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Contact: Andrea Carr
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2 September 2020

Dear Councillor

Your attendance is requested at a remote meeting of the **COMMUNITY EXECUTIVE ADVISORY BOARD** to be held on **THURSDAY 10 SEPTEMBER 2020 at 7:00 pm**. The meeting can be accessed remotely via Microsoft Teams in accordance with the provisions of The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020.

Yours faithfully

James Whiteman
Managing Director

MEMBERS OF THE EXECUTIVE ADVISORY BOARD

Chairman: Councillor Angela Goodwin
Vice-Chairman: Councillor Ramsey Nagaty

Councillor Paul Abbey
Councillor Dennis Booth
Councillor Andrew Gomm
Councillor Diana Jones
Councillor Ann McShee

Councillor Bob McShee
Councillor George Potter
Councillor Jo Randall
Councillor Pauline Searle
Councillor Fiona White

Authorised Substitute Members:

Councillor Jon Askew
Councillor Chris Blow
Councillor Ruth Brothwell
Councillor Colin Cross
Councillor Gillian Harwood
Councillor Tom Hunt
Councillor Steven Lee
Councillor Nigel Manning

Councillor Ted Mayne
Councillor Masuk Miah
Councillor Marsha Moseley
Councillor Susan Parker
Councillor Maddy Redpath
Councillor Tony Rooth
Councillor Will Salmon
Councillor Catherine Young

QUORUM: 4

WEBCASTING NOTICE

This meeting will be recorded for live and/or subsequent broadcast on the Council's website in accordance with the Council's capacity in performing a task in the public interest and in line with the Openness of Local Government Bodies Regulations 2014. The whole of the meeting will be recorded, except where there are confidential or exempt items, and the footage will be on the website for six months.

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THE COUNCIL'S STRATEGIC FRAMEWORK

Vision – for the borough

For Guildford to be a town and rural borough that is the most desirable place to live, work and visit in South East England. A centre for education, healthcare, innovative cutting-edge businesses, high quality retail and wellbeing. A county town set in a vibrant rural environment, which balances the needs of urban and rural communities alike. Known for our outstanding urban planning and design, and with infrastructure that will properly cope with our needs.

Three fundamental themes and nine strategic priorities that support our vision:

- | | |
|---------------------|--|
| Place-making | Delivering the Guildford Borough Local Plan and providing the range of housing that people need, particularly affordable homes |
| | Making travel in Guildford and across the borough easier |
| | Regenerating and improving Guildford town centre and other urban areas |
| Community | Supporting older, more vulnerable and less advantaged people in our community |
| | Protecting our environment |
| | Enhancing sporting, cultural, community, and recreational facilities |
| Innovation | Encouraging sustainable and proportionate economic growth to help provide the prosperity and employment that people need |
| | Creating smart places infrastructure across Guildford |
| | Using innovation, technology and new ways of working to improve value for money and efficiency in Council services |

Values for our residents

- We will strive to be the best Council.
- We will deliver quality and value for money services.
- We will help the vulnerable members of our community.
- We will be open and accountable.
- We will deliver improvements and enable change across the borough.

The information contained in the items on this agenda has been allowed into the public arena in a spirit of openness and transparency to gain broad input at an early stage. Some of the ideas and proposals placed before this Executive Advisory Board may be at the very earliest stage of consideration by the democratic decision-making processes of the Council and should not be considered, or commented on, as if they already represent either Council policy or its firm intentions on the issue under discussion.

The Executive Advisory Boards do not have any substantive decision-making powers and, as the name suggests, their purpose is to advise the Executive. The subject matter of the items on this agenda, therefore, is for discussion only at this stage and any recommendations are subject to further consideration or approval by the Executive, and are not necessarily in final form.

AGENDA

ITEM NO.

1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

2 LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

In accordance with the local Code of Conduct, a councillor is required to disclose at the meeting any Disclosable Pecuniary Interest (DPI) that they may have in respect of any matter for consideration on this agenda. Any councillor with a DPI must not participate in any discussion or vote regarding that matter and they must withdraw from the meeting immediately before consideration of the matter.

If that DPI has not been registered, the councillor must notify the Monitoring Officer of the details of the DPI within 28 days of the date of the meeting.

Councillors are further invited to disclose any non-pecuniary interest which may be relevant to any matter on this agenda, in the interests of transparency, and to confirm that it will not affect their objectivity in relation to that matter.

3 MINUTES (Pages 5 - 8)

To confirm the minutes of the Executive Advisory Board (EAB) meeting held on 13 February 2020.

4 INTRODUCING CHARGES FOR RAT AND MICE TREATMENTS (Pages 9 - 22)

5 TENANCY STRATEGY CONSULTATION AND REVIEW (Pages 23 - 86)

6 EXECUTIVE FORWARD PLAN (Pages 87 - 118)

7 EAB WORK PROGRAMME (Pages 119 - 120)

To consider and approve the EAB's draft work programme with reference to the Executive Forward Plan.

13 FEBRUARY 2020

COMMUNITY EXECUTIVE ADVISORY BOARD

13 February 2020

- * Councillor John Redpath (Chairman)
- * Councillor Steven Lee (Vice-Chairman)

Councillor Paul Abbey	Councillor Ann McShee
* Councillor Andrew Gomm	Councillor Ramsey Nagaty
* Councillor Gillian Harwood	* Councillor George Potter
* Councillor Diana Jones	Councillor Jo Randall
* Councillor Ted Mayne	* Councillor Deborah Seabrook

* Present

Councillor Pauline Searle was also in attendance.

C24 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies for absence were received from Councillors Paul Abbey, Ann McShee and Jo Randall. Councillor Maddy Redpath was present as a substitute for Councillor Ann McShee.

C25 LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

Councillor Pauline Searle declared non-pecuniary interests in agenda item number 4 as a trustee of Reskilled and a patron of Homestart.

C26 MINUTES

The minutes of the meeting of the Executive Advisory Board held on 17 October 2019 were agreed as a correct record, and signed by the Chairman.

Arising from the minutes, a councillor expressed a wish for the EAB to review the Procurement Service Strategy when it had been prepared.

C27 COMMUNITY AND VOLUNTARY GRANTS 2020-21

The Board considered an Executive report which set out the proposed allocation of grants to voluntary and community organisations for 2020-21 following their review by the Council's Grants Panel. In order to protect and maintain services to some of the Borough's most vulnerable and disadvantaged residents, the Council was proposing to transfer £50,495 from the community grants budget, where there was a surplus, to support the voluntary grants scheme, which was oversubscribed, in 2020-21.

The following points arose from related questions and discussion:

- All grant applications were scored against a criteria previously agreed by the Council.
- The grant recommended for allocation to the Stoke and District Horticultural Society in respect of Aggie Hall was for essential maintenance works and was anticipated that the refurbished Hall would remain open for some years to come.
- Some grants funded the employment of staff and it was important for applicants to be aware of their likely allocation at an early stage to facilitate forward planning and provide certainty. In the future it was likely that some annual voluntary grants would be replaced by three year rolling service level agreements (SLAs) for this reason and community grants may be provided through a crowdfunding model going forward.

13 FEBRUARY 2020

SLAs would enhance monitoring of grant delivery and outcomes as they required formal monitoring review meetings with grant recipients.

- Although South West Surrey Association for Mental Health had applied for a voluntary grant of £22,500 in respect of its Canterbury Care Centre project, the recommended allocation was a reduced amount of £20,000.
- The total allocation of community grants in 2020-21 was £81,865 and the remaining £50,495 had been transferred to support the voluntary grants scheme.

In conclusion, the Board indicated its support for the recommended community and voluntary grant allocations and transfer of £50,495 from the community grants budget to support the voluntary grants scheme in 2020-21, with the exception of the proposed grant to South West Surrey Association for Mental Health. The Board recommended that the Executive should reconsider the latter grant to establish the Association's need for the full amount of £22,500 applied for and consider increasing the grant to match that sum.

C28 FUTURE MANAGEMENT AND OPERATION OF CHANTRY WOOD CAMPSITE

The Parks and Landscape Manager introduced this agenda item by giving an explanatory presentation in respect of forest schools and 'learning outside the classroom' (LOtC).

Forest schools were described as an inspirational process that offered children, young people and adults regular opportunities to achieve and to develop confidence and self esteem through hands-on learning experiences in a local woodland environment. The presentation explained the principles of forest schools; their regulation, monitoring and delivery; their funding; and the forest school proposal for the Chantry Wood campsite together with its strategic alignment to policies and strategies.

There were six principles of forest schools covering the nature of their learning processes, locations, aims, offerings, practitioners, and range of learner-centred processes to create a community for development and learning. Planning, adaptation, observations and reviewing were integral elements of forest schools, which were overseen by the Forest School Association.

LOtC featured the use of places other than the classroom for teaching and learning. It focused on facilitating children and young people to embrace the outdoors environment whilst providing them with challenging, exciting and different experiences to assist with their learning. LOtC was overseen by the Council for Learning Outside the Classroom.

In terms of regulation, monitoring and delivery, forest schools aligned with and supported the Early Years Framework and National Curriculum whilst contributing to child development and learning. Forest schools were inspected and assessed by Ofsted along with all other schools and nurseries and there were many models of delivery. Delivery consisted of ad hoc and consistent planned sessions for Early Years, Key Stage 1 onwards and Play schemes together with dedicated full time learning provision for Early Years.

Funding for forest schools consisted of the schools budget, Parent and Teacher Associations, parent funding, childcare vouchers, tax free savings or funding provided by others such as Fun in the School Holidays and Playrangers.

The Surrey Hills Forest School, which was well established and provided valuable outputs, provided an example of how a similar provision at the Chantry Wood Campsite may appear.

The forest school proposal for Chantry Wood campsite was likely to consist of two sessions per day (9 - 11:30 and 13:00 - 15:00) with eight children during term time in addition to all day sessions with an average of 20 children during holiday time subject to the child to adult

13 FEBRUARY 2020

ratio. Any arrangement would limit operators to 3 groups of 8 children between 7:30 and 18:00 for 5 days a week and transport to the site would be by minibus. The woods were not being privatised and the forest school activity would be undertaken in common with the ongoing and required public use.

Strategic alignment consisted of the Council's Countryside Vision and Play Strategy, the Surrey Hills Area of Outstanding Natural Beauty management plan, the National Curriculum, Early Years provision, local businesses and national policies.

The Countryside Manager's report advised that when the Executive considered the options available to the Council in relation to the future management and operation of Chantry Wood campsite in March 2019, it decided that public consultation should be undertaken and the results reported back to the Executive to inform its decision on the future of the campsite. Therefore, consultation exercises were undertaken during 2019 via a range of methods. The report set out the responses from the public consultation carried out in November 2019, site users feedback collected during the summer season 2019 and the local consultation undertaken in February 2019.

The key messages resulting from the consultation were that there was strong public support for the continuation of public camping at Chantry Wood, the existing basic facilities had appeal and that people would be willing to pay a higher fee to utilise the facility. Respondents were also supportive of the idea of using this area for a forest school but were concerned about the loss of private camping. Finally, some residents indicated that the Council should consider enabling volunteers to run the site and this has been added to the original options appraisal. The information gathered had been added to the original options appraisal and sought a decision on the way forward.

The EAB was invited to express views in respect of the recommendations to the Executive to agree Option B2 that the campsite continued in its current form with increased fees as shown in shown in paragraph 5.7 of the report and that the Council continued to engage with forest school operators to explore options to increase outdoor education whilst maintaining a camping facility. The reasons for the recommendations were to implement arrangements at the campsite that responded to the views expressed during the consultation whilst protecting the natural environment and reducing the operational cost to the Council.

The following points and comments arose from related questions and discussion:

- The continued use of the site as a private campsite enhanced by the addition of a forest school was welcomed.
- Funding predictions set out in the report were scenarios based on assumptions regarding the numbers of child and adult users and that all users paid the same rate.
- Whilst the minimum price per booking for use of the whole site had increased and a further charge was made per additional adult per night, many consultees had indicated that they were content to pay a higher charge and were in favour of the single use option.
- Although a capital investment of £22,000 to rebuild both toilet blocks to increase their accessibility to disabled people and make them more pleasant received some support from councillors, consultation responses had not indicated strong support for this improvement which would lead to price increases.

The Chairman summarised the EAB's views that the Executive should explore the possibility of making some limited disabled adaptations to improve the campsite's facilities, that Option B2, to continue to provide basic facilities operated by the Council with increased charges, be

13 FEBRUARY 2020

supported, and that the Council continued to engage with forest school operators to explore options to increase outdoor education whilst maintaining a camping facility.

C29 FORWARD PLAN

Having reviewed the Executive Forward Plan, the EAB indicated that it would be interested in reviewing various corporate governance related matters, pest control services and councillor working groups.

C30 EAB WORK PROGRAMME

The EAB's work programme was noted.

The meeting finished at 8.10 pm

Signed

Date

Chairman

Community Executive Advisory Report

Ward(s) affected: All

Report of Director of Service Delivery

Author: Justine Fuller, Regulatory Services Manager

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Lead Councillor responsible: James Steel

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Date: 10 September 2020

Introducing charges for rat and mice treatments

Executive Summary

The report presents details of the existing pest control service provided by the Council and proposes options for introducing charging for rodent (rats and mice) treatments.

The options proposed and considered in the report are:

- Option 1 - Continue to offer a contracted out Pest Control treatment service with free rodent treatments for all residents in the Borough.
- Option 2 - Continue to offer a contracted out Pest Control treatment service but introduce charges for rodents with concessions for users in receipt of qualifying benefits.
- Option 3 – Continue to offer a contracted out Pest Control treatment service but introduce charges for all pest control services including rodents without any concessions.
- Option 4 –Discontinue the pest control treatment service at the end of the current contract on 30 June 2021.

Officers recommend Option 2 as it delivers a saving but continues to maintain support for residents in receipt of qualifying benefits. Option 4 which proposes the most significant changes is also not discounted by officers as it delivers the most significant guaranteed saving.

A recommendation about future service provision from the Executive Advisory Board to the Executive is sought.

Recommendation to Executive Advisory Board

The Executive Advisory Board is asked to make a recommendation to the Executive on the proposed options for introducing charges for rats and mice treatments.

Reason(s) for Recommendation:

In order to ensure the Executive Advisory Board's involvement in scrutinising the options and recommendations for introducing charges for rats and mice treatments for residents.

Is the report (or part of it) exempt from publication?

No

1. Purpose of Report

- 1.1 The purpose of the report is to present background to the existing service provision for rodent (mice and rat) pest control treatments provided by the Council and propose options for introducing charging for rodent treatments which will allow the Executive Advisory Board to make a recommendation to Executive about future service provision.

2. Strategic Priorities

- 2.1 The proposed introduction of charging for rodents supports the strategic priorities by delivering financial efficiency and potentially still helping residents on reduced incomes:

- Using innovation, technology and new ways of working to improve value for money and efficiency in Council services.
- Supporting older, more vulnerable and less advantaged people in our community

- 2.2 The Council is currently undergoing transformation under the Future Guildford programme. In addition to improving customer services, one of the aims is to save money and this proposal potentially contributes to those savings.

3. Background

- 3.1 The Pest Control treatment service is discretionary and particularly targets those pests considered a public health risk, such as rats and mice (rodents). Treatment is a separate issue to the enforcement of statutory pest control legislation that remains a duty on the Council.

- 3.2 In that respect, the Council has specific duties under the Prevention of Damage by Pests Act 1949, namely, to take steps to ensure that the borough is kept reasonably free from rats and mice and in particular to:

- from time to time carry out inspections
- destroy rats and mice on land the Council owns or occupies, and
- enforce duties of owners and occupiers to keep other land free from rats and mice.

- 3.3 The Council does not have to undertake pest control itself and, if it chooses to do so, there is no requirement to offer this service free of charge.

- 3.4 Other powers and duties regarding public health pests are included in other environmental health legislation, such as the Food Safety Act, Public Health Acts, and the Housing Act.

Current service provision

- 3.5 The Council has provided a pest control service for over 35 years. Since 2010, a contractor has delivered a wide range of pest treatments on behalf of the Council. The current contract was jointly procurement with Mole Valley, Surrey Heath and Woking Borough Councils and expires on 30 June 2021.
- 3.6 The current service is reactive, responding to requests from residents for treatments and infestation surveys. All bookings and treatments are conducted by our contractor who residents contact directly by telephone or online at their customer service centre. The contract requires that treatments are conducted a maximum of 3 days after booking and there is a minimum of one pest controller conducting treatments in the Borough full time with 1.5 officers the average.
- 3.7 Table 1 below shows the trend in the number of initial pest control treatments completed in the last 5 years.

Table 1

Number of initial pest control treatments completed in the last 5 years					
Pest/Year	2015-16	2016-17	2017-18	2018-19	2019-20
Bedbugs	51	15	17	11	9
Cockroaches	1	1	2	1	1
Fleas	20	14	12	3	4
Mice	188	194	206	210	134
Rats	808	758	803	947	784
Wasps	483	467	143	299	148
Other (Ants, Beetles, Moths, Squirrels)	16	6	4	3	3
Total	1567	1455	1187	1474	1083

- 3.8 The Council does not currently charge domestic customers for rodent (rats and mice) treatments but the service raises income by charging fees for other pest control treatments and a contribution from the Housing Revenue Account, which pays for the treatments within the Council's housing stock. The current fees and charges are in Table 2 below:

Table 2

Charges for pest control from 1 April 2020 to 31 March 2021			
Pest	Domestic premises	Domestic premises where the main occupier is receiving a qualifying benefit	House in Multiple Occupation
Rodents	No charge	No charge	No charge
Wasps (maximum 1 nest per premise)	£70.00	£38.00	£70.00
Wasps (extra nest)	£38.00	£38.00	£38.00
Other	£85.00	£55.00	£120.00

3.9 To support those residents on reduced incomes a discount of just under 50% is currently offered on all chargeable services for those in receipt of the following:

- Income support
- Disabled persons tax credit
- Council tax benefit
- Housing benefit
- State retirement pension

3.10 The postcode locations of rodent treatments completed by the Council's contractor last year show that the majority of treatments were conducted in GU1 and GU2 postcodes, this is shown in Appendix 1. As GU1 and GU2 are highly populated areas of the Borough, it is expected that they would be the highest users of the service. Please note that these figures are not for the total number of rat and mice treatments conducted in the borough as many other treatments will be conducted in commercial premises and many residents will employ a pest control contractor privately.

3.11 The following income and expenditure table shows the cost of providing the pest control service. Fees and charges are set each year with the aim of no overall deficit. However the deficit or surplus of the service varies each year depending on the demands on free rodent treatments, the number of discounted treatments offered and the income received from the removal of wasp nests.

Table 3

Costs of Pest Control service				
	Actual 16/17	Actual17/18	Actual 18/19	Projected 19/20
	£	£	£	£
Employee related	9,657	9,642	11,163	10,833
Transport	642	658	375	525
Supplies and Services	613	760	389	266
Payment to contractor	46,301	34,713	52,052	39,424
Support	13,596	9,696	11,388	6,036
Total Expenditure	70,809	55,469	75,367	57,084
Income	19,813	7,791	14,450	9,744
Housing Revenue Account (HRA)	45,108	45,000	45,108	45,000
Total Income	64,921	52,791	59,558	54,744
Net Cost (Deficit)	-5,888	-2,678	-15,809	-2,340

Surrey Benchmarking

- 3.12 We have conducted a review of the arrangements in place at the other local authorities in Surrey to benchmark our service and prices against our county neighbours. Whilst two of the eleven Surrey districts and boroughs provide no pest control provision for residents, the remaining nine employ a contractor to conduct a variety of pest control treatments.
- 3.13 The analysis shows that Guildford is now the only Local Authority in Surrey that provides free rodent treatments for all residents.
- 3.14 The benchmarking information also showed that of the 8 local authorities that charge for rodents the fee ranges from £38 to £145 and 6 offer discounts for residents in receipt of qualifying benefits which range from free to £50.63. A summary of the benchmarking analysis is attached at Appendix 2.
- 3.15 Caution needs to be exercised when making direct comparisons since it does not reflect the scale of the services, the quality to which they operate, nor any indication of the level of uptake and hence income.

4. Options Assessment

4.1 The options below are to propose potential financial savings which are required by the Council as part of the Future Guildford programme.

4.2 This report identifies four future service delivery options to:

- Option 1 - Continue to offer a contracted out Pest Control treatment service with free rodent treatments for all residents in the Borough.
- Option 2 - Continue to offer a contracted out Pest Control treatment service but introduce charges for rodents with concessions for users in receipt of qualifying benefits.
- Option 3 – Continue to offer a contracted out Pest Control treatment service but introduce charges for all pest control services including rodents without any concessions.
- Option 4 –Discontinue the pest control treatment service at the end of the current contract on 30 June 2021.

Option 1 - Continue to offer a contracted out Pest Control treatment service with free rodent treatments for all residents in the Borough – status quo.

4.3 The Council may decide to maintain the status quo of continuing to provide all residents with free rodent treatments, as a decision is taken that it is a priority service where Council financial resources should be allocated. Continuing with the existing arrangement would set us apart from all other Surrey Authorities as shown in the benchmarking exercise. It could also be suggested that residents do not expect a free service as it is not common practice for Councils to provide free rats and mice treatments.

4.4 Option 1 does not provide any saving to the Future Guildford programme and savings would be required in other areas of the Council.

Option 2 - Continue to offer a contracted out Pest Control treatment service but introduce charges for rodents with concessions for users in receipt of qualifying benefits.

4.5 Option 2 is the model provided by 6 of the other Surrey Local Authorities. By maintaining a pest control contract, the Council would be able to offer a discounted rate on rodent and other pest control treatments for residents on qualifying benefits as well as providing a value for money rodent treatment for all residents, where the cost from a private contractor is on average over £100. This option may encourage residents to continue to have rodent treatments when needed.

4.6 As we do have a number of properties where there are repeated treatments, introducing a charge may have the added benefit of encouraging some residents to take ownership of infestations rather than using a free service to solely treat the rodents and not tackling the cause of the problem. This may be additional pest proofing, drain repairs or behaviours such as waste storage or bird feeding.

- 4.7 Fees and charges would be set for rats and mice treatments to cover the contractor cost and our internal costs of managing the contract. A contribution of £15,000, reduced from £45,000, from the Housing Revenue Account would support the subsidised treatments within the Council's housing stock. For the reasons described earlier, depending on demand, there may continue to be a deficit in the budget some years.

Option 3 – Continue to offer a contracted out Pest Control treatment service but introduce charges for all pest control services including rodents without any concessions.

- 4.8 Option 3 involves imposing a charge for all rodent treatments which covers all the Council and contractor costs regardless of resident's circumstances. Two Surrey Local Authorities offer this type of service to their residents.
- 4.9 This cost neutral option ensures that residents are offered a value for money service but the Council is not in deficit as a result of providing the service. The option also results in a £45,000 saving per year to the Housing Revenue Account.

Option 4 –Discontinue the pest control treatment service at the end of the current contract on 30 June 2021.

- 4.10 As outlined above, the Council is under no legal obligation to provide a pest control treatment service. In view of the current budgetary situation this option would enable the council to make savings from ceasing to subsidise rodent treatments (option 2) and officer time of managing the contract plus associated on-costs.
- 4.11 There is an established market for pest control with a number of specialist companies providing this service in the South East region. The Council would direct any requests or enquiries for pest control services by appropriate sign posting to commercial providers who are BPCA members via its website or Customer Service team. Two other local authorities operate this model.
- 4.12 Option 4 of discontinuing the pest control service generates the most significant savings as the Council incurs no cost or risk and a £45,000 saving per year to the Housing Revenue Account.

5. Consultations

- 5.1 Councillor James Steel, the Lead Councillor for Environment, Councillor Caroline Reeves, The Leader of the Council and James Whiteman have all been briefed on the proposal and support the introduction of charging for rodent treatments.

6. Key Risks

- 6.1 The key risks of introducing charges are that some residents may not have a pest control treatment when they have an infestation in their property, as they do not have money to pay for a treatment, even at a subsidised rate. This could lead to an increase in the rodent population in the Borough and reputational damage to the Council for withdrawal of a service to residents.

7. Financial Implications

- 7.1 Table 3 shows that there has been a deficit in the overall pest control contract in the last 4 years. The subsidy from the Housing Revenue Account supports both the free rodent treatments and the reduced fees for other treatments for Guildford housing residents. In some years, some of the cost of the free rats and mice treatments are offset by surplus in wasp treatments but this cannot be guaranteed.
- 7.2 Table 4 below is a summary of the potential savings. The savings in options 3 and 4 can be guaranteed however any savings in Option 2 are dependent on the number of discounted treatments offered.

Table 4

	Potential annual saving or cost to the Council
Option 1	£0 savings plus any surplus or deficit
Option 2	£30,000 from HRA plus any surplus or deficit
Option 3	£45,000 from HRA plus removal of risk of deficit in Options 1 & 2
Option 4	£45,000 from HRA plus removal of risk of deficit in Options 1 & 2

8. Legal Implications

- 8.1 There is no statutory duty for the Council to provide a pest control service.
- 8.2 A discretionary pest control service can be provided under the Localism Act 2011. The Act also allows the Council to charge for discretionary services provided the recipient of the service agrees.
- 8.3 The Council has obligations under the Prevention of Damage by Pests Act 1949 and the Public Health Act 1936 which requires the Council to enforce the duties of owners and occupiers to keep their land free from pests. In some cases these duties may require the Council to carry out pest removal work in default. In these cases, the Council will be entitled to recover the costs of doing so from the owner or occupier.

9. Human Resource Implications

- 9.1 There is a small likelihood of an increase in officer time required to investigate pest control complaints, but this is low as the majority of residents will continue to instruct a pest control officer if they have rats or mice at their property.

10. Equality and Diversity Implications

- 10.1 This duty has been considered in the context of this report and it has been concluded that there are no equality and diversity implications arising directly from this report

11. Climate Change/Sustainability Implications

11.1 There are no climate change or sustainability implications as a result of the proposal.

12. Summary of Options

12.1 There are four options being proposed:

- Option 1 - Continue to offer a contracted out Pest Control treatment service with free rodent treatments for all residents in the Borough.
- Option 2 - Continue to offer a contracted out Pest Control treatment service but introduce charges for rodents with concessions for users in receipt of qualifying benefits.
- Option 3 – Continue to offer a contracted out Pest Control treatment service but introduce charges for all pest control services including rodents without any concessions.
- Option 4 –Discontinue the pest control treatment service at the end of the current contract on 30 June 2021.

12.2 Officers recommend Option 2 as this option provides a saving to the Council whilst also continuing to support those residents with reduced incomes. In addition, consideration should however also be given to adopting Option 4 as it provides a larger saving to the Council which cannot be discounted due to the size of the savings required to be made to the Council budget as part of the Future Guildford programme.

13. Conclusion

13.1 The Council is currently in the process of making savings due to a significant budget deficit and this report provides a variety of options for the Council to consider which could potentially contribute to those savings by changes to the existing pest control contract and the subsidies provided to residents.

14. Background Papers

None

15. Appendices

Appendix 1 – Pests by location across the Borough

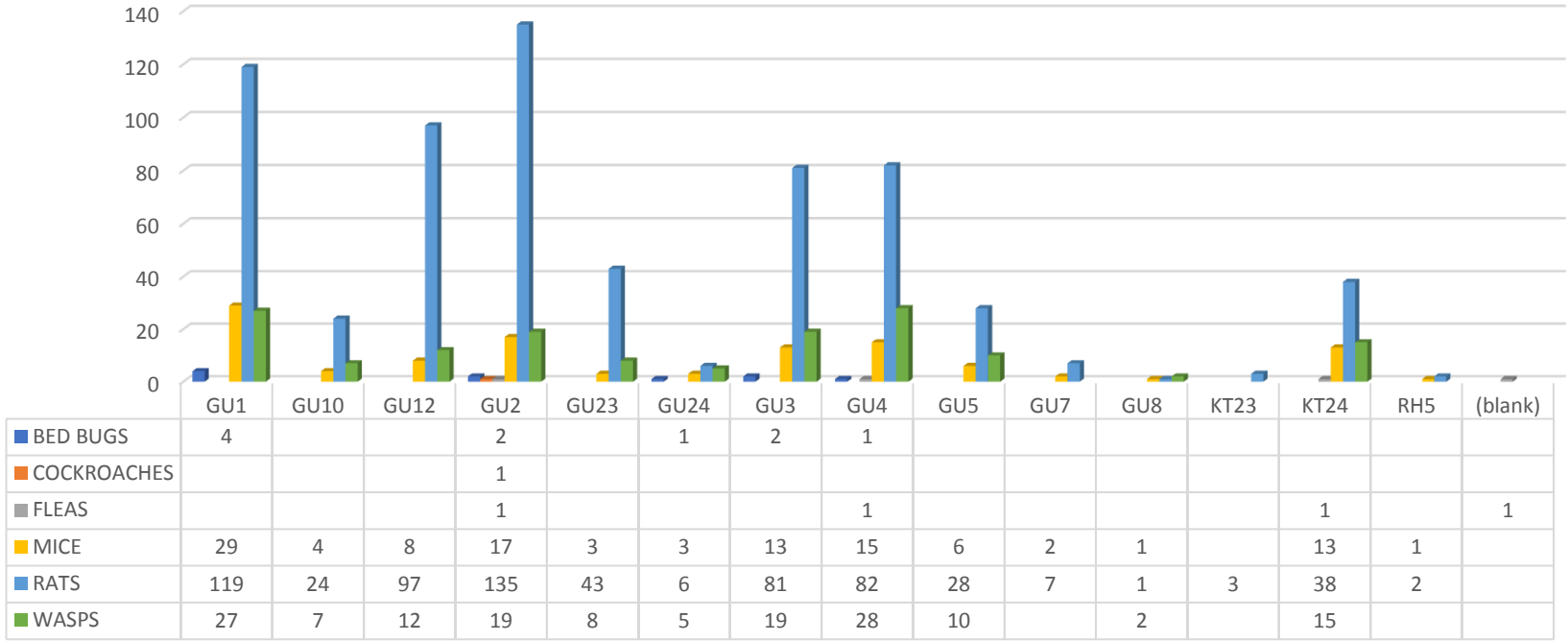
Appendix 2 – Surrey benchmarking exercise

Agenda item number: 4

Please ensure the following service areas have signed off your report. Please complete this box and do not delete.

Service	Sign off date
<i>Finance / S.151 Officer</i>	<i>18/08/2020</i>
<i>Legal / Governance</i>	<i>11/08/2020</i>
<i>HR</i>	<i>07/08/2020</i>
<i>Equalities</i>	<i>N/A</i>
<i>Lead Councillor</i>	<i>10/08/2020</i>
<i>CMT</i>	<i>24/8/2020</i>
<i>Committee Services</i>	

2019-20 Pests By Location



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Local Authority	Price of rodent (rats and mice) treatment	Comment on service
Elmbridge	N/A	Residents have to pay for and arrange treatments with private contractor as the Council does not provide a service. Advice provided to residents on employing a pest control contractor.
Epsom and Ewell	£67.50 £50.63 (in receipt of qualifying benefit)	Contractor called Monitor provide service on behalf of the Council.
Guildford	Free service to all residents	Contractor called SDK Environmental Ltd provide service on behalf the Council.
Mole Valley	£46.50 £32.50 (in receipt of qualifying benefit)	Contractor called SDK Environmental Ltd provide service on behalf the Council.
Reigate and Banstead	£80.00	Contractor called Rentokil provide service on behalf the Council.
Runnymede	N/A	Residents have to pay for and arrange treatments with private contractor as the Council does not provide a service. Advice provided to residents on employing a pest control contractor.
Spelthorne	£44.00 - Rats £69.00 - Mice	Contractor called SDK Environmental Ltd provide service on behalf the Council.
Surrey Heath	£53.00 £43.00 (in receipt of qualifying benefit)	Contractor called SDK Environmental Ltd provide service on behalf the Council.
Tandridge	£145 plus VAT Free (in receipt of qualifying benefit)	Contractor called Balcombe Pest Control provide service on behalf the Council.
Waverley	£80.00 Discount (in receipt of qualifying benefit)	Contractor called SDK Environmental Ltd provide service on behalf the Council.
Woking	£38.00 £19.00 (in receipt of qualifying benefit)	Contractor called SDK Environmental Ltd provide service on behalf the Council.

Pest Control – Surrey Benchmarking 2020

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Community Executive Advisory Board Report

Ward(s) affected: All wards (with social tenure)

Report of: Director of Service Delivery

Author: Robert Johnson, Housing Strategy & Enabling Manager (interim)

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Date: 10 September 2020

Tenancy Strategy

Executive Summary

Under the Localism Act 2011 (s.150), the Council has a duty to prepare and publish a tenancy strategy, which should be periodically reviewed thereafter. Having originally published a tenancy strategy in 2013, the Council has now conducted the required review. The revised strategy sets out how the Council and other social landlords (Registered Providers or housing associations) operating in Guildford will determine the type and length of tenancies to be offered to social tenants in the Borough.

The strategy must include everything that social housing landlords should consider when drawing up their own tenancy policies, including the:

- different types of tenure to be offered
- circumstances under which these different types of tenancies will be granted
- where fixed term tenancies are granted, the lengths of those terms
- circumstances in which a new tenancy will be given should any fixed-term tenancy expire.

The government regulator of social housing sets the Tenancy Standard that requires all social landlords to publish individual tenancy policies, which in turn determine tenancy types and tenancy lengths for new tenants and how they are reviewed on any expiry.

The purpose of the strategy is to set out the Council's approach to the use of flexible and other tenancies. It is intended to provide guidance to Registered Providers (housing associations), informing their policies and practices to ensure that they meet housing need across the whole of Guildford Borough. In addition, it will indicate to housing applicants what they can expect from a tenancy, flexible or otherwise, to:

- make the best use of social housing stock
- meet local housing needs and prevent homelessness
- enable a range of tenure options in a more balanced housing market
- promote sustainable communities.

The tenancy strategy also aims to support the Council's wider aspirations and can assist in improving the focus on community needs, established through dialogue and consultation with local stakeholders and communities and delivered in partnership with other organisations.

In addition, the tenancy strategy permits the council to offer flexible tenure in line with current housing need.

The Executive will be considering this matter at its meeting on 27 October 2020.

Recommendation to Executive Advisory Board (*delete as appropriate*)

The EAB is invited to submit such comments on the revised Tenancy Strategy as it thinks appropriate.

Reason(s) for Recommendation:

There is a legal requirement under the Localism Act 2011 for the Council to prepare and publish a tenancy strategy and to review that strategy periodically, which this report addresses. In line with this statutory requirement, all of the social landlords operating in Guildford must consider the Council's over-arching strategy, as set out in the appendices to this report, which has been circulated as a consultation document to each social landlord operating in the Borough, as well as being available online for all stakeholders.

Is the report (or part of it) exempt from publication? (*delete as appropriate*)

No.

1. Purpose of Report

- 1.1 There is a legal requirement under the Localism Act 2011 for the Council to prepare and publish a tenancy strategy and to review that strategy periodically, which this report addresses. The strategy itself sets the over-arching framework that social landlords operating in the Borough should have regard to in framing their individual tenancy policies.

2. Strategic Priorities

- 2.1 The strategy has been drafted to support the current corporate key strategic objective of providing the range of housing that people need, particularly affordable homes, and is also in line with the following strategic housing priorities:

Objective 1 - Delivering more affordable homes: new affordable housing supply and redevelopment and re-use of existing social housing stock

Objective 2 - Providing support to help prevent homelessness or house those in emergency need

Objective 3 - Supporting residents to live safe, healthy and independent lives to promote good health and wellbeing

Objective 4 - Working with our partners to support the delivery of our joint aims and wider community benefits.

- 2.2 The Tenancy Strategy meets the core values of the Council in respect of the provision of timely, reliable and targeted public services that are judged by their quality, their cost effectiveness and relevance to the community's needs.
- 2.3 Measuring the impact of all of our activity against the Council's core values is a key principle of the way we work; our inputs and activities as a service support the Council's strategic objectives. In this specific case that means that we work to ensure local people have access to good quality homes that meet their needs at a price they can afford, and the Tenancy Strategy is a key part of ensuring this.
- 2.4 Further impacts that we would anticipate to influence are an improved quality of life for older people, supported by a flexible approach to meeting individual household need, enabling moves to the most suitable tenure and dwelling type through the strategy and improving the mental health of residents, where residents have access to the right accommodation at the right time of their lives.

3. Background

- 3.1 The Localism Act 2011 introduced flexible tenancies as a form of tenancy for social landlords. The Act requires local authorities to produce a Tenancy Strategy setting out their position regarding these tenancies and what it expects of social landlords in their local authority area in forming policies for:
 - the kinds of tenancies they will grant
 - the circumstances in which they will grant tenancies of a particular type
 - where they grant flexible fixed-term tenancies; the length of terms
 - the circumstances in which a further tenancy may be offered at the end of the fixed term, in the same or a different property.
- 3.2 Flexible tenancies offer a fixed-term, which in most cases is for a minimum of five years. The flexible tenancy supports the government's aim to move away from the 'tenancy for life' approach and, instead, provide social housing at a time of need and throughout the time of need, rather than permanently.
- 3.3 This approach recognises that social housing tenancies are prioritised for those with the greatest current need, such as overcrowding or homelessness. As need changes over time, with homes, for example, let to tenants who could afford to buy a home or rent privately, or where household size changes, then a flexible approach to tenure may assist in the efficient management of social housing stock.
- 3.4 The government intended the changes to assist all social landlords to maximise effective use of their housing stock, and to help more people move on from affordable housing, should those tenants be in a position to sustain an alternative housing solution, such as home ownership or accessing the private rented sector in a suitable property.

- 3.5 The introduction of flexible tenancies did not affect any tenants holding an existing lifetime tenancy.
- 3.6 The Council's Tenancy Strategy must have regard to the Council's own Allocation Scheme and its Homelessness Prevention Strategy and, as the authority is still a stock holding authority, the strategy also sets out our policy for the use of such tenancies.
- 3.7 The strategy aims to define how the Council's tenure policy relates to its housing stock and will apply to all social landlords providing social and affordable rented properties in Guildford borough. In addition, the strategy also sets out standards expected of all social landlords, who are being consulted during its development, as all local social landlords must give due regard to the guidelines to be set out in the final strategy.
- 3.8 Social landlords are required by Homes England, as their regulatory body, to let their homes in a fair, transparent and efficient way, which takes into account the housing needs and aspirations of tenants and potential tenants whom they serve. Social landlords are expected to demonstrate how their lettings:
- make the best use of available housing
 - are compatible with the purpose of the housing
 - contribute to the local authority's strategic housing function and sustainable communities.
- 3.9 Social landlords are also required to publish clear and accessible policies setting out how long tenancies are for, when they will be renewed and the approach to management, including interventions to sustain tenancies and prevent unnecessary evictions and also tackle tenancy fraud.
- 3.10 Many social landlords operate across more than one local authority boundary. Therefore, they may need to acknowledge and regard a number of tenancy strategies tailored to suit individual borough or district's particular circumstances.
- 3.11 The Council considers that prospective tenants should have fair access to the available social housing in the Borough and not be confused by various landlords offering different tenancies or terms. Without broad compatibility between the policies of the social landlords operating in the same borough or district the choices made by housing applicants could be affected and this may affect our ability to meet their housing need. We therefore expect that social landlords engage with and consult with the Council to ensure their policies are in line with the principles of this strategy.

4. Consultations

- 4.1 All social landlords operating in the Borough have been included in the consultation, as have all stakeholders through the provision of the consultation document online.

5. Key Risks

- 5.1 Failure to maintain a tenancy strategy prevents the Council from having the option to provide a range of tenure, which includes flexible tenancies in those cases where it is felt to be an appropriate option.

6. Financial Implications

- 6.1 There are no capital costs and no revenue implications. The preparation of the Tenancy Strategy and the consultation with social landlords operating in Guildford, has been carried out within existing resources.

7. Legal Implications

- 7.1 Sections 150-153 of the Localism Act 2011 impose a duty on the Council to adopt a tenancy strategy and review it from time to time. The strategy must set out matters which other registered providers of social housing in Guildford are to consider when developing their own policies, in relation to:
- the kinds of tenancies they grant
 - the circumstances in which they will grant a particular kind of tenancy if they grant fixed term tenancies, the lengths of those terms; and
 - the circumstances in which they will grant a further tenancy when the existing tenancy comes to an end.
- 7.2 There is no statutory time limit to review the strategy, simply that it should be reviewed 'from time to time'. When preparing or modifying the strategy, the Council must have regard to its allocation scheme and its homeless strategy.
- 7.3 The Council must consult with every private registered provider of social housing in the district, giving them a reasonable opportunity to comment on the proposed strategy. The Secretary of State can, by regulations, include other bodies to consult, but has not yet done so.
- 7.4 The final version of the tenancy strategy must be available for inspection by members of the public at the Council's offices, free of charge and at all reasonable hours. If asked for a copy, the Council must provide one, however it can charge a reasonable amount for doing so.
- 7.5 Where the Council decides to grant a fixed-term tenancy of a particular length, tenants can request a review of the decision only on the basis that the decision is not compliant with its policies on tenancy lengths. Where the Council decides not to grant a further tenancy on expiry of the existing one, the tenant can again request a review on wider grounds, but the review must in particular consider whether the decision is in accordance with the relevant policies on whether or not to grant a new tenancy. As both of these will be included in the tenancy strategy, it is important to ensure that the strategy is robust.

8. Human Resource Implications

8.1. None.

9. Equality & Diversity Implications

9.1 The finalised Tenancy Strategy will be subject to an Equality Impact Assessment screening and the Council expects all social landlords to carry out their own Equality Impact Assessments for their individual tenancy policies.

10. Climate Change/Sustainability Implications

10.1 None.

11. Summary of Options

11.1 The Council is required, as the statutory authority for housing in the Borough, to maintain a tenancy strategy, as set out in the Localism Act 2011.

12. Conclusion

12.1 There is a legal requirement under the Localism Act 2011 for the Council to publish a tenancy strategy and to review that strategy periodically. In line with this statutory requirement the social landlords operating in Guildford must, in turn, consider the Council's over-arching strategy, as set out as the Consultation Tenancy Review attached as an appendix to this report. Flexible and other tenancies assist as tools in the efficient management of social housing stock in Guildford.

13. Background Papers

None.

14. Appendices

Appendix 1: Consultation Tenancy Review document.

Appendix 2: Tenancy Strategy.

<i>Please ensure</i>	<i>Sign off date</i>
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<i>the following service areas have signed off your report. Please complete this box and do not delete. Service</i>	
<i>Finance / S.151 Officer</i>	
<i>Legal / Governance</i>	
<i>HR</i>	
<i>Equalities</i>	
<i>Lead Councillor</i>	
<i>CMT</i>	
<i>Committee Services</i>	

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Guildford Borough Council Tenancy Strategy Consultation & Review

2020

CONTENTS

1. Background	3
2. Introduction	5
3. Objectives of the Tenancy Strategy	6
4. Policy status.....	8
5. Strategy context and links.....	9
6. Tenancy policies	12
7. Affordable Rents	19
8. Strategy review	21
9. Equalities and diversity	22

Annexes

1. Comparisons between lifetime and flexible tenancies.....	23
2. Glossary.....	25

1. Background

- 1.1 Every Local Housing Authority in England had a duty to publish a tenancy strategy by January 2013 and then review this strategy thereafter. This consultation is part of a review of the Council's original Tenancy Strategy, required in law, following its initial publication.
- 1.2 The strategy must set out all the matters that the Council, and all other social landlords operating in Guildford, must consider when they draw up their own individual policies on the types of tenancies they themselves will grant.
- 1.3 Social landlords include Private Registered Providers of Social Housing – known as Housing Associations, or simply as Registered Providers (RP's). All the social landlords operating in Guildford must have regard to the Council's tenancy strategy, when meeting their duty to state clearly what types and lengths of tenancy they will grant and in what circumstances.
- 1.4 The Council's statutory (legal) duty to review and publish the over-arching borough tenancy strategy, which includes our own approach to tenure, falls the Housing Service and this document begins the consultation that is key to that review.

What needs to be in the strategy?

- 1.5 The strategy must include everything that social housing landlords consider when drawing up their own tenancy policies, including:
 - different types of tenancies to be granted
 - circumstances under which these different types of tenancies will be granted
 - details of how long any fixed-term tenancies are granted and their length
 - circumstances in which a new tenancy will be given should any fixed-term tenancy expire.

What needs to be considered?

- 1.6 The government regulator of social housing sets the Tenancy Standard that requires all social landlords to publish individual tenancy policies, which in turn determine tenancy types and tenancy lengths for new tenants and how they are reviewed on any expiry. Having a tenancy strategy allows the landlord to use fixed-term and flexible tenancies, which is useful if the landlord, amidst wider welfare reform, wishes to charge Affordable Rents (at 80% of the market rate), which this type of tenancy can support.
- 1.7 When deciding on type and length of tenancy, the landlord must think about:
 - what needs individual households have
 - efficient use of social housing stock
 - what the accommodation is for
 - community sustainability.

- 1.8 If fixed-term tenancies are given they should normally be for at least 5 years and any 'probationary' tenancies should initially be for 12 months, with a possible 6 month extension.

Reviewing the Tenancy Strategy

- 1.9 The Council has to consult with all social landlords in Guildford, keeping in mind the Council's Allocations Scheme and its Homelessness Prevention Strategy, when it reviews the strategy.

2. Introduction

- 2.1 The Localism Act 2011 introduced flexible tenancies as a form of tenancy for RP's. The act requires local authorities to produce a Tenancy Strategy setting out their position regarding these tenancies and what it expects of RP's in their local authority area in forming policies for:
- the kinds of tenancies they will grant
 - the circumstances in which they will grant tenancies of a particular type
 - where they grant flexible fixed-term tenancies; the length of terms
 - the circumstances in which a further tenancy may be offered at the end of the fixed term, in the same or a different property.
- 2.2 The Council's first Tenancy Strategy complied with the requirements of the Act and this document is part of a review of the Council's Tenancy Strategy.
- 2.3 Flexible tenancies offer a fixed-term, which in most cases is for a minimum of five years. The flexible tenancy supports the government's aim to move away from the 'tenancy for life' approach and, instead, provide social housing at a time of need and throughout the time of need, rather than permanently.
- 2.4 This approach recognises that social housing tenancies are prioritised for those with the greatest current need, such as overcrowding or homelessness. As over time this changes, resulting, for example, in homes being under-occupied or let to tenants who could afford to buy a home or rent privately, then so does prioritisation.
- 2.5 The Government intended the changes to assist all RP's to maximise effective use of their housing stock, and to help more people move on from affordable housing, should those tenants concerned be in a position to sustain an alternative housing solution, such as home ownership or accessing the private rented sector.
- 2.6 The introduction of flexible tenancies did not affect any tenants holding an existing lifetime tenancy.
- 2.7 The Council's Tenancy Strategy must have regard to the Council's own allocation Scheme and its Homelessness Prevention Strategy and, as the authority is still a stock holding authority, the strategy also sets out our policy for the use of such tenancies.
- 2.8 We are consulting with RP's, the Tenants Action Group (TAG), housing applicants and other stakeholders, so that their views can inform this strategy review.
- 2.9 We will continue to work in partnership to make sure that this tenancy strategy and local RP's tenancy strategies and/or policies meet local housing need.

3. Objectives of the Tenancy Strategy

3.1 The purpose of this proposed Tenancy Strategy is to set out the Council's approach to the use of flexible and other tenure. It is intended to provide guidance to RP's, informing their policies and practices to ensure that they meet housing need across the whole Borough of Guildford. In addition, it will indicate to housing applicants what they can expect from a tenancy, flexible or otherwise, with the following aims:

- **To make best use of social housing stock**

This over-arching objective is that local social housing stock is used to provide homes for those in the greatest housing need who are unable to secure a home for themselves by other means, for as long as they have a need for such housing.

It is challenging for overall social housing supply in the Borough to keep pace with demand. As a consequence, there is a clear need to make the best use of all of the available social housing in the borough for those that need it most and enable more people to move on from this tenure than is the case at present.

- **To meet local housing needs and prevent homelessness**

The use of flexible tenancies also provides an opportunity to help tackle under-occupation, by giving social housing providers more opportunity to move residents to more appropriate accommodation, if they are in a property that is too large for them. This can then release larger properties for families that need them, including overcrowded households, rather than the properties being under-occupied by someone who may be in a property unsuitable for their needs, or that they may not be able to manage.

The Council's Housing Allocation Scheme sets out who is eligible for social housing and this will ensure that those in most housing need should benefit from such homes for as long as they require it.

- **To enable a range of tenure options in a more balanced housing market**

Maximising the potential of existing social housing is part of our desire to balance the wider housing market in the Borough more towards household need. This is about getting a better balance between the different housing sectors, so that people can access the homes with a suitable tenure that they need, when they need them, at an affordable cost.

People's needs may change over time and different tenure options may be more suitable subject to their circumstances, including accessing home ownership and the private rented sector. Flexible tenancies should encourage people to make flexible choices about their housing options, rather than assuming that limited social rented housing is their only effective choice.

- **To promote sustainable communities**

Housing mobility is common in tenures other than social housing, without impact on local communities. Those tenants that need social housing on a long-term basis will be able to remain in their communities, as is the case in other sectors.

Providing guidance to RP's about more effective use of their housing stock can also contribute towards building more sustainable communities. Effective social housing management will still be a key factor in achieving wider community outcomes, such as improved health and wellbeing, ensuring homes are most – suited to their occupants' needs, making neighbourhoods safer and improving the sustainability of communities.

3.2 The Tenancy Strategy also aims to support the Council's wider aspirations and can assist in improving the focus on community needs, established through dialogue and consultation with local stakeholders and communities, and delivered in partnership with other organisations.

3.3 The strategy has been drafted to support the current key strategic objectives of:

Objective 1 - Delivering more affordable homes: new affordable housing supply and redevelopment and re-use of existing social housing stock

Objective 2 - Providing support to help prevent homelessness or house those in emergency need

Objective 3 - Supporting residents to live safe, healthy and independent lives to promote good health and wellbeing

Objective 4 - Working with our partners to support the delivery of our joint aims and wider community benefits.

3.4 This Tenancy Strategy meets the core values of the Council in respect of the provision of timely, reliable and targeted public services that are judged by their quality, cost effectiveness and relevance to the community's needs.

3.5 Measuring the impact of all our activity against the Council's core values is a key principle of the way we work; our inputs and activities as a service support the Council's strategic objectives. In this specific case that means that we work to ensure local people have access to good quality homes that meet their needs at a price they can afford, and the Tenancy Strategy is a key part of ensuring that happens.

3.6 Further impacts that we would anticipate to influence are an improved quality of life for older people, supported by a flexible approach to meeting individual household need, enabling moves to the most suitable tenure and dwelling type through the strategy and improving mental health of residents, where residents have access to the right accommodation at the right time of their lives.

3.7 This Tenancy Strategy will be supported by specific performance and indicators which are measured and reported in line with the Council's aims.

4. Policy status

- 4.1 This strategy aims to define how the Council's tenure policy relates to its housing stock and will apply to all RP's providing social and affordable rented properties in Guildford Borough. In addition, it also sets out standards expected of all RP's, who are being consulted during its development, as all local RP's must give due regard to the guidelines to be set out in the finalised strategy, upon completion of this review consultation.
- 4.2 RP's are required by Homes England, as their regulatory body, to let their homes in a fair, transparent and efficient way, which takes into account the housing needs and aspirations of tenants and potential tenants whom they serve. RPs are expected to demonstrate how their lettings:
- make the best use of available housing
 - are compatible with the purpose of the housing
 - contribute to the local authority's strategic housing function and sustainable communities.
- 4.3 RP's are also required to publish clear and accessible policies setting out how long tenancies are for, when they will be renewed and the approach to management, including interventions to sustain tenancies and prevent unnecessary evictions and tackle tenancy fraud.
- 4.4 Most RP's operate across more than one local authority boundary. Therefore, they may need to acknowledge and have regard to a number of tenancy strategies which will be tailored to suit that borough's or district's particular circumstances.
- 4.5 The Council considers that prospective tenants should have fair access to the available social housing in the Borough and not be confused by various landlords offering different tenancies or terms. Without broad compatibility between the policies of the RP's operating in the same borough or district the choices made by housing applicants could be affected and this may affect our ability to meet their housing need. We therefore expect that RP's engage with and consult with the Council to ensure their policies are in line with the principles of this strategy.
- 4.6 The legal status of the strategy is such that it does not override existing agreements regarding tenure, such as specific Section 106 agreements or nomination agreements. It is also subject to the terms of the Equality Act 2010 and the Human Rights Act 1998, in so far as they protect the rights of tenants and other individuals.

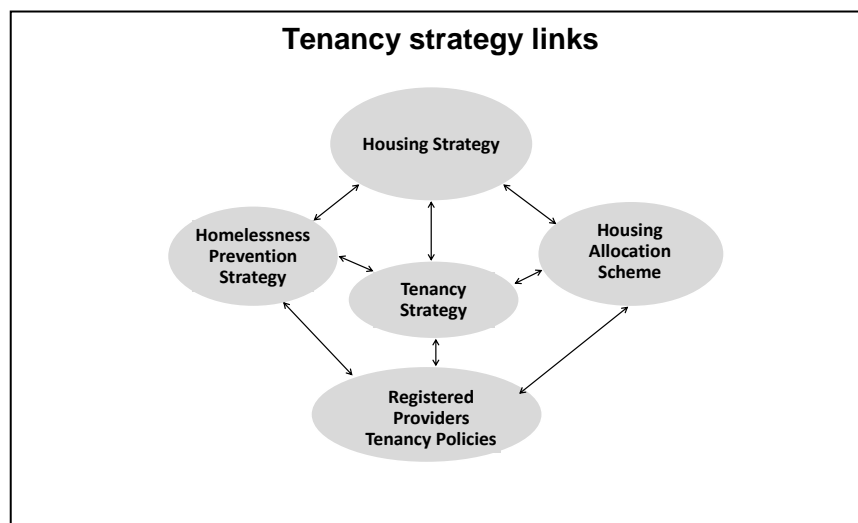
5. Strategy context and links

5.1 This proposed strategy has been developed having regard to a number of other key documents, strategies and policies and the current housing and economic environment of the Borough.

Key issues:

- Borough population expected to increase from 136,000 to 162,188 by 2033
- fewer than 9,000 (15%) social rented homes in the Borough
- high average private rental costs, among the highest in the south east
- a widely affluent Borough with high house prices, with median house price for a two-bedroomed home of around £430,000¹
- a shortage of land and associated high land values, making the development of new affordable housing challenging
- a significant mismatch between social housing supply and demand with roughly 2,500 households on the housing register, including 500 transfer applications (many of these in overcrowded Council housing), but only 300 vacancies each year (230 from the Council and 70 from RP's)
- pockets of deprivation with lower life expectancy and higher rates of Benefit claimants in some wards
- increasing levels of homelessness.

5.2 The Tenancy Strategy's context and strategic links are illustrated as follows:



5.3 The Localism Act 2011 requires local authorities to have regard to their Housing Allocation Scheme and Homelessness Prevention Strategy in developing their Tenancy Strategy, hence these are considered below.

The Housing Allocation Scheme

5.4 The Council's Housing Allocation Scheme sets out who qualifies for social housing and how applicants are prioritised. Housing applicants who are deemed to be the

¹ December 2019

most vulnerable and in greatest housing need are ranked from band A-E, with band A being the highest priority, and then according to the length of time they have been in the relevant band.

- 5.5 The Allocation Scheme will be used to determine who will be offered social housing and offered flexible tenancies, both on initial letting and renewal after each fixed term.
- 5.6 The Council will ensure that the Allocation Scheme supports the delivery of the objectives set out in this Tenancy Strategy. The policy will then be monitored along with the Tenancy Strategy, and changes made in consultation with RP's, applicants and tenants, so that it remains fit-for-purpose over time.
- 5.7 All social rented homes will continue to be let through our choice-based lettings system and advertised on Guildford Homechoice or Homeselecta. Where a property is to be let on a fixed-term, this will be clearly indicated on the property advert.
- 5.8 When making offers of accommodation to prospective tenants, it is essential that they receive full and proper advice about flexible tenancies. This is the responsibility of both the Council and the relevant RP.
- 5.9 New tenants should also be encouraged to think about their housing options at the end of a flexible tenancy, during their tenancy. For example, if they might want to consider low cost home ownership - with such advice being balanced and any necessary assurances made that the tenant will not become homeless at the end of the term.

The Homelessness Prevention Strategy (Housing Strategy)

- 5.10 Homelessness in the Borough has been successfully tackled as a result of having a clear prevention strategy. However, in a dynamic social, economic and political environment, it may increase again. Therefore, there is a need to ensure that use of flexible tenure does not have unintended adverse impacts, for example that it does not lead to greater homelessness, but rather increases housing opportunity and choice for those in need in the longer term.
- 5.11 The relatively new Homelessness Reduction Act (HRA 2017) and the duties it places upon the authority will also continue to be monitored.
- 5.12 The current Homelessness Prevention Strategy is being reviewed as part of the overall Housing Strategy and we expect to publish a revised version during 2020 for consultation.
- 5.13 The overall Housing Strategy contains distinct elements to prevent homelessness and support people, to help them to avoid homelessness in future. Housing options advice and assistance to help with access to accommodation in the private rented sector has been the most successful route for those at risk of becoming homeless. This approach will continue to be a key action for the Council, as also in the context of this Tenancy Strategy, as those tenants that may not qualify for renewed flexible tenancies are likely to need help and advice to find alternative housing. However, it is

also an expectation that social landlords will also help provide similar support and advice to their tenants.

- 5.14 As the Housing Act 1996 Part VII allows the authority to discharge the homelessness prevention and relief duties by using accommodation in the private rented sector, and the Localism Act 2011 provides a similar power to end the main homelessness duty, and given our previous success in finding suitable private rented homes for many housing applicants, the Council will also use this power to help statutorily homeless households.
- 5.15 This draft Tenancy Strategy, along with the use of flexible tenancies, supports the Council's overall strategy to prevent homelessness and complements the current housing options advice available to households at risk of homelessness.
- 5.16 The information that has been used to inform this strategy can be found in the following documents:

The West Surrey Strategic Housing Market Assessment
<http://www.guildford.gov.uk/shma>

Guildford Borough Housing Allocations Scheme
<https://www.guildfordhomechoice.org.uk/Data/ASPPages/1/8.aspx>

6. Tenancy policies

- 6.1 This section sets out guidance to RP's for their own individual tenancy policies. It also outlines the proposed use of flexible and other tenancies and takes account of the objectives set out above, as well as safeguarding the continuing rights of existing secure tenants.
- 6.2 The strategy sets out the Council's policy in respect of letting our own stock.
- 6.3 The following tenancy types are recognised as being of particular value:
- Introductory/Probationary/Starter Tenancies
 - Flexible Tenancies
 - Secure Tenancies (hereafter referred to as lifetime tenancies)
 - Assured Tenancies (hereafter referred to as lifetime tenancies).
- 6.4 The difference between lifetime and flexible tenancies is set out in **Appendix 1**.
- 6.5 RPs' landlord tenancy policies should seek to ensure compatibility, as far as possible, with the following issues:
- the purpose of the accommodation
 - the needs of individual households
 - the sustainability of the community
 - the efficient use of social housing stock
 - children in need.

Introductory/Probationary/Starter Tenancies

- 6.6 Introductory, Probationary or Starter tenancies provide an effective housing management tool, to ensure that new tenants understand their obligations under their tenancy agreement and can do so successfully.
- 6.7 The Council uses Introductory Tenancies, as do most RP's operating in the Borough, and such tenancies may continue as it is recommended that all social landlords in Guildford consider their continued use or introduction.
- 6.8 Where a RP uses Introductory/Probationary/Starter Tenancies, they should normally be entered into for a 12-month period, which may be extended to a maximum of 18 months, where reasons for extending the probationary period have been given and where the tenant has had the opportunity to request a review.
- 6.9 Upon successful completion of the probationary period tenants should graduate to the relevant tenancy as set out within the landlord's tenancy policy.

Flexible Tenancies

- 6.10 The Council considers that fixed-term tenancies provide a way of making the best use of limited stock, as well as linking tenancy renewal to existing housing need and ongoing behaviour and responsibilities. Although these tenancies do not offer lifetime

security of tenure, in other respects tenants will have similar tenancy rights to lifetime tenants.

- 6.11 It is desirable that all new social tenancies across the Borough are offered on similar fixed terms, rather than there being a range of terms, which may create confusion for those households relying upon the social housing sector to meet their housing need. In addition, it may be difficult to explain to service users the reasons for, and conditions of, a plethora of different tenures and may cause some confusion, as well as generating resource intensive requests for reviews of terms offered.
- 6.12 The Council expects a fixed-term tenancy of five years to be granted to new social housing tenants, after any introductory or probationary period, with very few exceptions. In the authority's view, five-year tenancies give adequate security to most households, as they provide a balance between residents having stability and feeling settled in an area, with the ability to help make tenancies work and be sustainable, as well as making the best use of housing stock retained by the landlord.
- 6.13 All such tenancies will be subject to review towards the end of the fixed term and, subject to the circumstances of the tenant at that time, a decision will be made as to whether to renew the tenancy for a further fixed-term period.
- 6.14 It is essential that RPs clearly communicate renewal terms to new tenants when they are offered fixed-term tenancies, so that they understand that in most circumstances tenancies will be renewed. This will help people, particularly those who are vulnerable, feel connected and settled and also able to contribute to their local areas and to invest in their homes.
- 6.15 Social housing also comes with responsibilities and there should be a link between expected behaviour and tenancy renewal, which needs to be strongly communicated at the start of the tenancy.
- 6.16 Tenancies should be renewed for successive five-year periods where the tenant(s) and their household still meet the criteria to be allocated social rented housing, in accordance with the prevailing Housing Allocation Scheme at the time their tenancy is reviewed. The majority of tenancies are likely to be renewed unless the tenant's circumstances have changed as detailed later in this strategy.

Two-year flexible tenancies

- 6.17 Although five-year flexible tenancies are recommended as the minimum term, two-year tenancies may be offered in certain circumstances. The Council considers that shorter fixed-terms may be desirable in a number of exceptional circumstances, as follows:
- An offer of accommodation in a supported housing scheme designed to help tenants achieve independence - *supported housing is limited in supply, therefore it is important that those who are capable of living independently are encouraged to do so and move on to other accommodation in less than five years; in some circumstances they may be offered other social housing on a five-year tenancy, in accordance with the Housing Allocation Scheme.*

- Where a short tenancy is being offered for a fixed period and there is no intention to renew – *for example accommodation offered to a young person, as an opportunity to save for a deposit, or as an incentive to engage in training, education or employment*
- An offer of accommodation to someone who has lived with a tenant who has died, but is not entitled to succeed to the tenancy, to provide them with some transitional protection² to overcome their bereavement where they are likely to be able to meet their own housing needs in the longer term.

6.18 Shorter tenancies may also be considered in certain circumstances, where an existing five-year tenancy is coming to an end and there is uncertainty about the future needs of the tenant, for example:

- a family where children have been taken into care, where it is not known if those children will return home
- a family where there is a relationship breakdown and there are ongoing negotiations about residence arrangements for the children that could affect the household's future social housing requirements
- a family with adult children at university or living away from home where it is uncertain as to whether or not the adult children will return to live at home permanently.

6.19 In some instances a further shorter tenancy may be more appropriate where a tenant has a history of not keeping to the terms of their tenancy agreement. See paragraph 6.29 below.

6.20 These examples do not necessarily cover all types of exceptional circumstance that might arise and the Council would not seek to fetter the discretion necessarily available to social housing landlords. Further advice will be available to RP's in the use of discretion for shorter tenancies, if required.

Succession to a flexible tenancy

6.21 There is an automatic right for a spouse or partner of a tenant to succeed to a flexible tenancy, but this can only take place once. Any other successions will be entirely at the discretion of the RP and all successions to a flexible tenancy will only be for the remainder of the life of that tenancy, and subject to a full review the end of the period when the tenancy is due.

Tenancy Reviews³

6.22 In good time before a flexible tenancy is due to end, it will be subject to a review, during which time RP's should take into account the following factors:

- the purpose of the accommodation and any changes in use since the commencement of tenancy
- the efficient use of housing stock

² The period of transitional protection would be for two years.

³ Regulations have been issued setting out the review procedures for flexible tenancies.

- the needs of individual households and any subsequent changes to the circumstances since the commencement of tenancy.

6.23 Tenancies should be renewed for successive five-year periods, where the tenant(s) and their household still meet the criteria to be allocated social rented housing, in accordance with the prevailing Housing Allocation Scheme at the time.

6.24 A number of factors should specifically be addressed and set out in RP's tenancy policies (6.25 – 6.30).

Income and capital levels

6.25 If the tenant's household's financial circumstances have changed and they have sufficient resources to meet their own housing needs, their tenancy should not normally be renewed. All income, savings and other assets and capital should be taken into account, as well as the viability of low cost home ownership and private renting.

Under-occupation

6.26 Where the tenant's home is under-occupied by one bedroom or more they may be offered a further five-year tenancy, but for smaller more suitable accommodation. They will be given additional priority under the Housing Allocation Scheme to enable them to find alternative smaller accommodation.

Properties with adaptations

6.27 If the property has been extensively adapted for someone with a disability who no longer lives with the tenant, and this would allow the property to be released for someone who will benefit from the adaptations, they may be offered a further five-year tenancy for more suitable accommodation.

6.28 Where there is a disabled adult living with his or her parents or other related carer and they have applied to move to their own independent accommodation, if the property has been adapted to suit their needs, and is likely to do so in the long-term, consideration may be given to offering the property to the disabled person. In such cases the parent(s) may be offered a further tenancy of another suitable property, receiving priority under the Housing Allocation Scheme. This will ensure the most effective use of adapted homes and reduce the need to adapt another property.

Tenancy record and behaviour

6.29 The tenancy policy should not seek to address housing management issues that can be dealt with through existing processes. The Council and other RP's may consider whether to renew tenancies where there has been a serious and persistent breach of the tenancy agreement, such as anti-social behaviour, criminality and persistent non-payment of rent, and failure to engage with their landlord to address this behaviour. This will help to send clear messages on acceptable behaviour and result in a closer relationship between the landlord and tenant. In such cases vulnerability issues need to be fully taken into account. In certain cases a two-year fixed-term tenancy may be offered along with support to enable them to demonstrate they can sustain their tenancy. This might be particularly appropriate for tenants involved, or agreeing to participate, in family intervention projects.

Other factors

6.30 The Council recognises that there may be circumstances in which it would be unreasonable to expect someone to move, even if the above criteria applied, and will expect RP's to exercise their discretion to offer a further five-year or two-year fixed-term on health and welfare grounds, for example if the tenant, or a member of their household, is suffering from a life-limiting illness.

Giving notice to end a tenancy

6.31 Once the tenancy review is completed, if it is decided that the tenancy will not be renewed, the Council or RP must serve a written notice advising the tenant of their decision. The notice will contain the reasons for the decision and formally notify the tenant of their right to appeal and the appeal process. It is a legal requirement for the notice to be issued at least six months before the expiry of the tenancy.

6.32 If the tenant refuses to move when the notice period expires, the normal eviction procedure will take effect.

6.32 RP's are asked to notify the Council about tenancies that will not be renewed, subject to the consent of the tenant, as this will help any offer of further assistance if necessary.

Appeals

6.33 Tenants and prospective tenants may appeal against the length of the fixed term tenancy offered, and the type of tenancy offered, and also against a decision not to grant another tenancy on the expiry of the fixed term.

6.34 The Council expects RP's to set out the way in which a tenant or prospective tenant can appeal, with policies that:

- set out to whom appeals or reviews should be made (this is expected to be a more senior officer who was not involved in the original decision)
- how appeals can be made
- give timescales for dealing with appeals or reviews
- set out how the tenant can take their appeal or review further, if they are dissatisfied with the response, for example to a tenant panel or the Housing Ombudsman and where they may get independent advice
- be accessible and easily available, i.e. published on websites/available in local offices.

6.35 All applicants have the right to request general information about their tenancy review, including the facts that have been taken into account and the reasons cited for termination.

6.36 Should a tenant appeal and fail to have the decision overturned, the landlord will be able to seek possession of the property. The landlord's right of possession may then

be challenged in the County Court only on the grounds that the landlord has made a **legal error** or a **material error of fact**.

Housing Advice at the end of a fixed-term

- 6.37 Where a fixed term tenancy is not renewed each RP must ensure appropriate housing advice is provided. All reasonable steps to prevent homelessness should be taken.
- 6.38 How this advice will be provided should be set out clearly in their individual RP tenancy policy. We expect RP's to discuss the most effective means of delivering this advice with us. Tenants who will not be having their fixed-term tenancies renewed should not only be directed to the Council's housing options service for this advice.
- 6.39 RP's should be pro-active in offering advice to their tenants and start well in advance of the review period. They should follow best practice and consider if they could offer tenants support, such as encouraging saving for deposits, promoting low-cost home ownership options and helping tenants that are under occupying move to smaller homes.

Lifetime Tenancies

- 6.40 Lifetime tenancies must be retained for those tenants who held them on the day that section 132 of the Localism Act 2011 came into force⁴.
- 6.41 The Localism Act requires RP's to offer Secure or Assured tenancies to applicants that were already social tenants before the provisions were enacted, and this applies to mutual exchanges, reciprocal moves or moves as a result of major works or regeneration.
- 6.42 The Council expects that existing Secure and Assured tenants will retain their security of tenure when they choose to move to another social rented home.
- 6.43 In transfers between tenants with different levels of security, Secure or Assured tenants keep their security of tenure, if they swap with a Flexible tenant or an Affordable rent tenant. However, it is not guaranteed they will keep the same rent or other tenancy conditions.
- 6.45 The Council does not intend to offer secure tenancies to any new tenants, other than those over 60 offered sheltered and extra-care sheltered housing, except in very exceptional circumstances.
- 6.46 RP's are, therefore, asked to adopt the same approach in their policies. Where a RP wishes to offer lifetime tenancies for those moving to sheltered housing they may choose to do so if they consider this offers the best use of this provision.

⁴ This is only relevant if any RPs have offered flexible tenancies in advance of the tenancy strategy being implemented as they are permitted to do so since the Localism Act was implemented. Security of tenure will continue for all Council tenants housed before this strategy is implemented.

Other tenancies and licences

6.47 There are various other types of tenancies and licences that may be used by the Council and RP's in appropriate circumstances. The Council supports the continued use of such tenancies, as set out here, below:

- **Non-Secure Tenancies/ licences** are used for households provided with accommodation under the Council's statutory homelessness duties. They do not offer security of tenure. They last until the Council has discharged its duty to provide temporary accommodation and may be used by the Council or by RP's, if they provide temporary accommodation for this purpose at the request of the Council.
- **Assured Shorthold Tenancies (AST's)** are generally used for private sector rented homes but RP's may also use them in some circumstances. They are frequently used in supported housing schemes or in general needs accommodation which is intended for short-term use, for example to help prevent immediate homelessness or where properties are leased for a fixed period and the landlord needs to be able to offer up vacant possession at the end of the term. They can also be used for short life properties.
- **Family intervention tenancies** may be used in limited circumstances, usually linked to specific support being provided to tenants.
- **Demoted tenancies** may be used as an alternative to possession in cases of serious breach of tenancy conditions. A Flexible Tenancy can arise where a demoted tenancy, which had originally replaced a Flexible Tenancy, comes to an end, and the landlord had served a written notice that the tenancy would revert to a Flexible Tenancy.

7. Affordable Rents

- 7.1 Affordable Rented (AR) housing is a model of social housing that can be let at up to 80 per cent of local market rents. This is in contrast to social rented housing, which has to be let at 'target rents' which are set by the Government and are usually between 40 % and 50 % of market rents. Any increase in rent is to be used to fund new social housing development.
- 7.2 AR housing is not directly linked to tenancy – it can be offered as a lifetime tenancy or a flexible tenancy. It is important that tenants and prospective tenants understand the difference between AR and social rents. The Council expects RP's to set out their intentions to use ARs in their individual tenancy policies, which may relate household income to eligibility for AR housing.
- 7.3 The National Planning Policy Framework (NPPF) defines AR housing as: "rented housing let by registered providers of social housing to households who are eligible for social rented housing. Affordable Rent is not subject to the national rent regime but is subject to other rent controls that require a rent of no more than 80 per cent of the local market rent (including service charges, where applicable)."
- 7.4 All RP's that have entered into development contracts with Homes England and receive grants are required to charge Affordable Rents. It also recommends that when setting rents, RP's take into account the local market context (including the relevant Local Housing Allowance) and wider Benefit policy.
- 7.5 Private rents are extremely high in the borough and we wish to ensure that AR housing is genuinely affordable to housing applicants. Therefore, the authority considers that the levels of Local Housing Allowance (LHA) payable through Universal Credit or Housing Benefit on private rented housing in the Borough, should be should taken into account in setting any guidelines regarding levels of rent for this newer type of social housing.
- 7.6 The Borough is divided into two areas for LHA purposes; the Blackwater Valley (Ash/Tongham) area and the Guildford area. Research into market rents in the Borough indicates that at 80 per cent of market rates, rents would fall within limits in most parts of the Blackwater Valley area; however in the Guildford area rents at 80 per cent would exceed LHA. The Council expects housing providers to offer rents that fall within LHA limits. In most parts of Guildford LHA limits are at around 70 per cent of market rents.
- 7.7 Providers with Homes England contracts are also able to introduce AR on a proportion of their relets, otherwise known as 'conversions'. Some properties are subject to Section 106 agreements, leases, covenants, or nomination agreements so this may not be possible in all cases. The Council is, therefore, unable to give a

blanket agreement to conversions from social rent and conversions will be considered on a case-by-case basis.

- 7.8 The Council accepts that the AR model will help secure new housing supply. However, we expect developers and RP's to follow the guidance laid in the Supplementary Planning Document on S.106 sites. This indicates that we expect Affordable rents across the borough to be at a maximum of 70 per cent of a market rent, or LHA rate, whichever is the lowest.
- 7.9 Although this guidance is for S.106 sites the Council expects RP's developing any site, or converting their rents, to abide by the principles set out in this guidance.
- 7.10 Given the importance of homes being affordable for tenants, the Council considers it essential that RP's develop approaches to financial inclusion and capability for tenants, ensuring that prospective tenants will be allocated a home they are able to afford in the longer term and financial issues will be addressed at an early stage. Likewise, tenants that are likely to be affected by welfare reform changes should be given appropriate advice and information.

8. Strategy review & monitoring

- 8.1 The Council's Tenancy Strategy is being developed and reviewed through consultation with housing providers, relevant local organisations, bodies and partner agencies. The views of existing and prospective tenants are also being taken into account, with access available via the Council's website.
- 8.2 This strategy may be updated from time-to-time to ensure that any information and links remain relevant and will be further reviewed as circumstances require at regular intervals and not less than every five years. Any major revision to the strategy will be considered in consultation with all relevant parties, who will be given a reasonable timescale to respond and comment as appropriate.
- 8.3 It is proposed that the success of the Tenancy Strategy will be monitored indirectly through reference to existing indicators for the number of flexible tenancy reviews carried out by Landlord Services, the number of mutual exchanges by social housing tenants in Guildford and Performance Indicators for tenant satisfaction.

9. Equalities and diversity

- 9.1 The finalised Tenancy Strategy will be subject to an Equality Impact Assessment screening and the Council expects RP's to carry out their own Equality Impact Assessment for their individual tenancy policies, as supported by the appropriate performance indicator monitoring for this strategy (referenced above at 8.3).

Annex 1 - Comparisons between lifetime and flexible tenancies

The following table shows, for ease of reference, the differences between a lifetime (secure or assured) tenancy and a fixed term flexible tenancy.

	Lifetime tenancy	Flexible
Term	For the life of the tenant	Normally five years but cannot be less than two years.
Right to exchange	Secure and Assured tenants have a statutory right to exchange their tenancy with another Secure or Assured tenant, which can only be refused by the landlord on certain grounds, such as being under notice of seeking possession. They can be agreed subject to conditions such as clearing any rent arrears.	Same rights as lifetime tenants.
Right to take in lodgers and to sublet part of the property.	Secure and Assured tenants have the right to take in a lodger or sublet part of their property however, if the tenant parts with possession or sublets the whole of it the tenancy ceases to be a secure tenancy. Tenants do not need the landlord's permission to take in a lodger. Subletting part of the property requires permission from the landlord but this cannot be unreasonably withheld. Failure to obtain consent would be a breach of tenancy.	Same rights as lifetime tenants.
Right to Repair	Secure and Assured tenants have certain rights to ensure that their landlord deals with repairs within a reasonable timescale, with a right to compensation in some circumstances.	Same rights as lifetime tenants.
Rights to consultation / information	Secure and Assured tenants have the right to be consulted about matters affecting their rights and tenancy conditions, and information about their tenancy	Same rights as lifetime tenants.
Right to Buy	Secure tenants are entitled to buy their home after they have been a social housing tenant for five years. Assured Tenants of RP's do not necessarily have the Right to Buy. Some Assured tenants of RP's may have the Right to Acquire, which is similar.	Legislation extends the Right to Buy to Flexible tenancies on the same basis as Secure tenants.
Succession	There can be one succession of tenancy to a spouse or close relative if they lived with the tenant for at least a	There will be a statutory right for one succession to a spouse or partner for the duration of the term of the tenancy.

	Lifetime tenancy	Flexible
	<p>year before their death. This includes cohabiting partners, children, parents, siblings and most other close relatives, but not foster children.</p> <p>The Localism Act has restricted the statutory succession to spouse or partner for all new Secure or Assured tenants with effect from 1 April 2012. Landlords will be able to use discretion to grant a tenancy to other people living with the tenant if they wish to.</p>	
Rents	<p>The rent relates to the property, not the tenancy but there are controls in place for Secure and Assured tenants.</p> <p>Council rents will continue to be controlled through Benefit subsidy limits.</p> <p>RP social rents will continue to be controlled through the national rent regime.</p> <p>The Affordable Rent model can be up to 80 per cent of a market rent (expected to be at 70 per cent in the Guildford Borough area). RP's and some councils may charge higher rents for properties on new developments and some RP's have agreements with Homes England to convert vacant properties to Affordable Rent.</p> <p>The extra income from rents is to be used to help fund new housing development.</p>	<p>Flexible tenants may be offered properties on either Affordable Rents or social rents. The determinant is the property, not the type of tenancy.</p>
Moves	<p>Where an existing social tenant moves to another social rented property, they will be granted a Secure or Assured tenancy.</p>	<p>The type of tenure offered where a flexible tenant is re-housed by the Council will be the same, although the term may be shorter at our discretion. RP's will base this on their tenancy policy, which should take into account the guidance in this strategy.</p>

Annex 2

Glossary

Affordable Rent	Affordable Rented (AR) housing is social housing that can be let at up to 80 per cent of local market rents. This is in contrast to social rented housing, which has to be let at 'target rents' which are set by the Government and usually between 40 % and 50 % of market rents. The increase in rent is to be used to fund new social housing development.
Assured Shorthold Tenancy	The most common form of tenancy in the private sector. Assured Shorthold Tenancies give the tenant the right to occupy a property for a fixed period of time, provided that they keep to the terms of their tenancy agreement. At the end of the fixed period of time (often 12 months), the landlord or the tenant has the right to terminate the tenancy.
Assured Tenancy	Another form of private sector tenancy, commonly used by RP's. Assured Tenancies give the tenant the right to remain in the property unless the landlord can prove to a court that they have grounds for possession. The landlord does not have an automatic right to repossess the property when the tenancy comes to an end. Until recently, RP's usually granted 'lifetime' Assured tenancies.
CA	Citizens' Advice
CBL	Choice Based Lettings (the system of allocating housing, in which properties are advertised each week and applicants can register an interest in their preferred properties. See also Guildford Homechoice and Homeselecta
Demoted Tenancy	Landlords can apply for a court order to demote a tenancy to a starter/introductory tenancy. This has the effect of putting the tenant on probation and if further breaches of the tenancy occur the landlord can obtain a court order to end their tenancy.
Extra Care housing	Extra Care housing developments are designed for the needs of frail elderly people. They are sometimes known as 'very sheltered' or assisted living schemes. Most properties in these schemes are suitable for less mobile people and wheelchair users, with bathrooms designed to make it easier for assistance to be offered. Usually schemes have their own care staff and, if required, provide one or more meals daily. Extra Care housing has developed from sheltered housing, and they share many of the same features. A typical Extra Care scheme has a mix of residents who require different levels of care.
Family Intervention Tenancy	Tenancies granted to families who have been involved in antisocial behaviour. The tenants are put on probation and given behavioural support services as a condition of living in the accommodation.
Flexible Tenancy	A flexible tenancy is a tenancy that is for a fixed period of more than two years.
Guildford Homechoice	The Council's method of allocating council and partner RP properties. Properties are advertised each week on the Homechoice website and are allocated to applicants who express an interest in order of their priority on the

Agenda item number: 5
Appendix 1

	housing register.
Homes England	A national housing agency launched in 2017, replacing the Homes and Communities Agency. Remit is to facilitate delivery of new homes where most needed, with a sustained improvement in affordability.
HomeSelecta	A choice based lettings scheme operating across Hart, Rushmoor, Guildford and Waverley. Each local authority opens up a proportion of vacancies to applicants from the neighbouring authorities in order to give applicants more choice and greater mobility.
Homes 4 U	A service provided by the Council to assist applicants to access private rented housing. It may assist with the provision of rent deposit bonds or cash deposits and in certain cases a loan to cover rent in advance, subject to the rules of the service.
HRA	Housing Revenue Account.
Introductory Tenancy	<p>A public sector residential tenancy granted for a 12-month trial period, which can be extended by 6 months, after which the tenant may become a Secure tenant, provided the landlord has not brought possession proceedings during the trial period.</p> <p>The tenancy may become a Flexible tenancy at the end of the Introductory tenancy period, provided a written notice was served on the tenant before the start of the Introductory Tenancy advising on ceasing to be an Introductory Tenancy, the tenancy would become a Secure tenancy that would be a flexible tenancy for a term certain and specifying the length of the term.</p>
Licence	A personal permission to use a property for a period of time in accordance with the terms of the licence. A licensee does not have exclusive possession of the property.
Lifetime Tenancy	A tenancy that can only be ended via a court order, i.e. if the terms of the tenancy are breached. Tenants who currently have a lifetime tenancy will not be affected by the changes.
MHCLG	The Ministry of Housing, Communities and Local Government. Previously CLG or DCLG.
Mutual Exchange	When two (or more) Secure or Assured tenants swap tenancies (and homes) with each other (normally by assignment).
National rent regime	The regime under which central government sets the guideline rents for social rented properties.
Non-secure tenancy	Non-Secure tenancies are provided under the Council's duties to provide temporary accommodation for homeless persons. In order to terminate and gain possession of a property the Council must service a Notice to Quit but is not required to prove any statutory ground
Reciprocal move	An agreement between local authorities whereby someone currently living in one local authority area maybe rehoused in another local authority area. For example, if someone has to be rehoused out of the area in order to escape

	domestic abuse.
Registered Provider (RP)	<p>All providers of social housing, including the Council, are now known as 'Registered Providers' or RP's.</p> <p>Housing Associations were formerly known as Registered Social Landlords (RSL's).</p> <p>There are two types:</p> <ul style="list-style-type: none"> • Non-profit RP's • Profit-making RP's <p>Most former RSL's are now non-profit RP's. Some former RSLs (for example A2 Dominion) have both a non-profit and a profit-making arm in their structure, so that they can use the most appropriate arm depending on the situation.</p>
RSL	Registered Social Landlord (see Housing Association) - now known as a Registered Provider.
Probationary Tenancy	See Introductory Tenancy. Normally used by RP's.
Secure Tenancy	The vast majority of local authority tenants and housing association tenants whose tenancies began before 15 January 1989, are secure tenants and have a range of additional rights covered in the Housing Act 1985.
Sheltered housing	Special housing for elderly or vulnerable people who may need additional support to maintain independent living. A warden may be on site some of the time.
Social rented housing	Social rented housing is rented housing owned and managed by local authorities and other registered providers of social housing, for which guideline target rents are determined through the national rent regime.
Starter Tenancy	See Introductory Tenancy. Normally used by RP's.

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Guildford Borough Council Tenancy Strategy

2020

CONTENTS

1. Background	3
2. Introduction	5
3. Objectives of the Tenancy Strategy	6
4. Policy status.....	8
5. Strategy context and links.....	9
6. Tenancy policies	12
7. Affordable Rents	19
8. Strategy review	21
9. Equalities and diversity	22

Annexes

1. Comparisons between lifetime and flexible tenancies.....	23
2. Glossary.....	25

1. Background

- 1.1 Every Local Housing Authority in England had a duty to publish a tenancy strategy by January 2013 and then review this strategy thereafter. This strategy is an updated version of the Council's original Tenancy Strategy, required in law, following its initial publication and operation and subsequent consultation and review.
- 1.2 The strategy must set out all the matters that the Council, and all other social landlords operating in Guildford, must consider when they draw up their own individual policies on the types of tenancies they themselves will grant.
- 1.3 Social landlords include Private Registered Providers of Social Housing – known as Housing Associations, or simply as Registered Providers (RP's). All the social landlords operating in Guildford must have regard to the Council's tenancy strategy, when meeting their duty to state clearly what types and lengths of tenancy they will grant and in what circumstances.
- 1.4 The Council's statutory (legal) duty to review and publish the over-arching borough tenancy strategy, which includes our own approach to tenure, falls to the Housing Service and this strategy is the result of that review and consultation.

What needs to be in the strategy?

- 1.5 The strategy must include everything that social housing landlords consider when drawing up their own tenancy policies, including:
 - different types of tenancies to be granted
 - circumstances under which these different types of tenancies will be granted
 - details of how long any fixed-term tenancies are granted and their length
 - circumstances in which a new tenancy will be given should any fixed-term tenancy expire.

What needs to be considered?

- 1.6 The government regulator of social housing sets the Tenancy Standard that requires all social landlords to publish individual tenancy policies, which in turn determine tenancy types and tenancy lengths for new tenants and how they are reviewed on any expiry. Having a tenancy strategy allows the landlord to use fixed-term and flexible tenancies, which is useful if the landlord, amidst wider welfare reform, wishes to charge Affordable Rents (at 80% of the market rate), which this type of tenancy can support.
- 1.7 When deciding on type and length of tenancy, the landlord must think about:
 - what needs individual households have
 - efficient use of social housing stock
 - what the accommodation is for
 - community sustainability.

- 1.8 If fixed-term tenancies are given they should normally be for at least 5 years and any 'probationary' tenancies should initially be for 12 months, with a possible 6-month extension.

Reviewing the Tenancy Strategy

- 1.9 The Council had to consult with all social landlords in Guildford, keeping in mind the Council's Allocations Scheme and its Homelessness Prevention Strategy, when it reviewed the strategy.

2. Introduction

- 2.1 The Localism Act 2011 introduced flexible tenancies as a form of tenancy for RP's. The act requires local authorities to produce a Tenancy Strategy setting out their position regarding these tenancies and what it expects of RP's in their local authority area in forming policies for:
- the kinds of tenancies they will grant
 - the circumstances in which they will grant tenancies of a particular type
 - where they grant flexible fixed-term tenancies; the length of terms
 - the circumstances in which a further tenancy may be offered at the end of the fixed term, in the same or a different property.
- 2.2 The Council's first Tenancy Strategy complied with the requirements of the Act and this updated strategy is result of the review of that original Tenancy Strategy.
- 2.3 Flexible tenancies offer a fixed-term, which in most cases is for a minimum of five years. The flexible tenancy supports the government's aim to move away from the 'tenancy for life' approach and, instead, provide social housing at a time of need and throughout the time of need, rather than permanently.
- 2.4 This approach recognises that social housing tenancies are prioritised for those with the greatest current need, such as overcrowding or homelessness. As, over time, this changes, resulting, for example, in homes being under-occupied or let to tenants who could afford to buy a home or rent privately, then so does prioritisation.
- 2.5 The Government intended the changes to assist all RP's to maximise effective use of their housing stock, and to help more people move on from affordable housing, should those tenants concerned be in a position to sustain an alternative housing solution, such as home ownership or accessing the private rented sector.
- 2.6 The introduction of flexible tenancies did not affect any tenants holding an existing lifetime tenancy.
- 2.7 The Council's Tenancy Strategy must have regard to the Council's own allocation Scheme and its Homelessness Prevention Strategy and, as the authority is still a stock holding authority, the strategy also sets out our policy for the use of such tenancies.
- 2.8 We have consulted with RP's, the Tenants Action Group (TAG), housing applicants and other stakeholders, so that their views can inform this strategy review.
- 2.9 We will continue to work in partnership to make sure that this tenancy strategy and local RP's tenancy strategies and/or policies meet local housing need.

3. Objectives of the Tenancy Strategy

3.1 The purpose of this Tenancy Strategy is to set out the Council's approach to the use of flexible and other tenure. It is intended to provide guidance to RP's, informing their policies and practices to ensure that they meet housing need across the whole of the Borough of Guildford. In addition, it will indicate to housing applicants what they can expect from a tenancy, flexible or otherwise, with the following aims:

- **To make best use of social housing stock**

This over-arching objective is that local social housing stock is used to provide homes for those in the greatest housing need who are unable to secure a home for themselves by other means, for as long as they have a need for such housing.

It is challenging for overall social housing supply in the Borough to keep pace with demand. As a consequence, there is a clear need to make the best use of all of the available social housing in the borough for those that need it most and enable more people to move on from this tenure than is the case at present.

- **To meet local housing needs and prevent homelessness**

The use of flexible tenancies also provides an opportunity to help tackle under-occupation, by giving social housing providers more opportunity to move residents to more appropriate accommodation, if they are in a property that is too large for them. This can then release larger properties for families that need them, including overcrowded households, rather than the properties being under-occupied by someone who may be in a property unsuitable for their needs, or that they may not be able to manage.

The Council's Housing Allocation Scheme sets out who is eligible for social housing and this will ensure that those in most housing need should benefit from such homes for as long as they require it.

- **To enable a range of tenure options in a more balanced housing market**

Maximising the potential of existing social housing is part of our desire to balance the wider housing market in the Borough more towards household need. This is about getting a better balance between the different housing sectors, so that people can access the homes with a suitable tenure that they need, when they need them, at an affordable cost.

People's needs may change over time and different tenure options may be more suitable subject to their circumstances, including accessing home ownership and the private rented sector. Flexible tenancies should encourage people to make flexible choices about their housing options, rather than assuming that limited social rented housing is their only effective choice.

- **To promote sustainable communities**

Housing mobility is common in tenures other than social housing, without impact on local communities. Those tenants that need social housing on a long-term basis will be able to remain in their communities, as is the case in other sectors.

Providing guidance to RP's about more effective use of their housing stock can also contribute towards building more sustainable communities. Effective social housing management will still be a key factor in achieving wider community outcomes, such as improved health and wellbeing, ensuring homes are most-suited to their occupants' needs, making neighbourhoods safer and improving the sustainability of communities.

3.2 The Tenancy Strategy also aims to support the Council's wider aspirations and can assist in improving the focus on community needs, established through dialogue and consultation with local stakeholders and communities, and delivered in partnership with other organisations.

3.3 The strategy has been drafted to support the current key strategic objectives of:

Objective 1 - Delivering more affordable homes: new affordable housing supply and redevelopment and re-use of existing social housing stock

Objective 2 - Providing support to help prevent homelessness or house those in emergency need

Objective 3 - Supporting residents to live safe, healthy and independent lives to promote good health and wellbeing

Objective 4 - Working with our partners to support the delivery of our joint aims and wider community benefits.

3.4 This Tenancy Strategy meets the core values of the Council in respect of the provision of timely, reliable and targeted public services that are judged by their quality, cost-effectiveness and relevance to the community's needs.

3.5 Measuring the impact of all our activity against the Council's core values is a key principle of the way we work; our inputs and activities as a service support the Council's strategic objectives. In this specific case that means that we work to ensure local people have access to good quality homes that meet their needs at a price they can afford, and the Tenancy Strategy is a key part of ensuring that happens.

3.6 Further impacts that we would anticipate to influence are an improved quality of life for older people, supported by a flexible approach to meeting individual household need, enabling moves to the most suitable tenure and dwelling type through the strategy and improving the mental health of residents, where residents have access to the right accommodation at the right time of their lives.

3.7 This Tenancy Strategy will be supported by specific performance and indicators which are measured and reported in line with the Council's aims.

4. Policy status

- 4.1 This strategy aims to define how the Council's tenure policy relates to its housing stock and will apply to all RP's providing social and affordable rented properties in Guildford Borough. In addition, it also sets out standards expected of all RP's, who have been consulted during its development, as all local RP's must give due regard to the guidelines set out in the strategy, upon completion of the review consultation.
- 4.2 RP's are required by Homes England, acting as their regulatory body, to let their homes in a fair, transparent and efficient way, which takes into account the housing needs and aspirations of tenants and potential tenants whom they serve. RPs are expected to demonstrate how their lettings:
- make the best use of available housing
 - are compatible with the purpose of the housing
 - contribute to the local authority's strategic housing function and sustainable communities.
- 4.3 RP's are also required to publish clear and accessible policies setting out how long tenancies are for, when they will be renewed and the approach to management, including interventions to sustain tenancies and to prevent unnecessary evictions and tackle tenancy fraud.
- 4.4 Most RP's operate across more than one local authority boundary. Therefore, they may need to acknowledge and have regard to a number of tenancy strategies, which will then be tailored to suit a borough or district's particular circumstances.
- 4.5 The Council considers that prospective tenants should have fair access to the available social housing in the Borough and not be confused by various landlords offering different tenancies or terms. Without broad compatibility between the policies of the RP's operating in the same borough or district the choices made by housing applicants could be affected and this may affect our ability to meet their housing need. We therefore expect that RP's engage with and consult with the Council to ensure their policies are in line with the principles of this strategy.
- 4.6 The legal status of the strategy is such that it does not override existing agreements regarding tenure, such as specific Section 106 agreements or nomination agreements. It is also subject to the terms of the Equality Act 2010 and the Human Rights Act 1998, in so far as they protect the rights of tenants and other individuals.

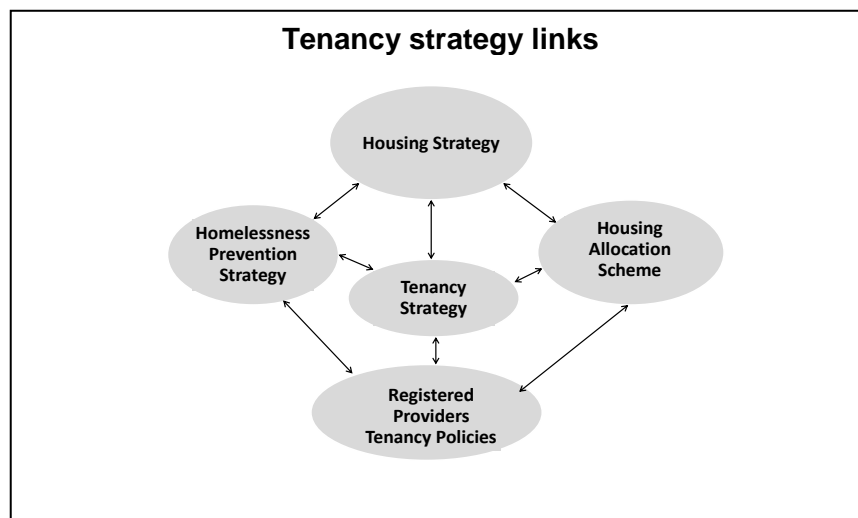
5. Strategy context and links

5.1 This strategy has been developed having regard to a number of other key documents, strategies and policies and the current housing and economic environment of the Borough.

Key issues:

- Borough population expected to increase from 136,000 to 162,188 by 2033
- fewer than 9,000 (15%) social rented homes in the Borough
- high average private rental costs, among the highest in the south east
- a widely affluent Borough with high house prices, with median house price for a two-bedroomed home of around £430,000¹
- a shortage of land and associated high land values, making the development of new affordable housing challenging
- a significant mismatch between social housing supply and demand with roughly 2,500 households on the housing register, including 500 transfer applications (many of these in overcrowded Council housing), but only 300 vacancies each year (230 from the Council and 70 from RP's)
- pockets of deprivation with lower life expectancy and higher rates of Benefit claimants in some wards
- increasing levels of homelessness.

5.2 The Tenancy Strategy's context and strategic links are illustrated as follows:



5.3 The Localism Act 2011 requires local authorities to have regard to their Housing Allocation Scheme and Homelessness Prevention Strategy in developing their Tenancy Strategy, hence these are considered below.

The Housing Allocation Scheme

5.4 The Council's Housing Allocation Scheme sets out who qualifies for social housing and how applicants are prioritised. Housing applicants who are deemed to be the most vulnerable and in greatest housing need are currently ranked from band A-E,

¹ December 2019

with band A being the highest priority, and then according to the length of time they have been in the relevant band.

- 5.5 The Allocation Scheme is used to determine who will be offered social housing and offered flexible tenancies, both on initial letting and renewal after each fixed term.
- 5.6 The Council will ensure that the Allocation Scheme supports the delivery of the objectives set out in this Tenancy Strategy. The allocation policy will then be monitored along with the Tenancy Strategy, and changes made in consultation with RP's, applicants and tenants, so that it remains fit-for-purpose over time.
- 5.7 All social rented homes will continue to be let through our choice-based lettings system and advertised on Guildford Homechoice or Homeselecta. Where a property is to be let on a fixed-term, this will be clearly indicated on the property advert.
- 5.8 When making offers of accommodation to prospective tenants, it is essential that they receive full and proper advice about flexible tenancies. This is the responsibility of both the Council and the relevant RP.
- 5.9 New tenants should also be encouraged to think about their housing options at the end of a flexible tenancy, during their tenancy. For example, if they might want to consider low cost home ownership - with such advice being balanced and any necessary assurances made that the tenant will not become homeless at the end of the term.

The Homelessness Prevention Strategy (Housing Strategy)

- 5.10 Homelessness in the Borough has been successfully tackled as a result of having a clear prevention strategy. However, in a dynamic social, economic and political environment, it may increase again. Therefore, there is a need to ensure that use of flexible tenure does not have unintended adverse impacts, for example that it does not lead to greater homelessness, but rather increases housing opportunity and choice for those in need in the longer term.
- 5.11 The relatively new Homelessness Reduction Act (HRA 2017) and the duties it places upon the authority will also continue to be monitored.
- 5.12 The current Homelessness Prevention Strategy is being reviewed as part of the overall Housing Strategy and we expect to publish a revised version during 2020 for consultation.
- 5.13 The overall Housing Strategy contains distinct elements to prevent homelessness and support people, to help them to avoid homelessness in future. Housing options advice and assistance to help with access to accommodation in the private rented sector has been the most successful route for those at risk of becoming homeless. This approach will continue to be a key action for the Council, as also in the context of this Tenancy Strategy, as those tenants that may not qualify for renewed flexible tenancies are likely to need help and advice to find alternative housing. However, it is also an expectation that social landlords will also help provide similar support and advice to their tenants.

5.14 As the Housing Act 1996 Part VII allows the authority to discharge the homelessness prevention and relief duties by using accommodation in the private rented sector, and the Localism Act 2011 provides a similar power to end the main homelessness duty, and given our previous success in finding suitable private rented homes for many housing applicants, the Council will also use this power to help statutorily homeless households.

5.15 This Tenancy Strategy, along with the use of flexible tenancies, supports the Council's overall strategy to prevent homelessness and complements the current housing options advice available to households at risk of homelessness.

5.16 The wider strategic information that has been used to inform this strategy can be found in the following documents:

The West Surrey Strategic Housing Market Assessment
<http://www.guildford.gov.uk/shma>

Guildford Borough Housing Allocations Scheme
<https://www.guildfordhomechoice.org.uk/Data/ASPPages/1/8.aspx>

6. Tenancy policies

- 6.1 This section sets out guidance to RP's for their own individual tenancy policies. It also outlines the proposed use of flexible and other tenancies and takes account of the objectives set out above, as well as safeguarding the continuing rights of existing secure tenants.
- 6.2 The strategy sets out the Council's policy in respect of letting our own stock.
- 6.3 The following tenancy types are recognised as being of particular value:
- Introductory/Probationary/Starter Tenancies
 - Flexible Tenancies
 - Secure Tenancies (hereafter referred to as lifetime tenancies)
 - Assured Tenancies (hereafter referred to as lifetime tenancies).
- 6.4 The difference between lifetime and flexible tenancies is set out in **Annex 1**.
- 6.5 RPs' landlord tenancy policies should seek to ensure compatibility, as far as possible, with the following issues:
- the purpose of the accommodation
 - the needs of individual households
 - the sustainability of the community
 - the efficient use of social housing stock
 - children in need.

Introductory/Probationary/Starter Tenancies

- 6.6 Introductory, Probationary or Starter tenancies provide an effective housing management tool, to ensure that new tenants understand their obligations under their tenancy agreement and can do so successfully.
- 6.7 The Council uses Introductory Tenancies, as do most RP's operating in the Borough, and such tenancies may continue, as it is recommended that all social landlords in Guildford consider their continued use or introduction.
- 6.8 Where a RP uses Introductory/Probationary/Starter Tenancies, they should normally be entered into for a 12-month period, which may be extended to a maximum of 18 months, where reasons for extending the probationary period have been given and where the tenant has had the opportunity to request a review.
- 6.9 Upon successful completion of the probationary period tenants should graduate to the relevant tenancy as set out within the individual landlord's tenancy policy.

Flexible Tenancies

- 6.10 The Council considers that fixed-term tenancies provide a way of making the best use of limited stock, as well as linking tenancy renewal to existing housing need and ongoing behaviour and responsibilities. Although these tenancies do not offer lifetime security of tenure, in other respects tenants will have similar tenancy rights to lifetime tenants.

- 6.11 It is desirable that all new social tenancies across the Borough are offered on similar fixed terms, rather than there being a range of terms, which may create confusion for those households relying upon the social housing sector to meet their housing need. In addition, it may be difficult to explain to service users the reasons for, and conditions of, a plethora of different tenures and may cause some confusion, as well as generating resource intensive requests for reviews of terms offered.
- 6.12 The Council expects a fixed-term tenancy of five years to be granted to new social housing tenants, after any introductory or probationary period, with very few exceptions. In the authority's view, five-year tenancies give adequate security to most households, as they provide a balance between residents having stability and feeling settled in an area, with the ability to help make tenancies work and be sustainable, as well as making the best use of housing stock retained by the landlord.
- 6.13 All such tenancies will be subject to review towards the end of the fixed term and, subject to the circumstances of the tenant at that time, a decision will be made as to whether to renew the tenancy for a further fixed-term period.
- 6.14 It is essential that RPs clearly communicate renewal terms to new tenants when they are offered fixed-term tenancies, so that they understand that in most circumstances tenancies will be renewed. This will help people, particularly those who are vulnerable, feel connected and settled and contribute to their local areas and to invest in their homes.
- 6.15 Social housing also comes with responsibilities and there should be a link between expected behaviour and tenancy renewal, which needs to be strongly communicated at the start of the tenancy.
- 6.16 Tenancies should be renewed for successive five-year periods where the tenant(s) and their household still meet the criteria to be allocated social rented housing, in accordance with the prevailing Housing Allocation Scheme at the time their tenancy is reviewed. The majority of tenancies are likely to be renewed unless the tenant's circumstances have changed, as detailed later in this strategy.

Two-year flexible tenancies

- 6.17 Although five-year flexible tenancies are recommended as the usual minimum term, two-year tenancies may be offered in certain circumstances. The Council considers that shorter fixed-terms may be desirable in a number of exceptional circumstances, as follows:
- An offer of accommodation in a supported housing scheme designed to help tenants achieve independence - *supported housing is limited in supply, therefore it is important that those who are capable of living independently are encouraged to do so and move on to other accommodation in less than five years; in some circumstances they may be offered other social housing on a five-year tenancy, in accordance with the Housing Allocation Scheme.*
 - Where a short tenancy is being offered for a fixed period and there is no intention to renew – *for example accommodation offered to a young person, as an*

opportunity to save for a deposit, or as an incentive to engage in training, education or employment

- An offer of accommodation to someone who has lived with a tenant who has died, but is not entitled to succeed to the tenancy, to provide them with some transitional protection² to overcome their bereavement where they are likely to be able to meet their own housing needs in the longer term.

6.18 Shorter tenancies may also be considered in certain circumstances, where an existing five-year tenancy is coming to an end and there is uncertainty about the future needs of the tenant, for example:

- a family where children have been taken into care, where it is not known if those children will return home
- a family where there is a relationship breakdown and there are ongoing negotiations about residence arrangements for the children that could affect the household's future social housing requirements
- a family with adult children at university or living away from home where it is uncertain as to whether or not the adult children will return to live at home permanently.

6.19 In some instances a further shorter tenancy may be more appropriate where a tenant has a history of not keeping to the terms of their tenancy agreement. See paragraph 6.29 below.

6.20 These examples do not necessarily cover all types of exceptional circumstance that might arise and the Council would not seek to fetter the discretion necessarily available to social housing landlords. Further advice will be available to RP's in the use of discretion for shorter tenancies, if required.

Succession to a flexible tenancy

6.21 There is an automatic right for a spouse or partner of a tenant to succeed to a flexible tenancy, but this can only take place once. Any other successions will be entirely at the discretion of the RP and all successions to a flexible tenancy will only be for the remainder of the life of that tenancy, and subject to a full review the end of the period when the tenancy is due.

Tenancy Reviews³

6.22 In good time before a flexible tenancy is due to end, it will be subject to a review, during which time RP's should take into account the following factors:

- the purpose of the accommodation and any changes in use since the commencement of tenancy
- the efficient use of housing stock
- the needs of individual households and any subsequent changes to the circumstances since the commencement of tenancy.

² The period of transitional protection would be for two years.

³ Regulations have been issued setting out the review procedures for flexible tenancies.

- 6.23 Tenancies should be renewed for successive five-year periods, where the tenant(s) and their household still meet the criteria to be allocated social rented housing, in accordance with the prevailing Housing Allocation Scheme at the time.
- 6.24 A number of factors should specifically be addressed and set out in RP's tenancy policies (6.25 – 6.30).

Income and capital levels

- 6.25 If the tenant's household's financial circumstances have changed and they have sufficient resources to meet their own housing needs, their tenancy should not normally be renewed. All income, savings and other assets and capital should be taken into account, as well as the viability of low-cost home ownership and private renting.

Under-occupation

- 6.26 Where the tenant's home is under-occupied by one bedroom or more they may be offered a further five-year tenancy, but for smaller more suitable accommodation. They will be given additional priority under the Housing Allocation Scheme to enable them to find alternative smaller accommodation.

Properties with adaptations

- 6.27 If the property has been extensively adapted for someone with a disability who no longer lives with the tenant, and this would allow the property to be released for someone who will benefit from the adaptations, they may be offered a further five-year tenancy for more suitable accommodation.
- 6.28 Where there is a disabled adult living with his or her parents or other related carer and they have applied to move to their own independent accommodation, if the property has been adapted to suit their needs, and is likely to continue do so in the long-term, consideration may be given to offering the property to the disabled person. In such cases the parent(s) may be offered a further tenancy of another suitable property, receiving priority under the Housing Allocation Scheme. This will ensure the most effective use of adapted homes and reduce the need to adapt another property.

Tenancy record and behaviour

- 6.29 The tenancy policy should not seek to address housing management issues that can be dealt with through existing processes. The Council and other RP's may consider whether to renew tenancies where there has been a serious and persistent breach of the tenancy agreement, such as anti-social behaviour, criminality and persistent non-payment of rent, and failure to engage with their landlord to address this behaviour. This will help to send clear messages on acceptable behaviour and result in a closer relationship between the landlord and tenant. In such cases vulnerability issues need to be fully taken into account. In certain cases a two-year fixed-term tenancy may be offered along with support to enable the tenant/s to demonstrate they can sustain their tenancy. This might be particularly appropriate for tenants involved, or agreeing to participate, in family intervention projects.

Other factors

6.30 The Council recognises that there may be circumstances in which it would be unreasonable to expect someone to move, even if the above criteria applied, and will expect RP's to exercise their discretion to offer a further five-year or two-year fixed-term on health and welfare grounds, for example if the tenant, or a member of their household, is suffering from a life-limiting illness.

Giving notice to end a tenancy

6.31 Once the tenancy review is completed, if it is decided that the tenancy will not be renewed, the Council or RP must serve a written notice advising the tenant of their decision. The notice will contain the reasons for the decision and formally notify the tenant of their right to appeal and the appeal process. It is a legal requirement for the notice to be issued at least six months before the expiry of the tenancy.

6.32 If the tenant refuses to move when the notice period expires, the normal eviction procedure will take effect.

6.32 RP's are asked to notify the Council about tenancies that will not be renewed, subject to the consent of the tenant, as this will help any offer of further assistance if necessary.

Appeals

6.33 Tenants and prospective tenants may appeal against the length of the fixed-term tenancy offered, and the type of tenancy offered, and also against a decision not to grant another tenancy on the expiry of the fixed term.

6.34 The Council expects RP's to set out the way in which a tenant or prospective tenant can appeal, with policies that:

- set out to whom appeals or reviews should be made (this is expected to be a more senior officer who was not involved in the original decision)
- how appeals can be made
- give timescales for dealing with appeals or reviews
- set out how the tenant can take their appeal or review further, if they are dissatisfied with the response, for example to a tenant panel or the Housing Ombudsman and where they may get independent advice
- be accessible and easily available, i.e. published on websites/available in local offices.

6.35 All applicants have the right to request general information about their tenancy review, including the facts that have been taken into account and the reasons cited for termination.

6.36 Should a tenant appeal and fail to have the decision overturned, the landlord will be able to seek possession of the property. The landlord's right of possession may then be challenged in the County Court only on the grounds that the landlord has made a **legal error** or a **material error of fact**.

Housing Advice at the end of a fixed-term

- 6.37 Where a fixed-term tenancy is not renewed each RP must ensure appropriate housing advice is provided. All reasonable steps to prevent homelessness should be taken.
- 6.38 How this advice will be provided should be set out clearly in their individual RP tenancy policy. We expect RP's to discuss the most effective means of delivering this advice with us. Tenants who will not be having their fixed-term tenancies renewed should not only be directed to the Council's housing options service for this advice.
- 6.39 RP's should be pro-active in offering advice to their tenants and start well in advance of the review period. They should follow best practice and consider if they could offer tenants support, such as encouraging saving for deposits, promoting low-cost home ownership options and helping tenants that are under-occupying move to smaller homes.

Lifetime Tenancies

- 6.40 Lifetime tenancies must be retained for those tenants who held them on the day that section 132 of the Localism Act 2011 came into force⁴.
- 6.41 The Localism Act requires RP's to offer Secure or Assured tenancies to applicants that were already social tenants before the provisions were enacted, and this applies to mutual exchanges, reciprocal moves or moves as a result of major works or regeneration.
- 6.42 The Council expects that existing Secure and Assured tenants will retain their security of tenure when they choose to move to another social rented home.
- 6.43 In transfers between tenants with different levels of security, Secure or Assured tenants keep their security of tenure, if they swap with a Flexible tenant or an Affordable rent tenant. However, it is not guaranteed they will keep the same rent or other tenancy conditions.
- 6.45 The Council does not intend to offer secure tenancies to any new tenants, other than those over 60 offered sheltered and extra-care sheltered housing, except in very exceptional circumstances.
- 6.46 RP's are, therefore, asked to adopt the same approach in their policies. Where a RP wishes to offer lifetime tenancies for those moving to sheltered housing they may choose to do so if they consider this offers the best use of this provision.

Other tenancies and licences

⁴ This is only relevant if any RPs have offered flexible tenancies in advance of the tenancy strategy being implemented as they are permitted to do so since the Localism Act was implemented. Security of tenure will continue for all Council tenants housed before this strategy is implemented.

6.47 There are various other types of tenancies and licences that may be used by the Council and RP's in appropriate circumstances. The Council supports the continued use of such tenancies, as set out here, below:

- **Non-Secure Tenancies/ licences** are used for households provided with accommodation under the Council's statutory homelessness duties. They do not offer security of tenure. They last until the Council has discharged its duty to provide temporary accommodation and may be used by the Council or by RP's, if they provide temporary accommodation for this purpose at the request of the Council.
- **Assured Shorthold Tenancies (AST's)** are generally used for private sector rented homes but RP's may also use them in some circumstances. They are frequently used in supported housing schemes or in general needs accommodation which is intended for short-term use, for example to help prevent immediate homelessness or where properties are leased for a fixed period and the landlord needs to be able to offer up vacant possession at the end of the term. They can also be used for short-life properties.
- **Family intervention tenancies** may be used in limited circumstances, usually linked to specific support being provided to tenants.
- **Demoted tenancies** may be used as an alternative to possession in cases of serious breach of tenancy conditions. A Flexible Tenancy can arise where a demoted tenancy, which had originally replaced a Flexible Tenancy, comes to an end, and the landlord had served a written notice that the tenancy would revert to a Flexible Tenancy.

7. Affordable Rents

- 7.1 Affordable Rented (AR) housing is a model of social housing that can be let at up to 80 per cent of local market rents. This is in contrast to social rented housing, which has to be let at 'target rents' which are set by the Government and are usually between 40 % and 50 % of market rents. Any increase in rent is to be used to fund new social housing development.
- 7.2 AR housing is not directly linked to tenancy – it can be offered as a lifetime tenancy or a flexible tenancy. It is important that tenants and prospective tenants understand the difference between AR and social rents. The Council expects RP's to set out their intentions to use ARs in their individual tenancy policies, which may relate household income to eligibility for AR housing.
- 7.3 The National Planning Policy Framework (NPPF) defines AR housing as: "rented housing let by registered providers of social housing to households who are eligible for social rented housing. Affordable Rent is not subject to the national rent regime but is subject to other rent controls that require a rent of no more than 80 per cent of the local market rent (including service charges, where applicable)."
- 7.4 All RP's that have entered into development contracts with Homes England and receive grants are required to charge Affordable Rents. It also recommends that when setting rents, RP's take into account the local market context (including the relevant Local Housing Allowance) and wider Benefits' policy.
- 7.5 Private rents are extremely high in the Borough and we wish to ensure that AR housing is genuinely affordable to housing applicants. Therefore, the authority considers that the levels of Local Housing Allowance (LHA) payable through Universal Credit or Housing Benefit on private rented housing in the Borough, should be should taken into account in setting any guidelines regarding levels of rent for this newer type of social housing.
- 7.6 The Borough is divided into two areas for LHA purposes; the Blackwater Valley (Ash/Tongham) area and the Guildford area. Research into market rents in the Borough indicates that at 80 per cent of market rates, rents would fall within limits in most parts of the Blackwater Valley area; however in the Guildford area rents at 80 per cent would exceed LHA. The Council expects housing providers to offer rents that fall within LHA limits. In most parts of Guildford LHA limits are at around 70 per cent of market rents.
- 7.7 Providers with Homes England contracts are also able to introduce AR on a proportion of their relets, otherwise known as 'conversions'. Some properties are subject to Section 106 agreements, leases, covenants, or nomination agreements, so this may not be possible in all cases. The Council is, therefore, unable to give a blanket agreement to conversions from social rent and conversions will be considered on a case-by-case basis.

- 7.8 The Council accepts that the AR model will help secure new housing supply. However, we expect developers and RP's to follow the guidance laid in the Supplementary Planning Document on S.106 sites. This indicates that we expect Affordable rents across the borough to be at a maximum of 70 per cent of a market rent, or LHA rate, whichever is the lowest.
- 7.9 Although this guidance is for S.106 sites the Council expects RP's developing any site, or converting their rents, to abide by the principles set out in this guidance.
- 7.10 Given the importance of homes being affordable for tenants, the Council considers it essential that RP's develop approaches to financial inclusion and capability for tenants, ensuring that prospective tenants will be allocated a home they are able to afford in the longer term and financial issues will be addressed at an early stage. Likewise, tenants likely to be affected by welfare reform changes should be given appropriate advice and information.

8. Strategy review & monitoring

- 8.1 The Council's Tenancy Strategy has been developed and reviewed through consultation with housing providers, relevant local organisations, bodies and partner agencies. The views of existing and prospective tenants were also taken into account, with access available via the Council's website.
- 8.2 This strategy may be updated from time-to-time to ensure that any information and links remain relevant and will be further reviewed as circumstances require at regular intervals and not less than every five years. Any major revision to the strategy will be considered in consultation with all relevant parties, who will be given a reasonable timescale to respond and comment as appropriate.
- 8.3 It is proposed that the success of the Tenancy Strategy will be monitored indirectly through reference to existing indicators for the number of flexible tenancy reviews carried out by Landlord Services, the number of mutual exchanges by social housing tenants in Guildford and Performance Indicators for tenant satisfaction.

9. Equalities and diversity

Agenda item number: 5

Appendix 2

- 9.1 The finalised Tenancy Strategy will be subject to an Equality Impact Assessment screening and the Council expects RP's to carry out their own Equality Impact Assessment for their individual tenancy policies, as supported by the appropriate performance indicator monitoring for this strategy (referenced above at 8.3).

Annex 1 - Comparisons between lifetime and flexible tenancies

The following table shows, for ease of reference, the differences between a lifetime (secure or assured) tenancy and a fixed term flexible tenancy.

	Lifetime tenancy	Flexible
Term	For the life of the tenant	Normally five years but cannot be less than two years.
Right to exchange	Secure and Assured tenants have a statutory right to exchange their tenancy with another Secure or Assured tenant, which can only be refused by the landlord on certain grounds, such as being under notice of seeking possession. They can be agreed subject to conditions such as clearing any rent arrears.	Same rights as lifetime tenants.
Right to take in lodgers and to sublet part of the property.	Secure and Assured tenants have the right to take in a lodger or sublet part of their property however, if the tenant parts with possession or sublets the whole of it the tenancy ceases to be a secure tenancy. Tenants do not need the landlord's permission to take in a lodger. Subletting part of the property requires permission from the landlord but this cannot be unreasonably withheld. Failure to obtain consent would be a breach of tenancy.	Same rights as lifetime tenants.
Right to Repair	Secure and Assured tenants have certain rights to ensure that their landlord deals with repairs within a reasonable timescale, with a right to compensation in some circumstances.	Same rights as lifetime tenants.
Rights to consultation / information	Secure and Assured tenants have the right to be consulted about matters affecting their rights and tenancy conditions, and information about their tenancy	Same rights as lifetime tenants.
Right to Buy	Secure tenants are entitled to buy their home after they have been a social housing tenant for five years. Assured Tenants of RP's do not necessarily have the Right to Buy. Some Assured tenants of RP's may have the Right to Acquire, which is similar.	Legislation extends the Right to Buy to Flexible tenancies on the same basis as Secure tenants.
Succession	There can be one succession of tenancy to a spouse or close relative if they lived with the tenant for at least a year before their death. This includes cohabiting partners, children, parents,	There will be a statutory right for one succession to a spouse or partner for the duration of the term of the tenancy.

	Lifetime tenancy	Flexible
	<p>siblings and most other close relatives, but not foster children.</p> <p>The Localism Act has restricted the statutory succession to spouse or partner for all new Secure or Assured tenants with effect from 1 April 2012. Landlords will be able to use discretion to grant a tenancy to other people living with the tenant if they wish to.</p>	
Rents	<p>The rent relates to the property, not the tenancy but there are controls in place for Secure and Assured tenants.</p> <p>Council rents will continue to be controlled through Benefit subsidy limits.</p> <p>RP social rents will continue to be controlled through the national rent regime.</p> <p>The Affordable Rent model can be up to 80 per cent of a market rent (expected to be at 70 per cent in the Guildford Borough area). RP's and some councils may charge higher rents for properties on new developments and some RP's have agreements with Homes England to convert vacant properties to Affordable Rent.</p> <p>The extra income from rents is to be used to help fund new housing development.</p>	<p>Flexible tenants may be offered properties on either Affordable Rents or social rents. The determinant is the property, not the type of tenancy.</p>
Moves	<p>Where an existing social tenant moves to another social rented property, they will be granted a Secure or Assured tenancy.</p>	<p>The type of tenure offered where a flexible tenant is re-housed by the Council will be the same, although the term may be shorter at our discretion. RP's will base this on their tenancy policy, which should take into account the guidance in this strategy.</p>

Annex 2

Glossary

Affordable Rent	Affordable Rented (AR) housing is social housing that can be let at up to 80 per cent of local market rents. This is in contrast to social rented housing, which has to be let at 'target rents' which are set by the Government and usually between 40 % and 50 % of market rents. The increase in rent is to be used to fund new social housing development.
Assured Shorthold Tenancy	The most common form of tenancy in the private sector. Assured Shorthold Tenancies give the tenant the right to occupy a property for a fixed period of time, provided that they keep to the terms of their tenancy agreement. At the end of the fixed period of time (often 12 months), the landlord or the tenant has the right to terminate the tenancy.
Assured Tenancy	Another form of private sector tenancy, commonly used by RP's. Assured Tenancies give the tenant the right to remain in the property unless the landlord can prove to a court that they have grounds for possession. The landlord does not have an automatic right to repossess the property when the tenancy comes to an end. Until recently, RP's usually granted 'lifetime' Assured tenancies.
CA	Citizens' Advice
CBL	Choice Based Lettings (the system of allocating housing, in which properties are advertised each week and applicants can register an interest in their preferred properties. See also Guildford Homechoice and Homeselecta
Demoted Tenancy	Landlords can apply for a court order to demote a tenancy to a starter/introductory tenancy. This has the effect of putting the tenant on probation and if further breaches of the tenancy occur the landlord can obtain a court order to end their tenancy.
Extra Care housing	Extra Care housing developments are designed for the needs of frail elderly people. They are sometimes known as 'very sheltered' or assisted living schemes. Most properties in these schemes are suitable for less mobile people and wheelchair users, with bathrooms designed to make it easier for assistance to be offered. Usually schemes have their own care staff and, if required, provide one or more meals daily. Extra Care housing has developed from sheltered housing, and they share many of the same features. A typical Extra Care scheme has a mix of residents who require different levels of care.
Family Intervention Tenancy	Tenancies granted to families who have been involved in antisocial behaviour. The tenants are put on probation and given behavioural support services as a condition of living in the accommodation.
Flexible Tenancy	A flexible tenancy is a tenancy that is for a fixed period of more than two years.
Guildford Homechoice	The Council's method of allocating council and partner RP properties. Properties are advertised each week on the Homechoice website and are allocated to applicants who express an interest in order of their priority on the

	housing register.
Homes England	A national housing agency launched in 2017, replacing the Homes and Communities Agency. Remit is to facilitate delivery of new homes where most needed, with a sustained improvement in affordability.
HomeSelecta	A choice based lettings scheme operating across Hart, Rushmoor, Guildford and Waverley. Each local authority opens up a proportion of vacancies to applicants from the neighbouring authorities in order to give applicants more choice and greater mobility.
Homes 4 U	A service provided by the Council to assist applicants to access private rented housing. It may assist with the provision of rent deposit bonds or cash deposits and in certain cases a loan to cover rent in advance, subject to the rules of the service.
HRA	Housing Revenue Account.
Introductory Tenancy	<p>A public sector residential tenancy granted for a 12-month trial period, which can be extended by 6 months, after which the tenant may become a Secure tenant, provided the landlord has not brought possession proceedings during the trial period.</p> <p>The tenancy may become a Flexible tenancy at the end of the Introductory tenancy period, provided a written notice was served on the tenant before the start of the Introductory Tenancy advising on ceasing to be an Introductory Tenancy, the tenancy would become a Secure tenancy that would be a flexible tenancy for a term certain and specifying the length of the term.</p>
Licence	A personal permission to use a property for a period of time in accordance with the terms of the licence. A licensee does not have exclusive possession of the property.
Lifetime Tenancy	A tenancy that can only be ended via a court order, i.e. if the terms of the tenancy are breached. Tenants who currently have a lifetime tenancy will not be affected by the changes.
MHCLG	The Ministry of Housing, Communities and Local Government. Previously CLG or DCLG.
Mutual Exchange	When two (or more) Secure or Assured tenants swap tenancies (and homes) with each other (normally by assignment).
National rent regime	The regime under which central government sets the guideline rents for social rented properties.
Non-secure tenancy	Non-Secure tenancies are provided under the Council's duties to provide temporary accommodation for homeless persons. In order to terminate and gain possession of a property the Council must service a Notice to Quit but is not required to prove any statutory ground
Reciprocal move	An agreement between local authorities whereby someone currently living in one local authority area maybe rehoused in another local authority area. For example, if someone has to be rehoused out of the area in order to escape

	domestic abuse.
Registered Provider (RP)	<p>All providers of social housing, including the Council, are now known as 'Registered Providers' or RP's.</p> <p>Housing Associations were formerly known as Registered Social Landlords (RSL's).</p> <p>There are two types:</p> <ul style="list-style-type: none"> • Non-profit RP's • Profit-making RP's <p>Most former RSL's are now non-profit RP's. Some former RSLs (for example A2 Dominion) have both a non-profit and a profit-making arm in their structure, so that they can use the most appropriate arm depending on the situation.</p>
RSL	Registered Social Landlord (see Housing Association) - now known as a Registered Provider.
Probationary Tenancy	See Introductory Tenancy. Normally used by RP's.
Secure Tenancy	The vast majority of local authority tenants and housing association tenants whose tenancies began before 15 January 1989, are secure tenants and have a range of additional rights covered in the Housing Act 1985.
Sheltered housing	Special housing for elderly or vulnerable people who may need additional support to maintain independent living. A warden may be on site some of the time.
Social rented housing	Social rented housing is rented housing owned and managed by local authorities and other registered providers of social housing, for which guideline target rents are determined through the national rent regime.
Starter Tenancy	See Introductory Tenancy. Normally used by RP's.

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THE FORWARD PLAN

(INCORPORATING NOTICE OF KEY DECISIONS TO BE TAKEN BY THE EXECUTIVE AND NOTICE OF INTENTION TO CONDUCT BUSINESS IN PRIVATE)

Schedule 1 to this document sets out details of the various decisions that the [Executive](#) and full [Council](#) are likely to take over the next twelve months in so far as they are known at the time of publication. Except in rare circumstances where confidential or exempt information is likely to be disclosed, all decisions taken by the Executive and full Council are taken in public, and all reports and supporting documents in respect of those decisions are made available on our website.

Members of the public are welcome to attend and, in most cases, participate in all of our meetings and should seek confirmation as to the timing of any proposed decision referred to in the Forward Plan from the Committee Services team by telephone on 01483 444102, or email committeeservices@guildford.gov.uk prior to attending any particular meeting (see note below for special arrangements for remote meetings during the Coronavirus crisis).

Details of the membership of the Executive and the respective areas of responsibility of the Leader of the Council and the lead councillors are set out in Schedule 2 to this document.

Key decisions

As required by the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, this document also contains information about known key decisions to be taken during this period.

A key decision is defined in the Council's Constitution as an executive decision which is likely to result in expenditure or savings of at least £200,000 or which is likely to have a significant impact on two or more wards within the Borough.

A key decision is indicated in Schedule 1 by an asterisk in the first column of each table of proposed decisions to be taken by the Executive.

In order to comply with the publicity requirements of Regulation 9 of the 2012 Regulations referred to above, we will publish this document at least 28 clear days before each meeting of the Executive by making it available for inspection by the public on our website: <http://www.guildford.gov.uk/ForwardPlan>

Availability of reports and other documents

Subject to any prohibition or restriction on their disclosure, copies of, or extracts from, any document to be submitted to a decision-maker for consideration in relation to a matter in respect of which a decision is to be made will normally be available for inspection on our website five clear working days before the meeting, or the date on which the proposed decision is to be taken. Other documents relevant to a matter in respect of which a decision is to be made may be submitted to the Executive, or to an individual decision maker, before the meeting or date on which the decision is to be taken, and copies of these will also be available online.

Taking decisions in private

Where, in relation to any matter to be discussed by the Executive, the public may be excluded from the meeting due to the likely disclosure of confidential or exempt information, the documents referred to above may not contain any such confidential or exempt information.

Agenda item number: 6

In order to comply with the requirements of Regulation 5 of the 2012 Regulations referred to above, Schedule 1 to this document will indicate where it is intended to deal with any matter in private due to the likely disclosure of confidential or exempt information. Where applicable, a statement of reasons for holding that part of the meeting in private together with an invitation to the public to submit written representations about why the meeting should be open to the public when the matter is dealt with will be set out on the relevant page of Schedule 1.

James Whiteman Managing
Director

Guildford Borough Council
Millmead House
Millmead
Guildford
GU2 4BB

Dated: 25 August 2020

Special Arrangements to be put in place during Coronavirus crisis

The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 ["the Regulations"] allow local authorities to hold meetings remotely, including by (but not limited to) telephone conferencing, video conferencing, live webcast, and live interactive streaming.

The Regulations further modify existing legislative provisions to remove the requirement for local authorities to hold annual meetings, and to enable requirements for public and press access to local authority meetings and associated documents to be complied with through remote means and website access.

The Regulations apply to meetings of the Council, the Executive, Guildford Joint Committee, and all committees or sub-committees of these bodies, including Executive Advisory Boards.

SCHEDULE

EXECUTIVE: 25 August 2020

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
*	Weyside Urban Village Programme – GBC Depot	To consider the proposed new Guildford Borough Council depot, Woking Road as part of the Weyside Urban Village Programme	No	Report to Executive (25/08/2020)	Caroline Cheesman 01483 444011 caroline.cheesman@guildford.gov.uk
	New Climate Change Board and Innovation Board	To approve the disbanding of the Climate Change and Innovation Board and the creation of two new executive working groups, the Climate Change Board and Innovation Board.	No	Report to Executive (25/08/2020)	Marieke van der Reijden 01483 444995 marieke.van.der.reijden@guildford.gov.uk

Page 89

Agenda item number: 6

**EXECUTIVE SHAREHOLDER AND TRUSTEE
COMMITTEE:
1 September 2020**

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
* Page 90	Arrangements to run and manage assets related to Woodbridge Road Sportsground Charitable Trust	To approve recommendations that ensure that the Charity continues to operate in a manner which promotes its charitable objectives whilst managing the contributions made by the Council.	Yes	Report to Executive Shareholder and Trustee Committee (01/09/2020)	Beejal Soni 01483 444036 beejal.soni@guildford.gov.uk

*Information regarding this item is considered to be commercially sensitive and will, if councillors wish, be discussed in private as it will involve the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A to the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Any person wishing to make representations in relation to this part of the meeting being held in private for consideration of the above-mentioned matter, must do so in writing to: Carrie Anderson, Senior Democratic Services Officer by email: carrie.anderson@guildford.gov.uk by no later than midday Thursday 20 August 2020.

EXECUTIVE: 22 September 2020

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
*	Climate Change, Sustainable Design, Construction and Energy SPD	To adopt the Climate Change, Sustainable Design, Construction and Energy SPD	No	Report to Executive (22/09/2020) Incorporating comments/recommendations of Placemaking & Innovation EAB (01/06/2020)	Dan Knowles 01483 444605 dan.knowles@guildford.gov.uk
* Page 91	Capital and Investment Outturn Report 2019-20	(1) To note the Capital and Investment Outturn Report for 2019-20. (2) To approve the actual prudential indicators for 2019-20.	No	Report to Executive (22/09/2020) Incorporating comments/recommendations of Corporate Governance and Standards Committee (30/07/2020) and Council (06/10/2020)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk

*	Revenue Outturn Report 2019-20	(1) To note the final position on the General Fund and the Collection Fund revenue accounts for the 2019-20 financial year. (2) To determine how any available balances are to be used.	No	Report to Executive (22/09/2020) Incorporating comments/ recommendations of Corporate Governance and Standards Committee	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk
*	Housing Revenue Account: draft final Accounts 2019-20	To consider the draft accounts for 2019-20 and agree any transfers to earmarked reserves before the statutory Statement of Accounts is signed by the Chief Financial Officer.	No	Report to Executive (22/09/2020) Incorporating comments/ recommendations of Corporate Governance and Standards Committee (30/07/2020)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk
Page 92	Review of the Guidance for Councillors on the use of Social Media	To approve revised guidance	No	Report to Executive (22/09/2020) Incorporating comments/ recommendations of Corporate Governance and Standards Committee (30/07/2020)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk
*	Property Investment Strategy	To approve a new property investment strategy which will provide a robust and viable framework for the acquisition and retention of commercial properties located within the borough.	No	Report to Executive (22/09/2020) Incorporating comments/ Recommendations of Overview and Scrutiny Committee (15/09/2020)	Melissa Bromham 01483 444587 melissa.bromham@guildford.gov.uk

Agenda item number: 6

	Review of Executive Advisory Boards	To introduce a more efficient and effective EAB configuration and contribution.	No	Report to Executive (22/09/2020) Incorporating comments/ recommendations of Joint EAB (09/07/2020) Corporate Governance and Standards Committee (24/09/2020) and Council (06/10/2020)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk
* Page 93	North Street Development Site	Endorse the recommendation of the North Street Programme Board to proceed with the sale of the Council's land.	Yes	Report to Executive (22/09/2020)	Andrew Tyldesley 01483 444617 andrew.tyldesley@guildford.gov.uk

*Information regarding this item is considered to be commercially sensitive and will, if councillors wish, be discussed in private as it will involve the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A to the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)."

Any person wishing to make representations in relation to this part of the meeting being held in private for consideration of the above-mentioned matter, must do so in writing to: Carrie Anderson, Senior Democratic Services Officer by email: carrie.anderson@guildford.gov.uk by no later than midday Friday 11 September 2020.

COUNCIL: 6 October 2020

Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Review of corporate governance matters	<p>To consider proposals from the Corporate Governance Task Group in respect of reviews of various corporate governance matters including:</p> <ul style="list-style-type: none"> (a) The Councillors' Code of Conduct (and policy on acceptance/registration of gifts and hospitality) (b) the 15 best practice recommendations contained in the report of the CSPL, Local Government Ethical Standards (c) Protocol on Councillor/Officer Relations 	No	<p>Report to Council (06/10/2020) Incorporating comments/recommendations of Corporate Governance and Standards Committee (30/07/2020) and (24/09/2020)</p>	<p>John Armstrong 01483 444102 john.armstrong@guildford.gov.uk</p>
Capital and Investment Outturn Report 2019-20	<ul style="list-style-type: none"> (1) To note the Capital and Investment Outturn Report for 2019-20. (2) To approve the actual prudential indicators for 2019-20. 	No	<p>Report to Council (6/10/2020) Incorporating comments/recommendations of Corporate Governance and Standards Committee (30/07/2020) and Executive (22/09/2020)</p>	<p>Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk</p>

<p>Citizen's Assembly on The Climate Crisis</p>	<p>To debate the petition.</p>	<p>No</p>	<p>Report to Council (6/10/2020)</p>	<p>John Armstrong 01483 444102 john.armstrong@guildford.gov.uk</p>
<p>Review of Executive Advisory Boards</p>	<p>To introduce a more efficient and effective EAB configuration and contribution.</p>	<p>No</p>	<p>Report to Council (06/10/2020) Incorporating comments/recommendations of Joint EAB (09/07/2020) Executive (22/09/2020) And Corporate Governance and Standards Committee (24/09/2020)</p>	<p>John Armstrong 01483 444102 john.armstrong@guildford.gov.uk</p>

EXECUTIVE: 27 October 2020

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
	Tenancy Strategy	To set out the terms and conditions of tenancies to be offered by all registered providers within Guildford	No	Executive and Community EAB	Siobhan Kennedy 01483 444247 Siobhan.kennedy@guildford.gov.uk
Page 96	Timetable of Council and Committee Meetings 2021-22	To consider and adopt the timetable of Council and Committee meetings for the 2021-22 municipal year.	No	Report to Executive (27/10/2020) and Council (8/12/2020)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk
	Pest Control Services	To consider proposal to introduce charging for pest control treatments (rats and mice)	No	Executive and Community EAB	Justine Fuller 01483 444370 Justine.fuller@guildford.gov.uk
	Proposed Cathedral Walk walking/cycle route	To consider the proposed draft Mandate to deliver Cathedral Walk walking/cycle route linking the A3 in the west to Yorkies Bridge in the east.	No	Report to Executive (27/10/2020) (incorporating recommendations of the Place Making & Innovation EAB 12/10/2020)	Stephen Benbough 01483 444052 stephen.benbough@guildford.gov.uk

Agenda item number: 6

EXECUTIVE: 24 November 2020

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
	Selection of the Mayor and The Deputy Mayor 2021-22	To submit nominations for the selection of the Mayor and The Deputy Mayor 2021-22 to Council for consideration.	No	Report to Executive (24/11/2020) and Council (08/12/2020)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk
Page 97	Summary of transactions at less than best consideration.	Reporting on all less than best consideration transactions entered into annually.	No	Report to Executive (24/11/2020)	Mark Appleton 01483 444364 mark.appleton@guildford.gov.uk
	Councillor Working Groups	To review the current councilor working groups, and to determine whether they should continue in their present format, and if so to confirm the political composition of	No	Report to Executive (24/11/2020) Incorporating comments/recommendations of Community EAB (15/10/2020)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk

*	Weyside Urban Village Development Programme – Financial Gateway	To review the financial gateway and receive an update on the overall programme	No	Report to Executive (24/11/2020)	Michael Lee-Dickson 01483 444123 michael.lee-dickson@guildford.gov.uk
	Spend Update on Consultants and Agency Staff	To adopt the consultants Code of Practice and to consider any other recommendations made by the Overview and Scrutiny Committee 15 September 2020.	No	Report to Executive (24/11/2020) Incorporating comments/recommendations of Overview and Scrutiny Committee (20/10/2020)	Faye Gould 01483 44420 faye.gould@guildford.gov.uk

Agenda item number: 6

COUNCIL: 8 December 2020

Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Timetable of Council and Committee Meetings 2021-22	To consider and adopt the timetable of Council and Committee meetings for the 2021-22 municipal year.	No	Report to Council (8/10/2020) Incorporating comments/recommendations of Executive (27/10/2020)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk
Selection of the Mayor and The Deputy Mayor 2021-22	To submit nominations for the selection of the Mayor and The Deputy Mayor 2021-22 to Council for consideration.	No	Report to Council (8/12/2020) Incorporating comments/recommendations of the Executive (24/11/2020)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk
Review of corporate governance matters	To consider proposal from the task group in respect of reviews of various corporate governance matters including: (a) The Councillors' Code of Conduct (and policy on acceptance/registration of gifts and hospitality) (b) Compliance with the 15 best practice recommendations contained in the report of the CSPL, Local Government Ethical Standards (c) Guidance on social media use by Councillors (d) Internal communications	No	Report to Council (08/12/2020) Incorporating comments/recommendations of Corporate Governance and Standards Committee (19/11/2020)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk

<p>Local Council Tax Support Scheme 2021-22</p>	<p>The Council agrees the current LCTS Scheme be amended for 2021-22 with effect from 1 April 2021 and agrees a discretionary hardship fund.</p>	<p>No</p>	<p>Report to Council (08/12/2020)</p>	<p>Belinda Hayden 01483 444867 belinda.hayden@guildford.gov.uk</p>
<p>The Council's Constitution: Procurement Procedure Rules and Financial Procedure Rules</p>	<p>To review and update the Procurement Procedure Rules and Financial Procedure Rules</p>	<p>No</p>	<p>Report to Council (08/12/2020) Incorporating comments/ recommendations of Corporate Governance and Standards Committee (19/11/2020)</p>	<p>Faye Gould 01483 444120 faye.gould@guildford.gov.uk</p>

EXECUTIVE: 5 January 2021

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Page 101	Pitch Strategy	To adopt a Pitch Strategy	No	Report to Executive (5/01/2021) Incorporating comments/ recommendations of Community EAB (04/07/2019)	Paul Stacey 01483 444720 paul.stacey@guildford.gov.uk
*	Guildford Economic Regeneration (GER)	The Executive is asked to endorse - 1. The Guildford Economic Regeneration Gateway 1 Report 2. Approval of the Report Recommendations 3. Approval of budget for Gateway 2 workstreams	No	Report to Executive (5/01/2021)	Michael Lee-Dickson 01483 444123 michael.lee-dickson@guildford.gov.uk

EXECUTIVE: 26 January 2021

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Page 102	Annual Audit Letter 2019-20	To approve the Annual Audit Letter for 2019-20.	No	Report to Executive (26/01/2021) Incorporating comments/recommendations from Corporate Governance and Standards Committee (14/01/2021)	Claire Morris 01483 444827 claire.morris@guildford.gov.uk
*	Off Street Parking Business Plan 2021-22	To consider the Off-Street Parking Business Plan and proposed street parking tariffs.	No	Report to Executive (26/01/2021) Incorporating comments/Recommendations of Joint EAB (11/11/2020)	Andy Harkin 01483 444535 andy.harkin@guildford.gov.uk

	Capital & Investment Strategy 2021-22 to 2025- 2026	To recommend to Council the adoption of: <ul style="list-style-type: none"> the Capital and Investment Strategy the general fund capital estimates. the revised Treasury Management Strategy and Prudential Indicators Minimum Revenue Provision policy 	No	Report to Executive (26/01/2021) incorporating comments/ recommendations of the Joint EAB (7/01/2021) Corporate Governance and Standards Committee (14/01/2021) and Council (10/02/2021)	VictoriaWorsfold 01483 444834 victoria.worsfold@guildford.gov.uk
Page 103	Housing Revenue Account Budget 2021-22	To recommend to Council approval of the HRA Revenue estimates, associated fees and charges, changes to rents of Council dwellings and approval of Housing Capital Programme for 2021-22.	No	Report to Executive (26/01/2021) incorporating comments/ recommendations of the Joint EAB (7/01/2021) and Council (10/02/2021)	VictoriaWorsfold 01483 444834 victoria.worsfold@guildford.gov.uk
	Business Planning – General Fund Budget 2021-22	To recommend to Council: <ul style="list-style-type: none"> Approval of the general fund revenue budget for 2021-22 Agreement of a council tax requirement for 2021-22 Declaration of any surplus/deficit on the collection fund 	No	Report to Executive (26/01/2021) Incorporating comments/ Recommendations of Joint EAB (11/11/2020) and Council (10/02/2021)	VictoriaWorsfold 01483 444834 victoria.worsfold@guildford.gov.uk

COUNCIL: 10 February 2021

Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Capital & Investment Strategy 2021-22 to 2025-2026 Page 10	To adopt: <ul style="list-style-type: none"> • the Capital and Investment Strategy • the general fund capital estimates. • the revised Treasury Management Strategy and Prudential Indicators • Minimum Revenue Provision policy 	No	Report to Council (10/02/2021) incorporating comments/recommendations of the Joint EAB (7/01/2021) Corporate Governance and Standards Committee (14/01/2021) and Executive (26/01/2021)	VictoriaWorsfold 01483 444834 victoria.worsfold@guildford.gov.uk
Housing Revenue Account Budget 2021-22	To approve the HRA Revenue estimates, associated fees and charges, changes to rents of Council dwellings and approval of Housing Capital Programme for 2021-22.	No	Report to Council (10/02/2021) incorporating comments/recommendations of the Joint EAB (7/01/2021) and Executive (26/01/2021)	VictoriaWorsfold 01483 444834 victoria.worsfold@guildford.gov.uk
Business Planning – General Fund Budget 2021-22	To approve: <ul style="list-style-type: none"> • the general fund revenue budget for 2021-22 • a council tax requirement for 2021-22 • Declaration of any surplus/deficit on the collection fund 	No	Report to Council (10/02/2021) incorporating comments/recommendations of the Executive (26/01/2021)	VictoriaWorsfold 01483 444834 victoria.worsfold@guildford.gov.uk

EXECUTIVE: 16 February 2021

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer

EXECUTIVE: 23 March 2021

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
	The Housing Allocation Scheme	Executive to agree updated scheme for Housing Allocation	No	Report to Executive (23/03/2021) Incorporating comments/ Recommendations of Community EAB (18/02/2021)	Siobhan Kennedy 01483 444247 siobhan.kennedy@guildford.gov.uk
Page * 106	New Housing Strategy (including Homelessness Prevention and Rough Sleeping Strategies) 2020-2025	To develop a new housing strategy to include the statutory elements of homelessness prevention and rough sleeping.	No	Report to Executive (23/03/2021) Incorporating comments/ Recommendations of Community EAB (18/02/2021)	Siobhan Kennedy 01483 444247 siobhan.kennedy@guildford.gov.uk

Agenda item number: 6

COUNCIL: 13 April 2021

Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer

EXECUTIVE: 20 April 2021

Agenda item number:

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
*	Annual Governance Statement 2020-21	To adopt the Council's Annual Governance Statement for 2020-21	No	Report to Executive (20/04/2021)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk
Page 108	Policy on Debt Recovery	To develop a policy on how the Council manages debt recovery	No	Report to Executive (20/04/2021) Incorporating comments/recommendations of Place-Making EAB (01.04.2021)	Siobhan Rumble 01483 444296 siobhan.rumble@guildford.gov.uk Belinda Hayden 01483 444867 belinda.hayden@guildford.gov.uk
	Council Tax CAB Protocol	To consider and approve the protocol.	No	Report to Executive (20/04/2021) Incorporating comments/recommendations of Place-Making EAB (01.04.2021)	Belinda Hayden 01483 444867 belinda.hayden@guildford.gov.uk

6

COUNCIL 12 May 2021 (Annual Council Meeting)

Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Election of Mayor and appointment of Deputy Mayor 2021-22	To elect a Mayor and appoint a Deputy Mayor for the municipal year 2021-22.	No	Report to Council (12/05/2021)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk
Appointment of Honorary Remembrancer 2021-22	To appoint the Honorary Remembrancer for the municipal year 2021-22	No	Report to Council (12/05/2021)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk

COUNCIL: 18 May 2021 (Selection Council Meeting)

Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Appointments to committees 2021-22	To agree the numerical allocation of seats to political groups on committees and to agree the membership and (where appropriate) substitute membership of those committees, including the election of committee chairmen and vice-chairmen	No	Report to Council (18/05/2021)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk

UNSCHEDULED ITEMS – EXECUTIVE/COUNCIL

Key Decision (asterisk indicates that the decision is likely to be a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer	Agenda item number: 9
u	Future Operating Models for frontline services	To approve Future Operating Models for frontline services. <i>Report expected next year.</i>	No	Executive and Place-Making EAB	Chris Wheeler 01483 445030 chris.wheeler@guildford.gov.uk	
n	Prohibition of Sky Lanterns	To consider and agree the prohibition of Sky Lanterns <i>Evidence gathering underway. Report expected later in the year.</i>	No	Executive	Raj Devandran 01483 444060 raj.devandran@guildford.gov.uk	
u	Sutherland Memorial Park	To renew the lease to Guildford City Youth Project <i>Under review. Report expected later in the year.</i>	No	Executive Shareholder and Trustee Committee	Damien Cannell 01483 444553 damien.cannell@guildford.gov.uk	
u	Lovelace Neighbourhood Plan	To adopt the Lovelace Neighbourhood Plan <i>The next stage is a referendum. The referendum is on hold due to the prohibition on polls until May 2021.</i>	No	Council	Dan Knowles 01483 444605 dan.knowles@guildford.gov.uk	

u	Foxenden Tunnels	To consider the potential alternative future uses of the Shelter, possibly including a heritage element. <i>This project is completely dependent on the Covid19 situation, Consequently, the project has been deferred. No date.</i>	No	Executive Shareholder and Trustee Committee (TBA)	Scott Jagdeo 01483 444586 scott.jagdeo@guildford.gov.uk
*u	Crematorium Project	To approve the supplementary capital estimates. <i>Paul contacted.</i>	No	Executive and Council	Paul Stacey 01483 444720 paul.stacey@guildford.gov.uk
+u	Bedford Wharf Plaza Landscaping Scheme	To approve the landscaping scheme following public consultation <i>Dermot contacted.</i>	No	Executive and Place-Making EAB	Dermot Whelan 07800 540145 dermot.whelan@guildford.gov.uk
u	Charging for Regulatory Services	To consider proposal to charge for pre-application advice. <i>Not a priority at this time</i>	No	Executive	Justine Fuller 01483 444370 Justine.fuller@guildford.gov.uk
u	Transfer from provisional to approved capital programme for the surfacing of Burchatts Farm Barn car park	To agree the transfer from provisional to approved capital programme for the surfacing of Burchatts Farm Barn car park. <i>Deferred in March 2020 – no date yet</i>	*Yes Appendix 3	Executive	Sally Astles 01483 444728 sally.astles@guildford.gov.uk
u	Bike Share Scheme	To approve approach and programme for the procurement and commissioning of a town-wide bike share scheme. <i>Deferred June 2020 – no date yet</i>	No	Executive	Donald Yell 01483 444659 donald.yell@guildford.gov.uk

*u	Transfer of Gosden Common to Bramley Parish Council	To consider and approve the transfer of Gosden Common to Bramley Parish Council – <i>Diane Owens is obtaining a legal quote for specialist legal advice so the item can be progressed.</i>	No	Executive	Fiona Williams 01483 444999 fiona.williams@guildford.gov.uk
u	Puttenham Neighbourhood Plan	To adopt the Puttenham Neighbourhood Plan. <i>Report estimated 2021.</i>	No	Council	Dan Nunn 01483 444671 daniel.nunn@guildford.gov.uk
u	Send Neighbourhood Plan	To adopt the Send Neighbourhood Plan. <i>Report estimated early 2021.</i>	No	Council	Gavin Stonham 01483 444464

Agenda item number: 6

Key Decision (asterisk indicates that the decision is likely to be a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
*u	Surrey Waste Partnership – Inter Authority Agreement	To confirm the formation of a Joint Committee to replace the Surrey Waste Partnership, to seek sign up to a relevant IAA and to agree what decisions around waste and what services we want delivered via a joint approach. <i>Report estimated late 2020</i>	No	Executive	Chris Wheeler 01483 445030 chris.wheeler@guildford.gov.uk
*u	Resurfacing of Westfield and Moorfield Roads	To agree the budget to be transferred from the provisional to the approved budget. <i>Currently waiting for the completion of phase 1, following which a review will be made relating to programme for phase 2.</i>	No	Executive	Michael Lee-Dickson 01483 445123 michael.lee-dickson@guildford.gov.uk
*u	Parks Strategy	To adopt a Parks Strategy <i>Report estimated late 2020 / early 2021</i>	No	Report to Executive Incorporating comments/ recommendations of Community EAB (5/09/2019)	Paul Stacey 01483 444720 paul.stacey@guildford.gov.uk
*u	Industrial Estates	To consider strategies for the future development of individual industrial estates <i>Melissa contacted.</i>	No	Report to Executive	Melissa Bromham 01483 444587 melissa.bromham@guildford.gov.uk
*u	Future Residential Housing developments (HRA)	To consider proposals on a site by site basis <i>Ian contacted.</i>	No	Report to Executive	Ian Doyle 01483 444669 ian.doyle@guildford.gov.uk

*u	Bridges – Inspection and Remedial Work	<p>(1) To approve appointment of consultants to: (a) carry out inspections (b) cost immediate and long-term works (c) advise on future inspection frequency</p> <p>(2) To approve works that arise from inspections Move money from provisional to approved capital programme</p> <p><i>Geoff Fowler contacted.</i></p>	No	Report to Executive	TBA
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Agenda item number: 6

Key Decision (asterisk indicates that the decision is likely to be a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
*u	Community Infrastructure Levy Charging Schedule	To adopt the Community Infrastructure Levy Charging Schedule <i>Anticipated to be produced in 12 months from current date 24/07/2020</i>	No	Report to Executive Incorporating comments/ recommendations of Guildford Joint Committee	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk
*u	Planning Contributions SPD	To adopt the Planning Contributions SPD <i>Anticipated to be produced in 12 months from current date 24/07/2020</i>	No	Report to Executive	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk
*u	Green and Blue Infrastructure SPD	To adopt the Green and Blue Infrastructure SPD. <i>No schedule yet. Check 2021 (07/20)</i>	No	Report to Executive	Dan Knowles 01483 444605 dan.knowles@guildford.gov.uk
*u	Green Belt SPD	To adopt the Green Belt SPD <i>Anticipated to be produced in 12 months from current date 24/07/2020</i>	No	Report to Executive	Laura Howard 01483 444626 laura.howard@guildford.gov.uk
*u	Review of Refuse and Recycling Service	<ul style="list-style-type: none"> To report back on Phase 2 of the review To agree future waste collection methodology <i>Report estimated late 2020</i>	No	Report to Executive incorporating comments/ recommendations from Community EAB	Chris Wheeler 01483 445030 chris.wheeler@guildford.gov.uk

UNSCHEDULED ITEMS – GUILDFORD JOINT COMMITTEE

Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Traveller sites	(1) Identification of transit sites (2) Future management of existing traveller sites <i>Ian contacted.</i>	No	Report to Guildford Joint Committee	Ian Doyle 01483 444669 ian.doyle@guildford.gov.uk
Community Infrastructure Delivery	(1) To agree a statement of priority for the delivery of infrastructure described in the GBC Infrastructure Delivery Plan and informed by the GBC Regulation 123 list (2) To discuss and propose strategies for securing additional funding necessary for that delivery <i>Anticipated to be produced in 12 months from current date 24/07/2020</i>	No	Report to Guildford Joint Committee	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk

SCHEDULE 2

MEMBERSHIP OF THE BOROUGH COUNCIL'S EXECUTIVE

**AREAS OF RESPONSIBILITY FOR THE LEADER OF THE COUNCIL & LEAD COUNCILLORS
GUILDFORD BOROUGH COUNCIL**

Councillor	Areas of Responsibility
<p>Leader of the Council and Lead Councillor for Housing and Development Control</p> <p>Councillor Caroline Reeves 31 Artillery Road Guildford Surrey GU1 4NW</p> <p>(Friary and St. Nicolas Ward)</p>	<p>Housing, Homelessness, housing standards (HMOs, private rented sector), Development Control and Enforcement, Public Relations and Communications</p>
<p>Deputy Leader of the Council and Lead Councillor for Service Delivery</p> <p>Councillor Joss Bigmore c/o Guildford Borough Council Millmead House Millmead Guildford GU2 4BB</p> <p>(Christchurch Ward)</p>	<p>Customer Service, Governance including corporate Health and Safety, Future Guildford, Human Resources, Partnerships, Web Services</p>
<p>Lead Councillor for Resources</p> <p>Councillor Tim Anderson c/o Guildford Borough Council Millmead House Millmead Guildford GU2 4BB</p> <p>(Clandon & Horsley Ward)</p>	<p>Finance, Commercial Asset Management, Procurement</p>
<p>Lead Councillor for Climate Change</p> <p>Councillor Jan Harwood c/o Guildford Borough Council Millmead House Millmead Surrey GU2 4BB</p> <p>(Merrow Ward)</p>	<p>Innovation, Strategic Planning, Sustainable Transport, Housing Delivery</p>

Councillor	Areas of Responsibility
<p>Lead Councillor for Community Councillor Julia McShane 75 Applegarth Avenue Park Barn Guildford Surrey GU2 8LX (Westborough Ward)</p>	<p>Health, Wellbeing, Access and Disability, Safety, grants and voluntary services, Careline, Handyperson, Care and Repair</p>
<p>Lead Councillor for Economy Councillor John Redpath 12 Addison Road Guildford GU1 3QP (Holy Trinity Ward)</p>	<p>Economic Development, Social Enterprise, Rural Economy, Heritage and Community Assets</p>
<p>Lead Councillor for Regeneration Councillor John Rigg C/o Guildford Borough Council Millmead House Millmead Guildford GU2 4BB (Holy Trinity Ward)</p>	<p>Town Centre MasterPlan, Infrastructure, Major Projects, Strategic Asset Management</p>
<p>Lead Councillor for Environment Councillor James Steel c/o Guildford Borough Council Millmead House Millmead Surrey GU2 4BB (Westborough Ward)</p>	<p>Waste, Licensing (including Health and Safety regulation), Parking, Parks and Leisure, Arts and Tourism, Bereavement, Environmental Health and Protection.</p>

EXECUTIVE ADVISORY BOARD WORK PROGRAMME

Corporate Plan and Forward Plan items are intended to give the EABs an early opportunity to consider major policies or projects.

COMMUNITY EXECUTIVE ADVISORY BOARD

15 OCTOBER 2020					
Item	Additional information	Corporate Plan Priority	Relevant Lead Councillor(s)	Lead officer	Target completion
Councillor Working Groups	To review the current councillor working groups, and to determine whether they should continue in their present format; and if so to confirm the political composition of each of them.	No	Cllr Joss Bigmore	John Armstrong Democratic Services and Elections Manager	
18 FEBRUARY 2021					
Item	Additional information	Corporate Plan Priority	Relevant Lead Councillor(s)	Lead officer	Target completion
Housing Strategy 2020-2025 (including the Homelessness Prevention and Rough Sleeping Strategies)	To develop a new housing strategy to include the statutory elements of homelessness prevention and rough sleeping.	No	Cllr Caroline Reeves	Siobhan Kennedy, Housing Advice Manager	2020
Housing Allocations Scheme	Review of the Housing Allocations Scheme to include legislative changes and potential new homelessness duties.	No	Cllr Caroline Reeves	Siobhan Kennedy, Housing Advice Manager	2021
1 APRIL 2021					
Item	Additional information	Corporate Plan Priority	Relevant Lead Councillor(s)	Lead officer	Target completion
Council Tax CAB Protocol	To consider this protocol.	No	Cllr Tim Anderson	Belinda Hayden, Exchequer Services Manager	2021
Policy on Debt Recovery	To develop a policy on how the Council manages debt recovery.	No	Cllr Tim Anderson	Belinda Hayden, Exchequer Services	2021

EXECUTIVE ADVISORY BOARD WORK PROGRAMME

				Manager / Siobhan Rumble, Landlord Services Manager	
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UNSCHEDULED ITEMS

Community Executive Advisory Board

Item	Additional information	Corporate Plan Priority?	Relevant Lead Councillor(s)	Lead officer	Target completion
Review of Refuse and Recycling Service <i>(Awaiting progress update from report author.)</i>	To consider future options and proposals for the Refuse and Recycling Service.	Yes	Cllr James Steele	Chris Wheeler Waste, Parking and Fleet Services Manager / Liz Mockeridge Waste Policy and Development Manager	Summer 2020
Arts Collection <i>(Awaiting outcome of NLHF and other bids.)</i>	To review the Council's art collection located at the Woking Road Depot (www2.guildford.gov.uk/boroughcollection/)	No	Cllr Julia McShane	Sarah Fairhurst, Collections Manager, Heritage Services	
Foxenden Deep Shelter <i>(Subject to Charity Commission approval.)</i>	To consider the future use of the shelter.	No	Cllr James Steel	Simon Goldsworthy, Property Surveyor	