris	Director of Legal and Democratic Services	19/12/07	3/1/07	Section 4 and throughout
David Ewart	Director of Finance	19/12/07	9/1/07	Section 3
Jo Rowlands	Director of Housing	19/12/07		
Councillor Ian Green	Cabinet Member for Adult Services and Housing	19/12/07		
External				
	Green Man Lane Joint Working Group	4/1/07	8/1/07 and 10/1/07	Throughout

## Report History

<b>Decision type:</b> Key decision Entered onto forward plan – 16 <sup>th</sup> November 2007	<b>Urgency item?</b> No
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Authorised by Cabinet member:	Date report drafted:	Report deadline:	Date report sent:
	14.12.07	03.01.08	

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