

The Arc
High Street
Clowne
S43 4JY

To: Chair & Members of the Executive

Friday 24th October 2025

Contact: Alison Bluff
Senior Governance Officer
Telephone: 01246 242528
Email: alison.bluff@bolsover.gov.uk

Dear Councillor

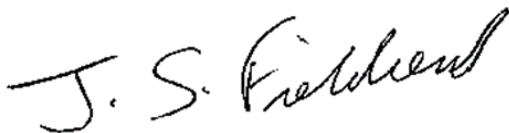
EXECUTIVE

You are hereby summoned to attend a meeting of the Executive of the Bolsover District Council to be held in the Council Chamber, The Arc, Clowne on Monday 3rd November 2025 at 10:00 hours.

Register of Members' Interests - Members are reminded that a Member must within 28 days of becoming aware of any changes to their Disclosable Pecuniary Interests provide written notification to the Authority's Monitoring Officer.

You will find the contents of the agenda itemised on page 3.

Yours faithfully

A handwritten signature in black ink, appearing to read "J. S. Fielden".

Solicitor to the Council & Monitoring Officer

Equalities Statement

Bolsover District Council is committed to equalities as an employer and when delivering the services it provides to all sections of the community.

The Council believes that no person should be treated unfairly and is committed to eliminating all forms of discrimination, advancing equality and fostering good relations between all groups in society.

Access for All statement

You can request this document or information in another format such as large print or **language** or contact us by:

- **Phone:** [01246 242424](tel:01246242424)
- **Email:** enquiries@bolsover.gov.uk
- **BSL Video Call:** A three-way video call with us and a BSL interpreter. It is free to call Bolsover District Council with Sign Solutions, you just need Wi-Fi or mobile data to make the video call, or call into one of our Contact Centres.
- Call with [Relay UK](#) - a free phone service provided by BT for anyone who has difficulty hearing or speaking. It's a way to have a real-time conversation with us by text.
- **Visiting** one of our [offices](#) at Clowne, Bolsover, Shirebrook and South Normanton

EXECUTIVE AGENDA

***Monday 3rd November 2025 at 10:00 hours taking place in the Council Chamber,
The Arc, Clowne***

Item No.		Page No.(s)
1.	Apologies For Absence	
2.	Urgent Items of Business To note any urgent items of business which the Chair has consented to being considered under the provisions of Section 100(B) 4(b) of the Local Government Act 1972.	
3.	Declarations of Interest Members should declare the existence and nature of any Disclosable Pecuniary Interest and Non Statutory Interest as defined by the Members' Code of Conduct in respect of: a) any business on the agenda b) any urgent additional items to be considered c) any matters arising out of those items and if appropriate, withdraw from the meeting at the relevant time.	
4.	Minutes To consider the minutes of the last meeting held on 6 th October 2025 <u>NON KEY DECISIONS</u>	4 - 10
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6.	Risk Management Strategy 2026	74 - 102
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	<u>KEY DECISIONS</u>	
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EXECUTIVE

Minutes of a meeting of the Executive of the Bolsover District Council held in the Council Chamber, The Arc, Clowne, on Monday 6th October 2025 at 1000 hours.

PRESENT:-

Members:-

Councillor Jane Yates in the Chair

Councillors Mary Dooley, Donna Hales, Rob Hiney-Saunders, Clive Moesby and Tom Munro.

Officers:- Karen Hanson (Chief Executive), Jim Fieldsend (Monitoring Officer), Theresa Fletcher (Section 151 Officer), Steve Brunt (Strategic Director of Services), Mark Giles (Assistant Director Streetscene and Enforcement), Sarah Kay (Interim Director Planning, Devolution & Corporate Policy), Victoria Dawson (Assistant Director Housing Management and Enforcement), Deborah Whallet (Housing Services Manager), Jo Wilson (Housing Strategy and Development Officer) and Alison Bluff (Senior Governance Officer).

Also in attendance at the meeting, observing, was Councillors Jeanne Raspin, Duncan McGregor and Cathy Jeffery.

EX144-25/26.

APOLOGIES

An apology for absence was received on behalf of Councillor John Ritchie.

EX145-25/26.

URGENT ITEMS OF BUSINESS

There were no urgent items of business.

EX146-25/26.

DECLARATIONS OF INTEREST

There were no declarations of interest.

EX147-25/26.

MINUTES – 8th SEPTEMBER 2025

Moved by Councillor Clive Moesby and seconded by Councillor Rob Hiney-Saunders
RESOLVED that the minutes of an Executive meeting held on 8th September 2025 be approved as a correct record.

EXECUTIVE

NON KEY DECISIONS

EX148-25/2.

WELFARE ADAPTATION POLICY

Executive considered a detailed report, introduced by the Portfolio Holder for Housing, in relation to the amended Welfare Adaption Policy.

The Welfare Adaptation Policy provided a framework for the provision of adaptations to the homes of the Council's tenants and referred to their current home or rehousing to suitable accommodation that may already be adapted and would meet their housing need.

For the purpose of this policy, an adaptation was alterations or additions to the property to make it safer and easier to move around the home and do everyday tasks.

The Housing Services Manager noted that the Welfare Adaptation Policy had been approved in May 2022 and set out who could apply for a welfare adaptation and the procedure the Council followed when considering requests. A tenant or a member of a tenant's household must be using the property as their permanent or principal home to be eligible for an adaptation.

As part of the review process, several sessions were held with various officers involved in the welfare adaptation process including a representative from Derbyshire County Council (DCC). The Housing Ombudsman Good Practice Guidance issued in February 2025, regarding disabled adaptations in social housing, was also taken into consideration.

In addition, several tenants who had been through the welfare adaptation process had been invited to form a working group to discuss their experience, make suggestions for improvement to the policy and process with the key theme being around improved communication during the process.

As a result of this an additional step had been implemented as part of the process where the applicant would be notified, in writing, about their application and also if their application were refused, the reasons for refusal, and details of who they were able to appeal the decision to. Other amendments to the policy were set out in detail in the report.

The amended policy had been reviewed by the Customer Services Scrutiny Committee at its meeting held on 29th September 2025 and the information regarding feedback from the working group would be provided to the Housing Regulator to show how tenants had been involved in the review.

In response to Members' questions, the Housing Services Manager advised that a panel sat each month to consider applications and DCC were part of this process. There were approximately 200-300 referrals received with some applications being for minor amendments and some major. The Council provided the funding for any adaptations, however, DCC funded any specialised equipment, for example, a specialised bath.

The Portfolio Holder for Housing noted that the Housing team had worked rigorously on the policy and changes made could be seen via tracked changes on the document.

EXECUTIVE

Moved by Councillor Phil Smith and seconded by Councillor Mary Dooley
RESOLVED that the amended Welfare Adaptations Policy be approved.

Reasons for Recommendation

It was considered good practice to have a policy which set out the Council's approach to welfare adaptations. Having a robust policy protected the Council, both when it made decisions to make adaptations and in those limited circumstances when there was no alternative but to refuse a request.

Alternative Options and Reasons for Rejection

The policy was considered necessary so that members of the public were aware of the adaptations the Council was able to undertake, the process followed and an appeals process. The changes made were based on Ombudsman recommendations and comments from the Council's tenants.

EX149-25/26.

LOCAL RETROFIT STRATEGY

Executive considered a detailed report, presented by the Portfolio Holder for Environment, which sought Members approval for the East Midlands Combined Counties Retrofit Strategy led by Bolsover District Council, Nottinghamshire County Council and the Microgeneration Certification Scheme (MCS) Foundation.

'Retrofit' referred to any improvement work on an existing building to improve its energy efficiency. It could include installing new smart meters, new heating systems, solar panel or external / internal wall insulation. Retrofitting homes made them easier to heat, more comfortable and cheaper to live in which massively improved people's lives.

Council officers had led the development of a Retrofit Strategy alongside staff from Nottinghamshire County Council and the MCS Foundation. This had involved being the primary local leads and coordinating three regional workshops attended by over 100 representatives of 58 different organisations all involved in retrofit.

Within the strategy were several goals, with each goal having a series of sub-goals and actions to deliver them. These goals aligned with the Council's corporate objectives and those of EMCCA:

- Increase awareness and confidence in all aspects of retrofit for all households and the retrofit industry,
- Deliver a cross-sector, long term regional (EMCC) collaborative partnership maintaining momentum for retrofit,
- Accelerate development of scalable solutions and sustainable, long-term financial resources for retrofit delivery for all,
- Ensure we have local/regional capacity and capabilities for Retrofit
- Ensure that retrofit enhances quality of life, and delivers healthier, future proofed homes and reduced fuel poverty

The actions within the strategy encouraged partners to work together to develop a more efficient approach to retrofit for the region and help overcome the problems faced by individual authorities working alone. As the strategy was being adopted by EMCCA the branding in the document would change but the strategy would remain the same.

EXECUTIVE

In response to a Member's question, the Portfolio Holder for Environment advised that the strategy did not commit the Council to any funding or budget.

Members welcomed the report and noted the excellent work of officers in producing the strategy and requested they receive six monthly updates on outcomes.

The Portfolio Holder for Environment advised that the strategy would be launched with the East Midlands Mayor, Claire Ward, and he would ensure the Comms team were involved.

Moved by Councillor Rob Hiney-Saunders and seconded by Councillor Phil Smith
RESOLVED that 1) the East Midlands Combined Counties Retrofit Strategy be endorsed,

2) Members receive six monthly updates on outcomes delivered via the strategy.

Reasons for Recommendation

Endorsing the strategy showed support to the officers from across the Council who had worked to develop it, and for working with regional councils, colleges & universities, local health services and businesses / organisations, to improve approaches to retrofit.

Alternative Options and Reasons for Rejection

The Council could reject the endorsement of the strategy, but this would result in reputational damage for the Authority at a time where local councils were being encouraged to work together.

The Retrofit Strategy would be the basis for regional working and funding bids, a lack of endorsement would weaken any funding bids regionally that would then affect the Council's ability to support retrofit locally.

EX150-25/26.

ENGAGEMENT HUB – 8 COTTON STREET, BOLSOVER

Executive considered a detailed report, presented by the Portfolio Holder for Growth, which sought Members' approval to utilise 8 Cotton Street, Bolsover, as a regeneration programme engagement hub for a minimum period of two years.

The Council-owned property became vacant on 21st June 2025, following the retirement of a long-standing tenant who had operated the premises as a café.

Given the property's location which was near to five major regeneration initiatives (the former Co-op site, former White Swan, 36/36a Market Place, the Public Realm Programme, and the Shop Front Improvements Scheme), a strategic proposal had been developed to repurpose 8 Cotton Street, Bolsover, as a regeneration engagement hub and 'show property' for the shopfront improvement scheme for a two-year period, foregoing rental income (estimated at £13,000).

The building would serve as a visible, accessible base for officers leading on the regeneration programme to engage directly with the public, enhancing transparency, positive engagement, and community trust.

EXECUTIVE

All necessary works, including internal upgrades and external façade improvements, as outlined in the contractor's submitted scope of works, would be fully funded through the regeneration programme. This investment would bring the property up to a high standard, suitable for public-facing use and future commercial letting.

Once refurbished, the building would act as a live demonstration of the Shop Front Improvements Scheme, showcasing design standards and encouraging wider participation from local businesses and property owners.

This approach had been presented to and was supported by both the Strategic Commissioning Board and the Asset Management Group.

The former use of 8 Cotton Street, as a café (Class E(b)) and its proposed use as an engagement hub (Class E(c)(iii)), both fell within Planning Use Class E (Commercial, Business and Service) and as such, no change of use planning application is required.

The Strategic Director of Services noted the property was ideally located for the projects and advised that it would be rented out as a commercial property after the two year period.

Moved by Councillor Tom Munro and seconded by Councillor Mary Dooley
RESOLVED that 8 Cotton Street, Bolsover, be used as a regeneration engagement hub and 'show property' for a minimum period of two-years.

Reasons for Recommendation

Repurposing 8 Cotton Street, Bolsover as a regeneration engagement hub offered a unique opportunity to visibly demonstrate the Council's commitment to improving Bolsover's town centre.

The upgraded façade would serve not only as a visual enhancement but as a live example of what was possible through the Shop Front Improvements Scheme. This would inspire other property owners and businesses to participate, creating a ripple effect of improvement across the town centre.

Using this Council-owned asset to support the regeneration programme showed a practical and value-focused approach that benefitted the community.

By the end of the engagement period, the building would be upgraded and ready for open market letting. Marketing activity could also begin ahead of the engagement conclusion, helping to generate interest and ensure a smooth transition to future occupancy.

Using the property as a regeneration hub allowed the public to feel heard and involved. It created a space where people could engage with the programme, share views, and see progress first-hand, helping build trust, pride, and a sense of shared ownership in the town's future.

Alternative Options and Reasons for Rejection

Do Nothing: Taking no action would avoid immediate costs but would leave the property in its current condition, making it unsuitable for public-facing use or commercial letting. This would also fail to support the Council's regeneration objectives.

EXECUTIVE

Commercial Letting: Once let, this would generate rental income, however, it would limit the Council's ability to use the site for strategic engagement and demonstration. It would also require immediate investment in repairs and upgrades.

Disposal: Selling the property would provide a one-off capital receipt, however, it would eliminate the Council's opportunity to use the site as a regeneration hub, or for future commercial letting.

EX151-25/26.

MILL LANE, BOLSOVER – PRE CONSTRUCTION FUNDING ARRANGEMENTS

Executive considered a detailed report, presented by the Portfolio Holder for Housing, which sought Members' approval to reduce the level of dividend to be returned to the Council arising from Dragonfly Development Ltd (DDL) profit, achieved during the 2023\24 financial year, to fund pre-construction works at Mill Lane, Bolsover.

It was proposed that the development of Mill Lane Bolsover should be included within the Bolsover Homes pipeline, thus delivering approximately 38 further homes towards the 200 target. However, before this could be further considered for inclusion and submitted to Members for approval, viability of the scheme needed to be undertaken.

DDL's costing of pre-construction services was £275,362.13 excluding VAT, summarised as follows:

- RIBA Stage 2 Pre-Construction Services: £20,728.83
- RIBA Stage 3 Pre-Construction Services: £40,161.33
- RIBA Stage 4 & 5 Pre-Construction Services: £214,471.97

It was proposed that DDL fund pre-construction works for development at Mill Lane Bolsover, from their 2023\24 profit, which would result in any dividend returned to the Council being lowered.

The Council's Shareholder Agreement provided facility for the Council to agree the distribution of profit (i.e. dividend) it received from the Dragonfly companies.

Members noted the housing need in Bolsover and welcomed the report.

Moved by Councillor Phil Smith and seconded by Councillor Rob Hiney-Saunders

RESOLVED that 1) the reduction in the dividend receivable from Dragonfly Development Ltd (DDL) for the 2023\24 financial year by £275,362.13, be used for pre-construction works at Mill Lane Bolsover, to be undertaken and paid for by the company,

- 2) A further report be submitted to Executive and Council to include Mill Lane, Bolsover within the Bolsover Homes funding pipeline, following viability of the scheme being established.

Reasons for Recommendation

To undertake pre-construction works for development at Mill Lane Bolsover, to assess viability of a scheme for inclusion in the Bolsover Homes pipeline, which would be subject to a further report to Council.

EXECUTIVE

Alternative Options and Reasons for Rejection

Members could choose not to consider Mill Lane Bolsover for inclusion in the Bolsover Homes envelope; however, this would mean that much needed housing would not be developed, undermining the potential to meet the Council's current strategic plan target, to increase the number of affordable social housing units by 200 during (The Future) 2024 to 2028 period.

The meeting concluded at 1030 hours.

BOLSOVER DISTRICT COUNCIL

Meeting of the Executive on 3rd November 2025

Bolsover Tree and Woodland Strategy update

Report of the Portfolio Holder for the Environment

Classification	This report is Public.
Contact Officer	Chris McKinney Senior Devolution Lead for Planning Policy, Strategic Growth and Housing

PURPOSE/SUMMARY OF REPORT

- To seek approval for public consultation on the Consultation Draft Bolsover Tree and Woodland Strategy.

REPORT DETAILS

1.0 Background

- 1.1 Members will be aware that the Council has been delivering the Bolsover Community Woodlands project between 2021 and 2025 with funding from the Woodland Trust.
- 1.2 Bolsover District Council received just under £270,000 in funding across a four year period and with this funding the Council made great strides in tree planting across the District, seeing:
 - establishment of the Bolsover Community Woodlands project;
 - creation of a temporary Project Officer role to take the project forward;
 - planting of over 25,000 trees across more than ten projects across the District, covering the parishes of Elmton-with-Creswell, Old Bolsover, Whitwell, Clowne, South Normanton, Langwith and Shirebrook;
 - engagement with over 1,000 volunteers on these tree planting projects and other environmental activity days;
 - working with social enterprise Bolsover Woodlands Enterprise to deliver the majority of the tree planting programme;
 - taking part in the National Tree Week campaign, including our wonderful school children's painting competition that led to the delightful banner on the wall in our building's reception; and
 - work commence on the preparation of a Tree and Woodland Strategy with consultancy, Treeconomics, to carry forward the legacy of our positive work with the Bolsover Community Woodlands project.

- 1.3 In addition to internal officer and Member engagement, the preparation of the Tree and Woodland Strategy has to date involved engagement with a number of relevant external stakeholders, including the District's Parish and Town Councils, Derbyshire County Council officers, Derbyshire Wildlife Trust and National Trust representatives.
- 1.4 This has led to the preparation of a Consultation Draft Strategy that seeks to set an ambitious strategy that will continue the great work of the Bolsover Community Woodlands project and see further opportunities for tree planting across our District.
- 1.5 The draft Strategy forms an appendix to this report and its contents are summarised below.

2.0 Details of Proposal or Information

Draft Tree and Woodland Strategy

- 2.1 The prepared draft Tree and Woodland Strategy is a comprehensive document that sets out a vision, a baseline of the District's existing tree and woodland coverage and condition, sets out a range of targets, priorities and actions and is supported by a Delivery Plan and a Monitoring & Review Plan.
- 2.2 In terms of what the draft Strategy seeks to achieve, based on the undertaken stakeholder engagement Chapter 3 of the draft Strategy sets out the following vision.

"To create a greener, healthier, and more connected Bolsover by nurturing and expanding our trees and woodlands, fostering community pride in them, enhancing biodiversity, and taking care of our trees and woodlands for the benefit of current and future generations."

- 2.3 This vision is intended to capture the Council's desire to look after the District's existing trees and woodlands, increase the canopy coverage in the District and to ensure this both involves local communities and fosters their pride in their local environment.
- 2.4 Chapter 4 sets out a baseline of the District's existing coverage and provides both an assessment of tree canopy coverage by ward as a percentage of the total land area of each ward and information about public access. This shows a range from 6% coverage in the Bolsover East Ward up to 30.6% coverage in the Langwith Ward. For information the national average for tree canopy is 14%.
- 2.5 Through the initial stakeholder engagement, the following three themes have emerged:
- Taking care of existing trees and woodlands;
 - Expanding tree and woodland coverage;
 - Fostering community pride in trees and woodlands.

- 2.6 Chapters 4, 5 and 6 outline these three themes and expand on how the draft Strategy seeks to deliver the vision through these themes via a range of targets and key performance indicators. These are:

Taking care of existing trees and woodlands

- T1 – Establish comprehensive tree and woodland inventory
- T2 – Ensure operational plans exist for key woodland assets
- T3 – Promotion of tree benefits
- T4 – Tree protection policy development, monitoring and enforcement
- T5 – Secure resources to support existing tree and woodland assets

Expanding tree and woodland coverage

- E1 – Increase overall land dedicated to canopy coverage across Bolsover District
- E2 – Expand tree canopy cover in Wards with low coverage
- E3 – Establish community planting across all parishes
- E4 – Expand existing key woodland assets
- E5 – Secure resources for new tree and woodland planting

Fostering community pride in trees and woodlands

- C1 – Establish more Tree Warden / Champions
- C2 – Community involvement and neighbourhood action
- C3 – General appreciation of trees as a community resource
- C4 – Utilities cooperation
- C5 – General industry cooperation

- 2.7 Each of these targets has information about its link to corporate policies, the actions proposed and an assessment of the Council's current performance.
- 2.8 As can be seen within the draft Tree and Woodland Strategy, the Council's performance has been judged to be low or moderate across most of the performance indicators. This is considered to be in large part due to the Council not holding much information about the District's existing trees and woodland assets and having little established support networks for looking after these assets.
- 2.9 To address these assessed levels of performance, the draft Strategy proposes a range of actions to enhance the level of information the Council holds for existing trees and woodland assets, such as setting up a digital inventory for tree and woodland survey data and obtaining copies of management plans for woodlands. In addition, the draft Strategy includes actions relating to establish a new tree wardens / champions register to help build a good understanding of and support network for community led actions. It is considered that these actions can be delivered using the recently increased level of staffing resource within the Planning Policy and Housing Strategy team.
- 2.10 Beyond this, the draft Strategy proposes actions to seek to secure sufficient staff funding to enable proactive management of existing tree and woodland

assets and also to pursue further funding bids to enable further tree planting projects as this would be likely to require more officer time than is currently available. Should these actions be present in the final Tree and Woodland Strategy, this would lead to a more detailed assessment of the workload and staffing resource required to deliver projects, such as reviewing the Council's Tree Preservation Order register and any significant, future externally-funded tree planting project like that funded recently by the Woodland Trust.

Proposed public consultation exercise

- 2.11 It is proposed that a four week period of public consultation will take place and that this exercise will involve:
- a digital copy of the Consultation Draft Tree and Woodland Strategy and consultation questionnaire will be available to read and print off on the Council's website;
 - a link on the webpage will direct people to a digital version of the consultation questionnaire that can be completed online;
 - the same questionnaire will also be on the Ask Derbyshire webpage as many residents use it as their 'go to' when finding out what consultations are live across the district;
 - paper copies of the Consultation Draft Tree and Woodland Strategy and consultation questionnaire will be made available at the District's libraries and Contact Centres throughout the 4 weeks of the consultation period.
- 2.12 Following this consultation period, the outcome of the consultation exercise and a final version of the Tree and Woodland Strategy will be reported back to Executive for approval.

3.0 Reasons for Recommendation

- 3.1 The report updates Members on the preparation of the Bolsover Tree and Woodland Strategy with the recommendation that Members approve the contents of the proposed draft document for the purposes of public consultation.

4.0 Alternative Options and Reasons for Rejection

- 4.1 It would be possible to not prepare a Bolsover Tree and Woodland Strategy, although this is a requirement of the Woodland Trust's funding agreement and would need to be reported to them. As a result, this alternative option has been rejected.

RECOMMENDATION(S)

That Executive:

- 1) approve the contents of the proposed Consultation Draft Bolsover Tree and Woodland Strategy as discussed in the report and attached as Appendix 1;
- 2) gives delegated authority to the Assistant Director of Planning and Planning Policy, in consultation with the Portfolio Member, to agree the final

arrangements of the proposed consultation exercise on the Consultation Draft Bolsover Tree and Woodland Strategy.

Approved by Councillor Rob Hiney-Saunders, Portfolio Holder for Environment

IMPLICATIONS:

<u>Finance and Risk</u> Yes ☐ No ☒	
Details: There are no specific finance or risk issues arising from this report.	
On behalf of the Section 151 Officer	
<u>Legal (including Data Protection)</u> Yes ☐ No ☒	
Details: There are no specific legal or data protection issues arising from this report.	
On behalf of the Solicitor to the Council	
<u>Staffing</u> Yes ☐ No ☒	
Details: There are no human resources implications arising from this report.	
On behalf of the Head of Paid Service	
<u>Equality and Diversity, and Consultation</u> Yes ☐ No ☒	
Details: There are no specific direct or indirect negative impacts on any person with a protected characteristic or any group of people with a shared protected characteristic arising from this report.	
<u>Environment</u> Yes ☒ No ☐	
Details: The Tree and Woodland Strategy will make a notable contribution to enhancing the environment as outlined in the report.	

DECISION INFORMATION:

☒ Please indicate which threshold applies:	
Is the decision a Key Decision? A Key Decision is an Executive decision which has a significant impact on two or more wards in the District or which results in income or expenditure to the Council above the following thresholds:	Yes ☐ No ☒
Revenue (a) Results in the Council making Revenue Savings of £75,000 or more or (b) Results in the Council incurring Revenue Expenditure of £75,000 or more.	(a) ☐ (b) ☒
	(a) ☐ (b) ☒

Capital (a) Results in the Council making Capital Income of £150,000 or more or (b) Results in the Council incurring Capital Expenditure of £150,000 or more. District Wards Significantly Affected: <i>(to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the District)</i> Please state below which wards are affected or tick All if all wards are affected:	All ☒
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Is the decision subject to Call-In? <i>(Only Key Decisions are subject to Call-In)</i> If No, is the call-in period to be waived in respect of the decision(s) proposed within this report? <i>(decisions may only be classified as exempt from call-in with the agreement of the Monitoring Officer)</i> Consultation carried out: <i>(this is any consultation carried out prior to the report being presented for approval)</i> Leader ☐ Deputy Leader ☐ Executive ☒ SLT ☐ Relevant Service Manager ☐ Members ☐ Public ☐ Other ☒	Yes ☐ No ☒ Yes ☐ No ☒ Yes ☒ No ☐ Portfolio Holder for the Environment
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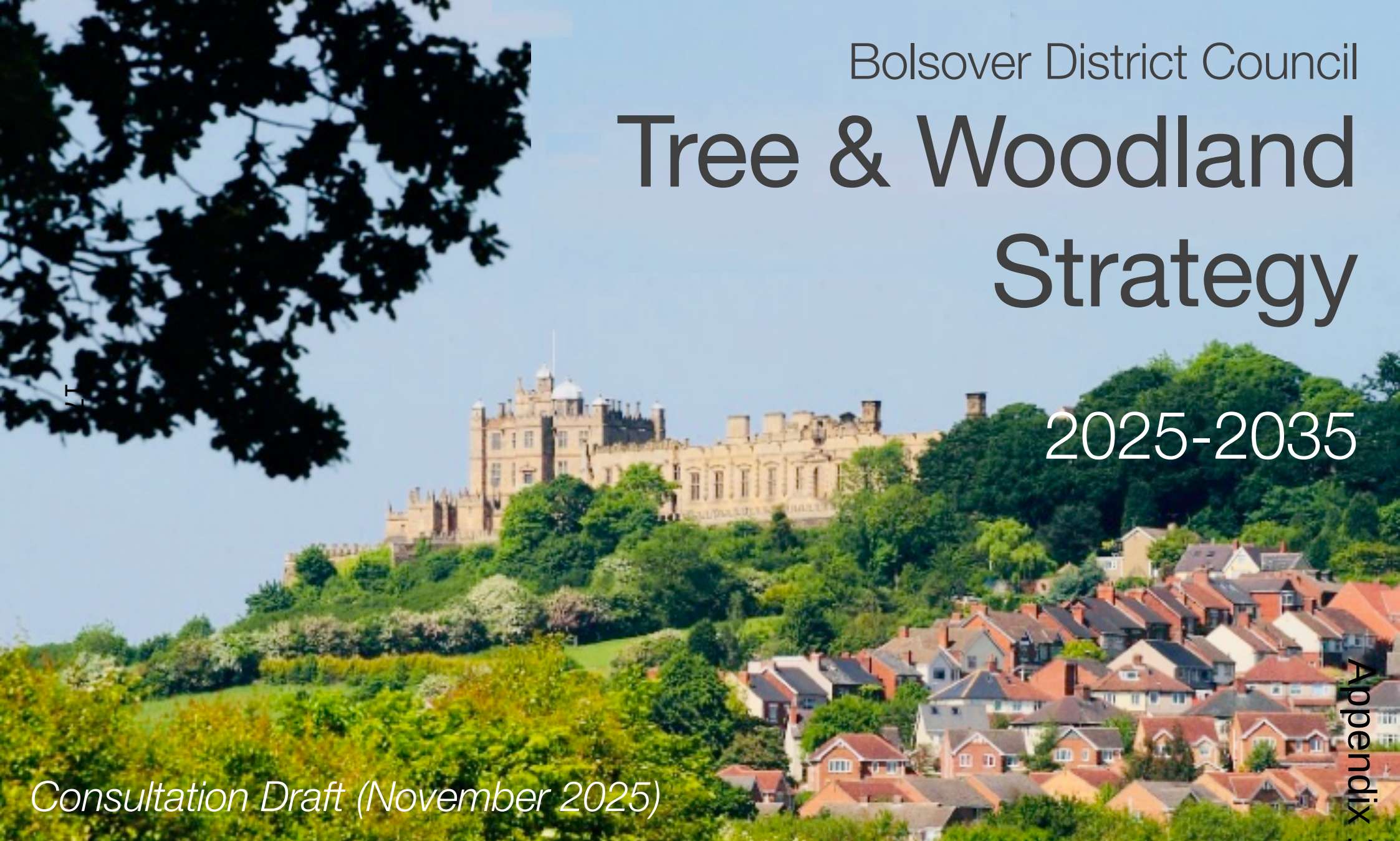
Links to Council Ambition: Customers, Economy, Environment, Housing
<u>Environment</u> - Enhancing biodiversity across the district. - Working with stakeholders, regional and local partnerships to deliver shared strategies and priorities that support the local environment.

DOCUMENT INFORMATION:

Appendix No	Title
1	Consultation Draft Tree and Woodland Strategy

Background Papers <i>(These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Executive, you must provide copies of the background papers).</i>

DECEMBER 2024

The background of the slide is a photograph of a hill. At the top of the hill is a large, historic stone castle with multiple towers and battlements. Below the castle, the hill is covered in lush green trees and shrubs. In the foreground, at the base of the hill, there is a residential area with many houses featuring red-tiled roofs. The sky is a clear, pale blue. In the top left corner, there are dark, out-of-focus leaves of a tree.

Bolsover District Council

Tree & Woodland Strategy

2025-2035

Consultation Draft (November 2025)



Acknowledgements

Project Team

Christopher McKinney

Catherine Nuttgens

Danielle Hill

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Danielle Hill

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Katie Screech

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1. Introduction

1.1 Introduction

Bolsover District is a local government district in Derbyshire, England, situated between the cities of Sheffield, Nottingham, and Derby. It encompasses a diverse mix of historic market towns, rural villages, and former coal-mining communities. The district is known for its rich industrial heritage, scenic countryside, and historic landmarks such as Bolsover Castle, which attract visitors and contribute to the area's cultural identity.

In recent years, Bolsover District has undergone significant economic and social transformation, with a focus on regeneration, infrastructure improvements, and investment in local businesses. The district benefits from its strategic location, with strong transport links to major urban centres, providing opportunities for business development, tourism, and community growth. The largest settlements include the towns of Bolsover and Shirebrook, as well as the growing towns of South Normanton and Clowne. Several major transport routes, including stretches of motorway, also run through the district from north to south. However, despite these urban connections, the majority of Bolsover District is rural, characterised by a patchwork of farms, small villages, open fields, and woodlands, all crisscrossed by hedgerows and tree-lined roads. Trees, woodlands, and open green spaces are integral to the identity of the district, shaping both the landscape and the well-being of its residents.

Recognising the vital role of trees and woodlands in a healthy, sustainable environment, Bolsover District Council has developed this Tree and Woodland Strategy through its Woodland Trust-funded Bolsover Community Woodlands project to protect and enhance the district's natural assets for future generations. The strategy assesses the extent and condition of existing tree and woodland cover, identifies where additional planting would bring the greatest benefits, and promotes accessible, biodiverse, and climate-resilient green spaces. A strategic approach is essential to balancing development pressures with conservation efforts, ensuring that trees and woodlands are properly managed and expanded in ways that support both people and wildlife.

Trees provide a wide range of benefits to people and the natural environment, collectively known as ecosystem services (ES). These include capturing and storing carbon, reducing surface water flooding, improving air quality by filtering pollutants, providing shade and cooling urban areas, supporting biodiversity, and enhancing mental health and well-being. Woodlands also provide recreational opportunities, strengthen community connections with nature, and create vital habitats for wildlife.

At a time when climate change, biodiversity loss, and environmental degradation pose increasing challenges, investing in tree planting and woodland management is more critical than ever. Expanding and maintaining Bolsover's green infrastructure will help to mitigate the effects of climate change, improve ecological connectivity, and enhance the quality of life for residents. Delivering further on the council's ambition to see many more trees planted across Bolsover District will significantly increase woodland cover, improve the character and amenity of towns and parks, and ensure that Bolsover remains a thriving, green, and resilient place to live, work, and visit.



1.2 Benefits of Trees

There are far more benefits to trees than many of us appreciate. In keeping with the benefits of other natural systems, they are also known as ecosystem services. This approach was standardised by the IUCN (International Union for Conservation of Nature) Commission on Ecosystem Service Management. Over 100 Ecosystem Services have been identified by the CICES system (Common International Classification of Ecosystem Services) and work continues to quantify and value each of them.

Trees play a crucial role in supporting healthy, resilient environments. The ecosystem services they provide are essential to both people and wildlife. These include improving air quality by absorbing pollutants, reducing the urban heat island effect (UHI), and mitigating flooding. Beyond their environmental benefits, trees also offer significant social and economic value by enhancing the aesthetics of communities, providing recreational spaces, and improving mental well-being. There are a large number of other benefits of trees where research continues to help assign meaningful valuations, especially in terms of quantifying societal impacts, such as an increase in house value, amenity value¹, and health improvements.

Climate adaptation - temperature regulation: Urban green infrastructure can reduce peak summer temperatures by up to 7°C.² This particular adaptation has long been adopted by municipalities in warmer locations and forms a key tenet of green infrastructure thinking. Current research extends into examining the cooling effectiveness of individual species.

Noise attenuation: Trees, hedges and woodlands act as natural barriers to sound, reducing noise pollution from traffic, industry, and urban activities contributing to a more peaceful environment.³

Increased property or rental value: A series of international studies have shown that trees increase property prices by between 5% to 18%.⁴

Increased consumer spending: Consumers are willing to spend more in shopping areas with large, well cared for trees. This has been measured as an increase of 9% to 12%.⁵

Reduced stress and improved mental health: Forest Research recently valued this particular benefit of forests and woodlands nationally at £185m.⁶ More trees immediately around the home (less than 100 meters) are associated with a reduced risk of being prescribed antidepressant medication. This association is especially strong for deprived groups.

Improved concentration and academic achievement: Greener schools have higher test scores, even after taking income into account. Middle school students get a boost from school greening. Planting trees within 250m of schools has the greatest effect.⁷

Improved recovery times from illness: Patients placed in rooms with views of nature experienced shorter stays in the hospital than patients in rooms that faced other buildings.⁸

¹ Doick, K. J., et al. (2018)

² Doick, K. Hutchings, T. (2012)

³ Oliveira, J.D.D, Biondi, D. And Reis, A.R.N.D. (2022)

⁴ Wolf, K.L. (2007)

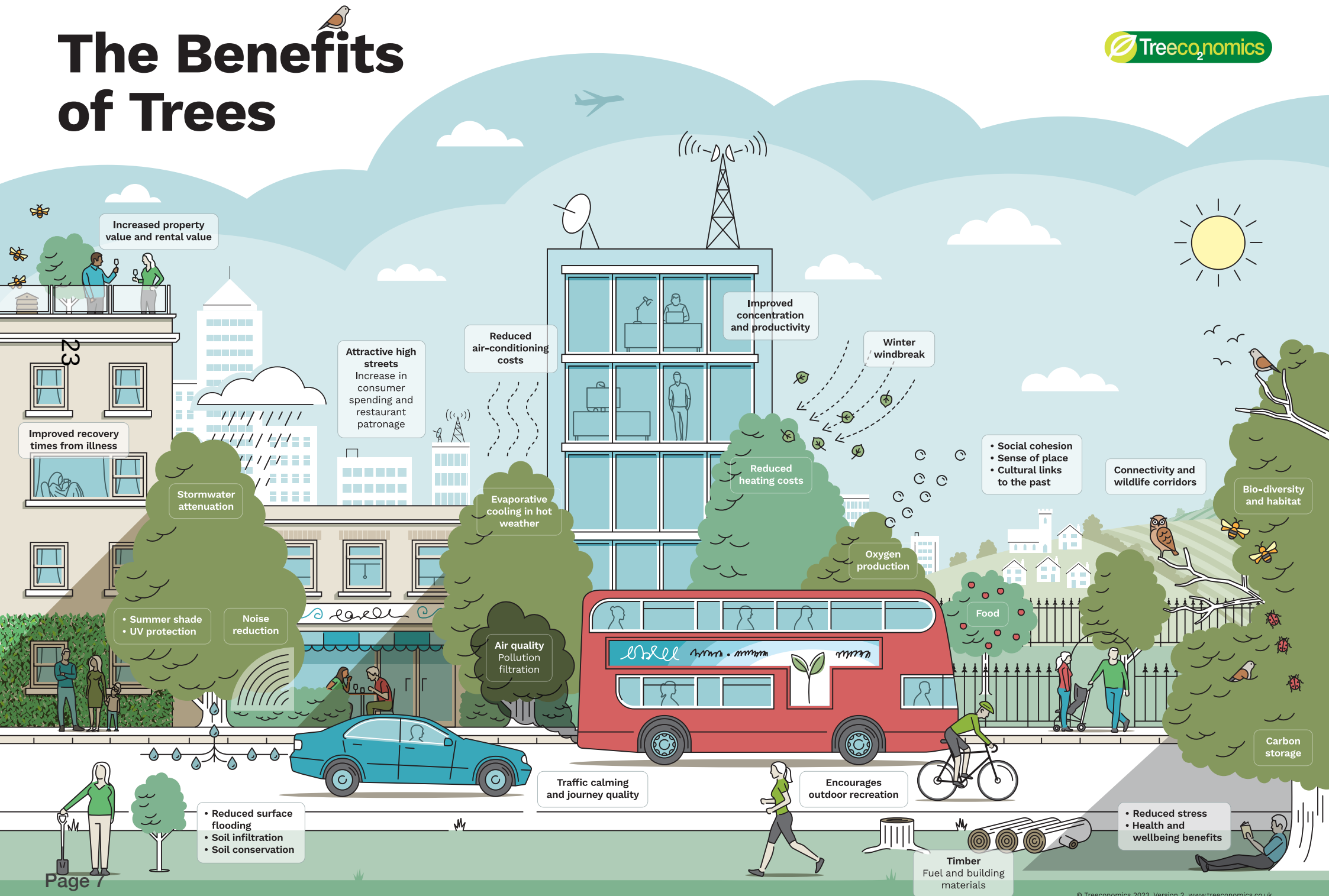
⁵ Wolf, K.L. (2005)

⁶ Forest Research. (2021)

⁷ Kuo, M., et al. (2021)

⁸ Ulrich. R. (1984)

The Benefits of Trees



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2.

Community and Stakeholder Engagement

2.1 Stakeholder Engagement

The preparation of this Consultation Draft Tree and Woodland Strategy has involved two Stakeholder sessions. The first covered internal Council stakeholders, including both officers and elected members. The second covered external stakeholders, including representatives from local community groups but also organisations active across Bolsover District.

BDC Internal Stakeholder workshop – Monday 9th December 2024

This workshop was structured in two sessions.

The first brought all officers together with involvement in tree planting and management in order to get a comprehensive picture of the roles and responsibilities across the Council and the collective resources available to support the delivery of the emerging strategy. This session identified limited permanent staff resources across the Council to support tree planting and management initiatives, particularly once the Woodland Trust funding for the Bolsover Community Woodlands project comes to an end. Limited resources available to monitor Tree Preservation Orders was another key limitation.

The second brought together elected members from across the District that have an interest in tree planting and management. This session identified the key ambitions of the Council for the Tree and Woodland Strategy, identifying the three priorities of ‘Taking care of our existing Trees and Woodlands’; ‘Expanding our Tree and Woodland coverage’; and ‘Fostering Community Pride’.

Conclusions from Stakeholder Engagement

The feedback from this stakeholder engagement has informed the development of the vision, targets, priorities and actions outlined in this strategy. The external workshop was followed up by a survey of all external stakeholders and the findings of this survey are set out on page 10.

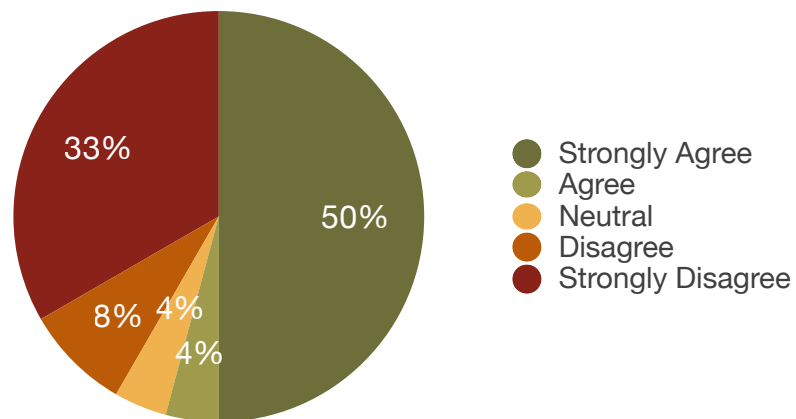
External Stakeholder workshop – Thursday 30th January 2025

This workshop brought together representatives of local community groups and organisations active in tree planting and management across the District. It identified the following priorities:

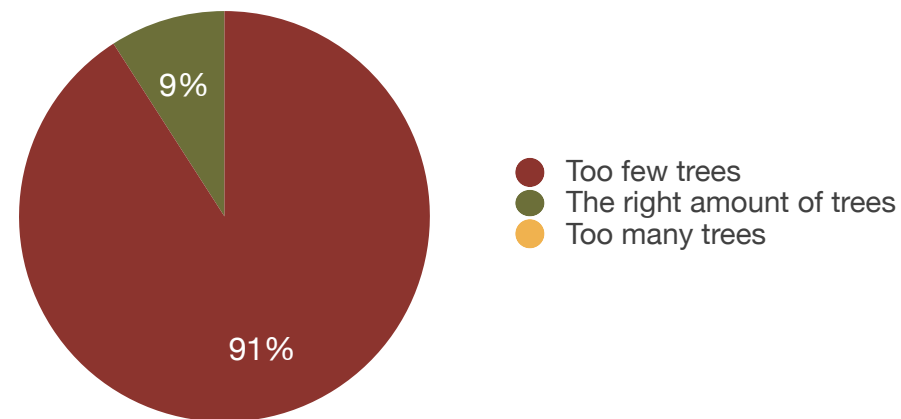
- Define a clear **timeline for tree planting targets** in Bolsover.
- Investigate **policy mechanisms** such as SPDs to support urban canopy growth.
- Establish **best practice guidelines** for woodland creation under 1 hectare.
- Develop a **woodland condition assessment** framework.
- Explore **expanding buffer zones** around ancient woodlands.
- Identify **funding and support** for community-led tree projects.
- Strengthen **partnerships with key stakeholders**, including landowners, conservation groups, and local authorities.
- Investigate the **feasibility of a local tree nursery** and opportunities for community involvement in tree planting and care.

2.1 Stakeholder Engagement

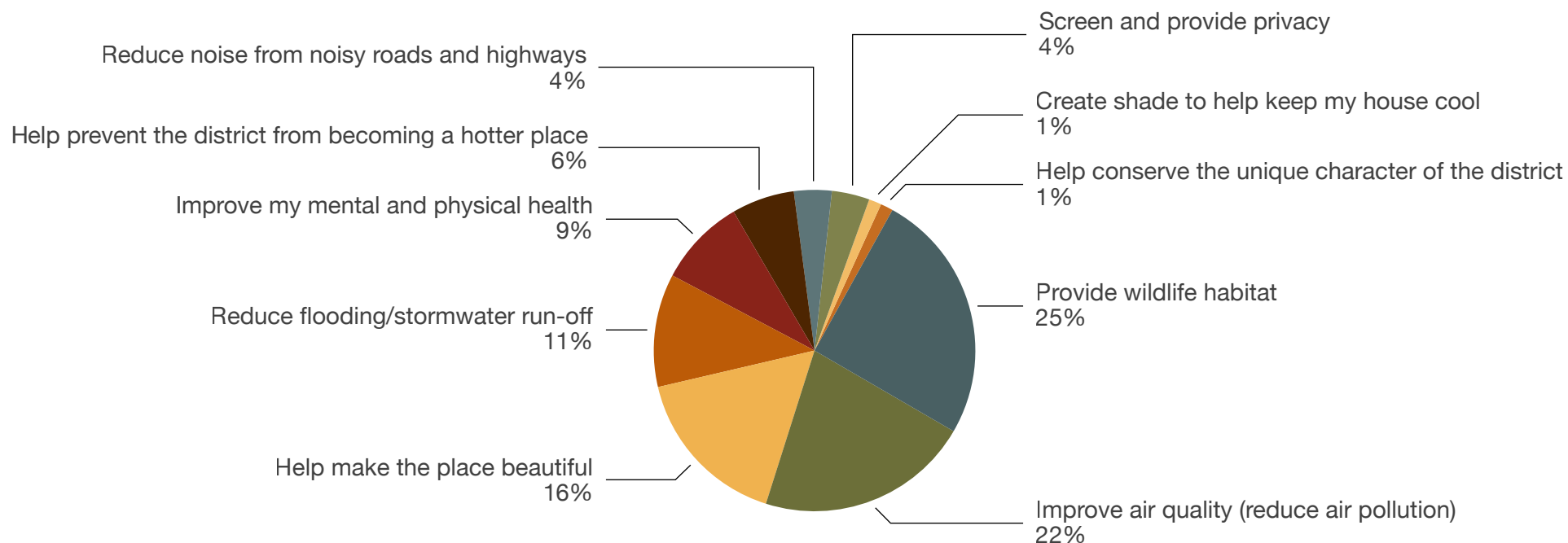
Q1. Trees and woodlands are an important part of Bolsover?



Q2. In your neighbourhood there are.....?



Q3. Which benefits that trees, hedges, and woodlands in Bolsover provide are most important to you?



2.2 Community Groups & Stewardship

Community and stakeholder engagement is essential to the success of environmental initiatives, particularly those involving trees and woodlands. Involving local residents, businesses, and organisations helps build shared responsibility, ensuring green spaces are valued, cared for, and sustained for future generations. Community-led efforts in tree planting and woodland management enhance biodiversity, boost climate resilience, and foster social connection and well-being. Meaningful engagement also ensures projects are inclusive, locally relevant, and have lasting impact.

A number of community groups actively participate in forestry, biodiversity, and other environmental initiatives across Bolsover District.

The Woodland Trust has played a pivotal role in enhancing Bolsover's green spaces through significant funding and collaboration. In 2021, Bolsover District Council secured a large grant from the Trust's Emergency Tree Fund. This funding supports the Bolsover Community Woodlands project, aiming to combat climate change and promote biodiversity. A flagship initiative involves transforming the former Creswell Colliery site into a community woodland by planting 27,500 trees, creating accessible green spaces for residents. The project also includes developing a tree-lined avenue in Bolsover and several other tree-planting endeavours across the district.

Derbyshire Wildlife Trust manage over 40 nature reserves, support sustainable land management practices, and advocate for wildlife-friendly policies. Through habitat conservation, species protection, and community engagement, the Trust works to enhance biodiversity across Derbyshire's woodlands, wetlands, and meadows. Their initiatives play a crucial role in tackling climate change, improving air and water quality, and connecting communities with nature.

Bolsover Woodlands Enterprise is a social enterprise dedicated to managing and protecting woodlands across Derbyshire while providing valuable skills and opportunities for adults with learning disabilities. The organisation empowers its participants through hands-on experiences in woodland and green space management. Their work includes land management tasks such as woodland maintenance, tree planting, footpath upkeep, scrub clearance, and grassland management, including seed collection. Additionally, they operate a woodworking shop, using locally milled timber from their conservation projects. This initiative not only enhances biodiversity and supports sustainable forestry but also promotes social inclusion, offering meaningful employment and personal development opportunities. Bolsover Woodlands Enterprise serves as an inspiring model for how environmental stewardship and community engagement can go hand in hand.

Bolsover Community Woodlands Trust is a local organisation committed to the creation, maintenance, and preservation of community woodlands within the Bolsover district. By involving residents in tree planting and woodland management activities, the Trust enhances local green spaces, supports biodiversity and provides opportunities for environmental education and recreation. Their efforts contribute to the well-being of the community and the health of the local environment, fostering a sense of stewardship and connection to nature among residents.

Bolsover Community and Voluntary Service (CVS) supports and empowers local voluntary and community organisations within the Bolsover district. By providing guidance, resources, and training, Bolsover CVS enhances the capacity of local groups to deliver effective services and initiatives. Their work fosters a vibrant and resilient community sector, encouraging active citizenship and the development of local projects that address various social, environmental, and economic needs within the community.

2.2 Community Groups & Stewardship

Community stewardship programs empower residents to recognise and connect with local groups and environmental efforts. By making visible the networks of individuals and organisations caring for their environment, tools like STEW-MAP foster collaboration, strengthen community ties, and support more sustainable, equitable decision-making.

In Bolsover District, existing groups such as Bolsover Community Woodlands Trust, Bolsover Woodlands Enterprise, Bolsover Community and Voluntary Service, various 'Friends of' groups, and local tree wardens

and environmental champions are ideally positioned to lead the development of a collaborative stewardship network.

The first step will be creating a web-accessible map of Bolsover's green spaces, working with community groups to identify where they're active, explore how they'd like to be involved, and assess their capacity for engagement. Promoting the development and launch of this stewardship map will increase visibility, spark interest, and encourage wider community participation.

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Do You Know Who Takes Care of the Local Environment?

STEW-MAP can help you find out!

The Stewardship Mapping and Assessment Project (STEW-MAP) is a framework for communities, governments, land management agencies, and nonprofits to create a partnership mapping tool. The interactive mapping tool identifies stewardships groups and provides information on:



- Organizational Data**
The organizational characteristics of each group such as year founded, mission, primary work sites, services offered, etc.
- Geographic Territory**
The area of activity, or 'stewardship turf,' of each group, such as a park, forest patch, or watershed.
- Social Networks**
A group's social network helps understand organization connects and the structure and function of stewardship across the landscape.

2.2 Community Groups & Stewardship

Stewardship mapping offers a practical and empowering approach to managing green spaces, encouraging local pride, participation, and long-term care. By structuring community involvement and supporting it with the right tools, the District can build greener, healthier places that reflect collective commitment.

Opportunities presented by stewardship mapping:

- Engages individuals and communities in caring for their local environment in visible, meaningful ways.
- Empowers areas facing hardship or neglect to take an active role in shaping and improving their surroundings.
- Strengthens social bonds and encourages a lasting culture of environmental responsibility.
- Supports recovery and resilience following natural or human-made disruptions.
- Provides a framework for citizen science to fill gaps in knowledge, such as the current lack of a tree inventory.
- Enables the creation of defined stewardship zones to structure local leadership and participation.

Recommended actions:

- Establish stewardship zones across the District to guide and focus community involvement.
- Involve residents in tree mapping and data collection to support the tree inventory (Targets T1 and C2).
- Provide tailored training, guidance, and resources to match the capacity of different community groups.
- Strengthen existing local networks and build new partnerships to share responsibility and knowledge.
- Celebrate local successes to encourage ongoing participation and attract wider support.
- Monitor outcomes to adapt and improve the stewardship approach over time.

With the right structure, support, and shared sense of purpose, stewardship mapping can transform how communities across the District engage with and care for their environment—laying the groundwork for lasting change, local pride, and resilient green spaces.

3.

Vision

The Vision is the aspiration which drives positive change by encompassing the hopes, emotions, desires, and imaginations of all those who live and work in Bolsover District, and inspires them to turn it into a reality for all.

3.2 Vision

“To create a greener, healthier, and more connected Bolsover by nurturing and expanding our trees and woodlands, fostering community pride in them, enhancing biodiversity, and taking care of our trees and woodlands for the benefit of current and future generations.”

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The aim of this strategy is to create a clear and actionable roadmap for the long-term growth, enhancement, and management of Bolsover District's tree and woodland assets. By building on tangible, measurable goals, the strategy seeks to ensure that future efforts are directed toward making the vision a reality, and supporting an environment that benefits trees and woodlands and the local community, whilst making the whole of Bolsover District more climate resilient.

In order to achieve this, this document presents a structured delivery plan under three core themes:

- Taking care of our existing Trees and Woodlands
- Expanding our Tree and Woodland Coverage
- Fostering Community Pride in our Trees and Woodlands

The development of this Strategy has to date involved a number of workshops and consultations with internal groups and external stakeholders. This vision is the result of early workshops to understand how Bolsover District's urban forest is perceived, how those involved want to see it improve, and what the future for the District's urban forest could look like. The vision aims to reflect the language and emotion of the early conversations to help shape this document into something unique for Bolsover.

Targets under each core theme are structured around a comprehensive set of key performance indicators (KPI's), informed by the current state of evidence and best practice. For each of these performance indicators, an assessment of the current situation is made, ambitions are laid out, and specific actions are defined. Targets are prioritised against one another to provide a structured pathway for future development and allow for the management and allocation of resources over the lifetime of this document.

The strategy covers a 10 year period between 2025 - 2035, and will be reviewed and updated periodically to facilitate the delivery of the targets and actions, and to track progress in line with the KPI's.

4.

32 Understanding Existing Trees & Woodlands

4.1 Tree and Woodland Baseline

Total Canopy Cover

A canopy cover study was carried out by Treeconomics using Google Environmental Explorer (refer to Appendix 5.2) which found Bolsover currently has almost 2,800 hectares of tree canopy cover, covering 17.5% of the district. There is a large variation across the wards, with the lowest canopy cover found in Bolsover East ward, and the highest in Langwith ward.

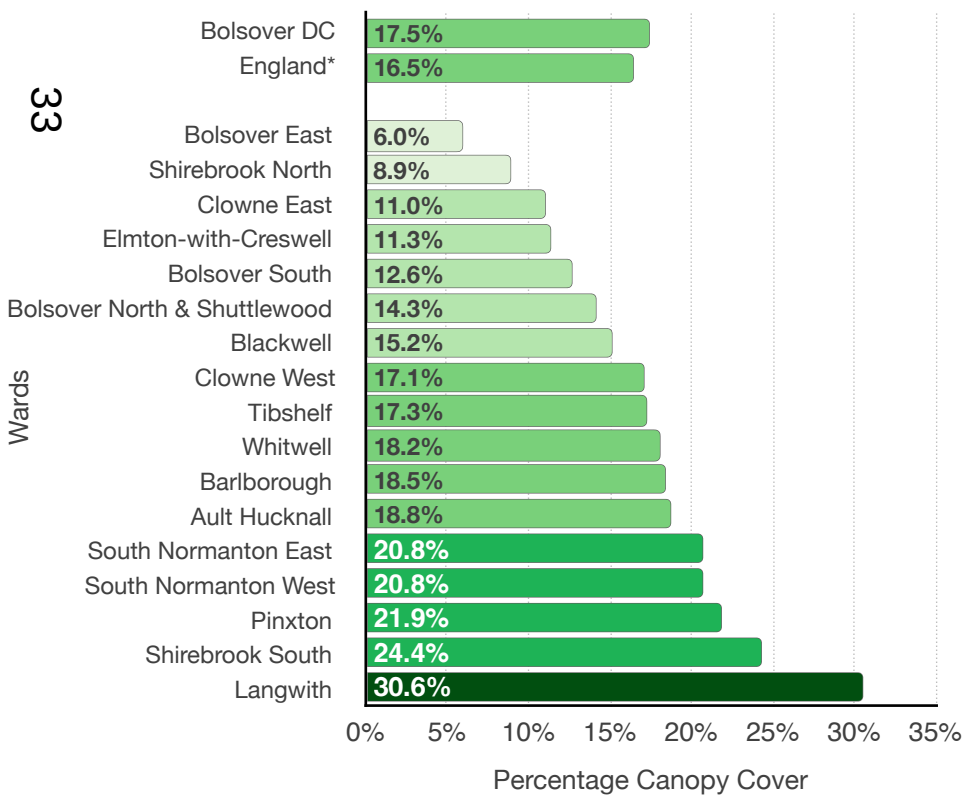


Figure 1. Canopy Cover by Ward

Source: Google Environmental Insights Explorer 2024.
*Doick., (2017).

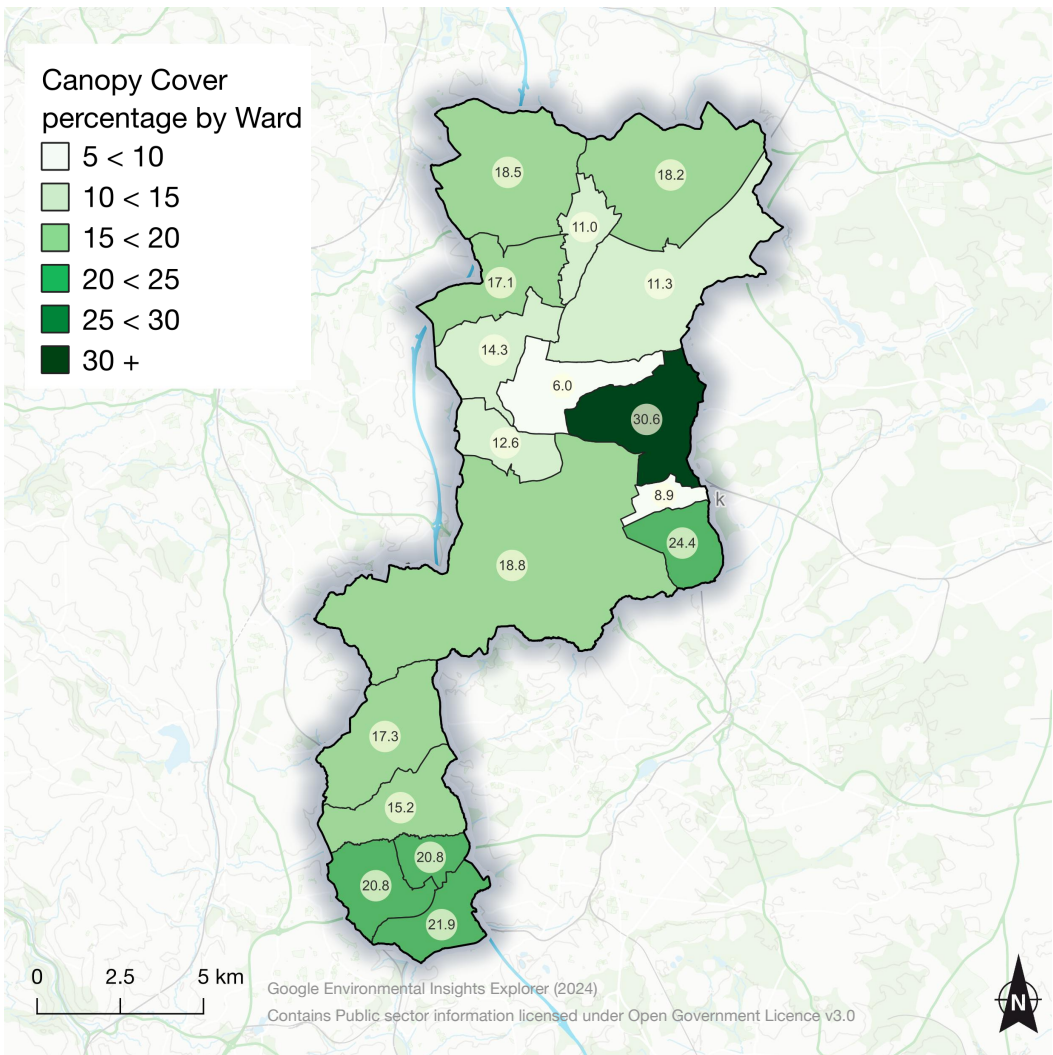


Figure 2. Map of Percentage Canopy Cover by Ward Across Bolsover District

4.1 Tree and Woodland Baseline

Woodland Overview

Native broadleaved woodland covers 1,468 ha, which is 9.1% of the total area of Bolsover District, and 52% of all canopy cover.

Some 197 ha of conifer woodland can be seen in Bolsover, predominantly in Langwith ward. Much of the forestry in Bolsover dates back to post-war industry, and some plantations are identified within Bolsover’s Local Nature Reserve Action Plan as potential sites in which to target thinning and felling to encourage the regeneration of more native broadleaf woodland in a bid to boost native biodiversity.

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Tree Classification*	Area in hectares
Broadleaved	1,468
Wooded Strip	374
Built-up Area	251
Coniferous	197
Riparian	161
Unclassified	125
Field Boundary	109
Hedge	95
Wood Pasture and Parkland	18
Shrub	1.5
Orchard	0.4
Total Woodland	2,798

Table 1. Area of canopy under each classification.

*Methodology in Appendix I

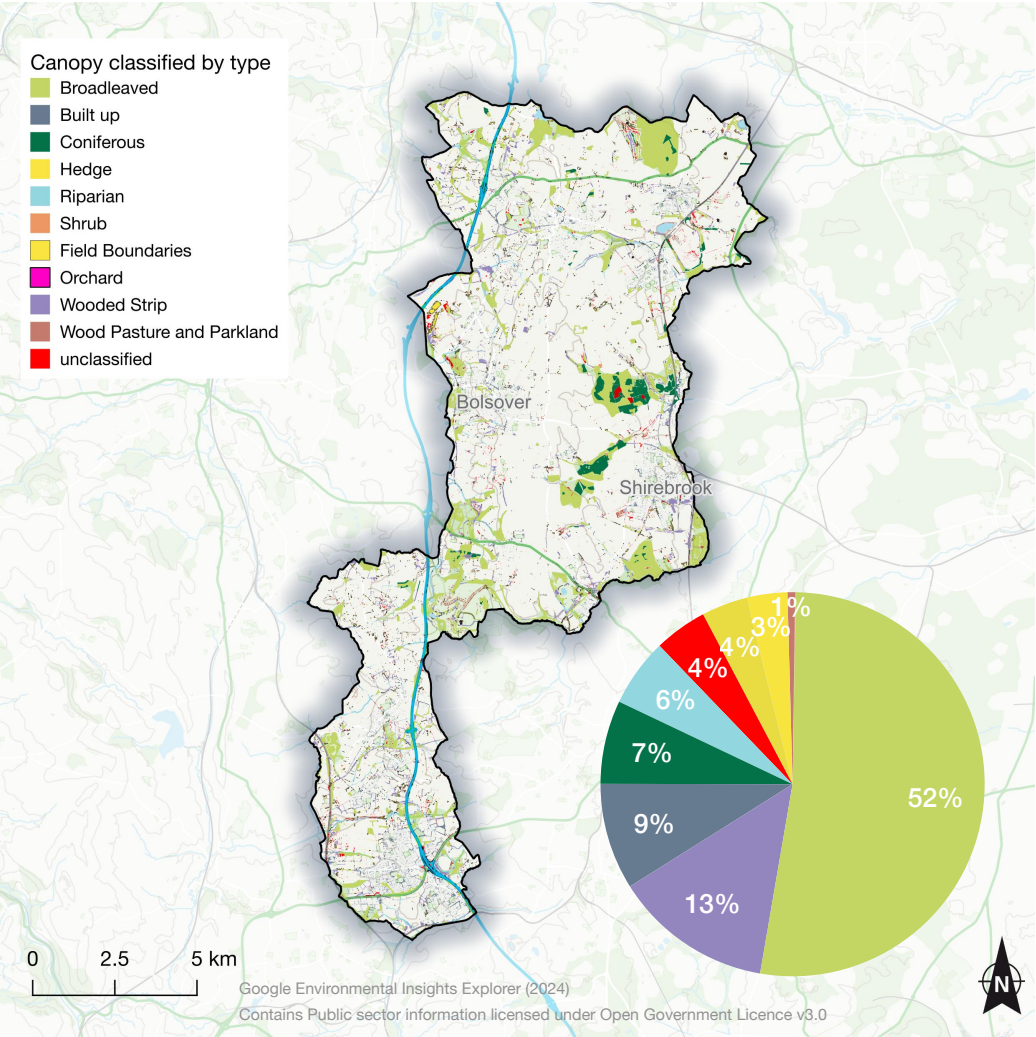


Figure 3. Map of Canopy Type Across Bolsover District

4.1 Tree and Woodland Baseline

Ancient Woodland

Ancient woodlands are woodlands which have been around since 1600. They fall into two categories; ancient semi-natural woodland, and plantations on ancient woodland sites. Only 2.5% of land in the UK is categorised as ancient woodland. In Derbyshire, some 4,920 ha of ancient woodland remains, with 633 ha in Bolsover District; 158 ha of ancient semi-natural woodland, and 476 ha of plantations on ancient woodland sites. Ancient woodland therefore accounts for 4% of land cover, and around 22.6% of all woodland in Bolsover District.

There are 1,646 residential properties within 300m of Ancient Woodlands out of a total of 36,864 residential properties within Bolsover. This figure rises to 4,699 if the distance is increased to 500m.

Linear green features

Linear feature such as hedges, wooded strips, and trees along waterways, roads and railways are an important part of any green landscape. They form linkages between larger green spaces, allowing species to move more freely across the landscape. Though they may not have the biodiversity of a woodland, they are important habitats in their own right, and often buffer other habitats from human disturbances. They also protect against soil degradation, and promote rainwater infiltration which can be of significant benefit to agriculture. Bolsover DC has more than 1,500 km of linear green features.

Ancient Woodland	Derbyshire County	Bolsover District
Ancient Semi-Natural	2,879 ha	158 ha
Planted Ancient Woodland	2,042 ha	476 ha

Table 2. Area of ancient woodland under each classification.

Linear Features	Derbyshire County	Bolsover District
Field Boundaries		
Hedge	-	460 km
Wooded Strip	-	433 km
Tree Canopy	-	284 km
Other	-	266 km
Unknown	-	54 km
Wall	-	12 km
Rights of Way		
Footpaths	4,498 km	220 km
Bridleways	614 km	52 km
Byway open to all traffic	60 km	0.6 km
Restricted Byway	70 km	0.6 km

Table 3. Length of linear features under each classification.

4.2 Tree Equity & Public Access

Tree Equity in Built-up Areas

Tree equity is the idea that all communities have equitable access to the benefits of trees where they live. Trees and green space may be abundant in some neighbourhoods, but absent in others, meaning that some areas may not only be less aesthetically pleasing than others, but also suffer more from the challenges of urban living, such as poor air quality, the urban heat island effect, and surface flooding risk.

The Woodland Trust have created a Tree Equity Score map of the UK, which ranks Lower Super Output Areas (LSOA's) with an index based on canopy cover, Index of Multiple Deprivation (IMD), air pollution, heat disparity, and at-risk age category (figure 4)

Despite the large amount of green space across Bolsover, in built up areas, tree equity scores range from 51 in one LSOA in the town of Bolsover, to 86 in one LSOA in Shirebrook. This is because tree canopy ranges significantly at LSOA level, from 22% down to as little as 3% in some areas, and because of the impact of some IMD scores which are taken in to account as part of the Tree Equity Score.

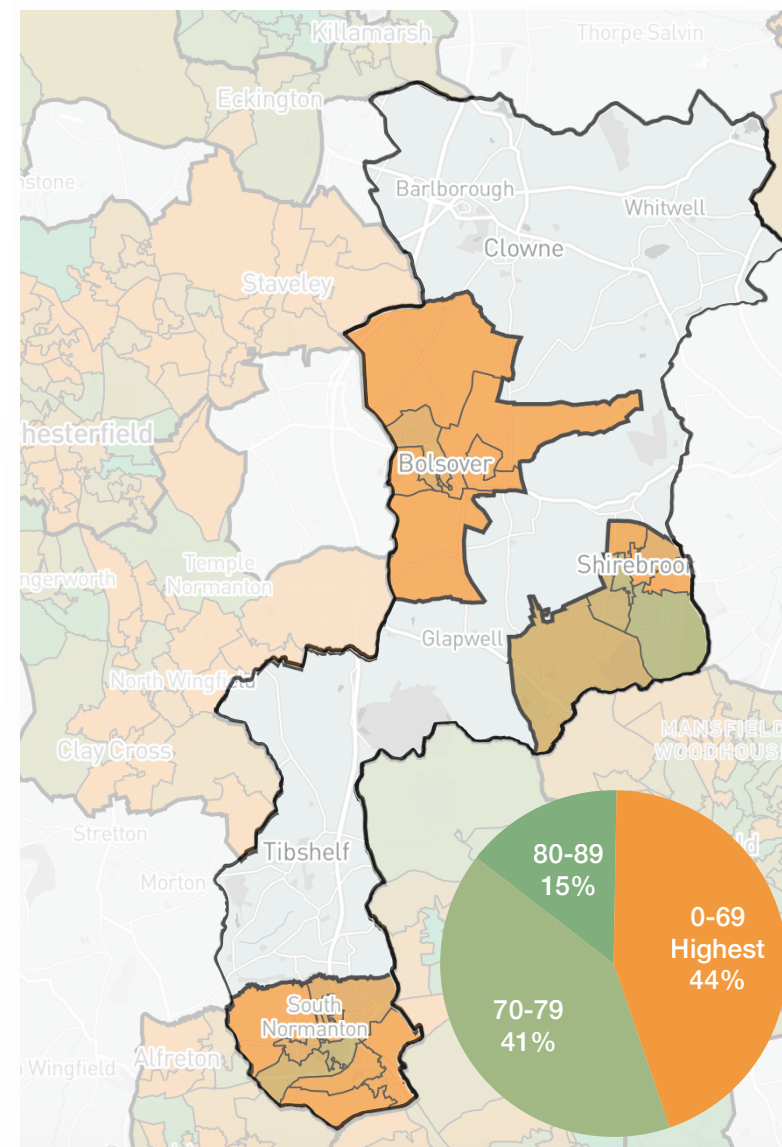
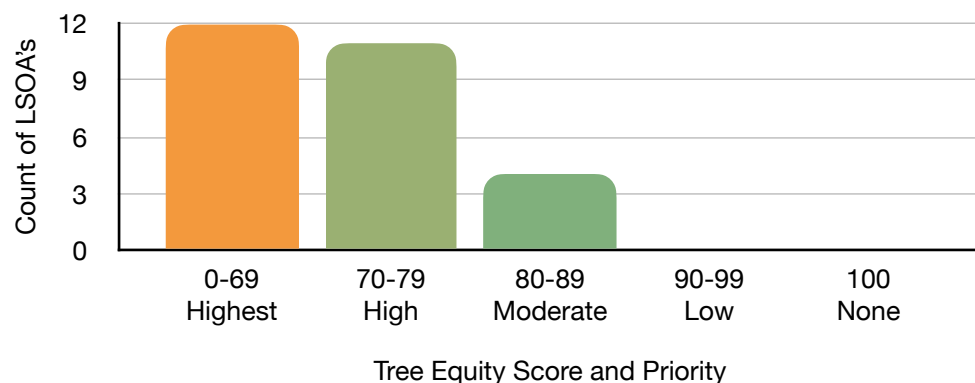


Figure 4. Tree Equity Score of the built up areas of Bolsover District. (Green indicates a better score, orange indicates a worse score)

4.2 Tree Equity & Public Access

Public Access to Greenspace

Public accessibility to green space is crucial to green equity. There are several standards which have been suggested, for example, in urban spaces the 3-30-300 ‘rule’ suggests that everyone should be able to see 3 trees from their home, live in an area with 30% canopy cover, and be within 300m of a public park or green space⁹. For Rural areas like Bolsover District, The Woodland Trust aspires that everyone should have access to a wood of at least 2 ha within 500m of their home; and a wood of at least 20 ha within 4km of their home¹⁰.

There are 162 woodlands over 2 ha within Bolsover; 81% of residential properties are within 500m of at least one of these.

There are 20 distinct large areas of woodland over 20 ha within Bolsover, and all residential properties are within 4km of one of these large woodlands. 64% of all residential properties are within 1km of at least one of these (figure 5).

Rights of Way	Derbyshire County	Bolsover District
Footpaths	4,498 km	220 km
Bridleways	614 km	52 km
Byway open to all traffic	60 km	0.6 km
Restricted Byway	70 km	0.6 km

Table 4. Public access routes across Bolsover District

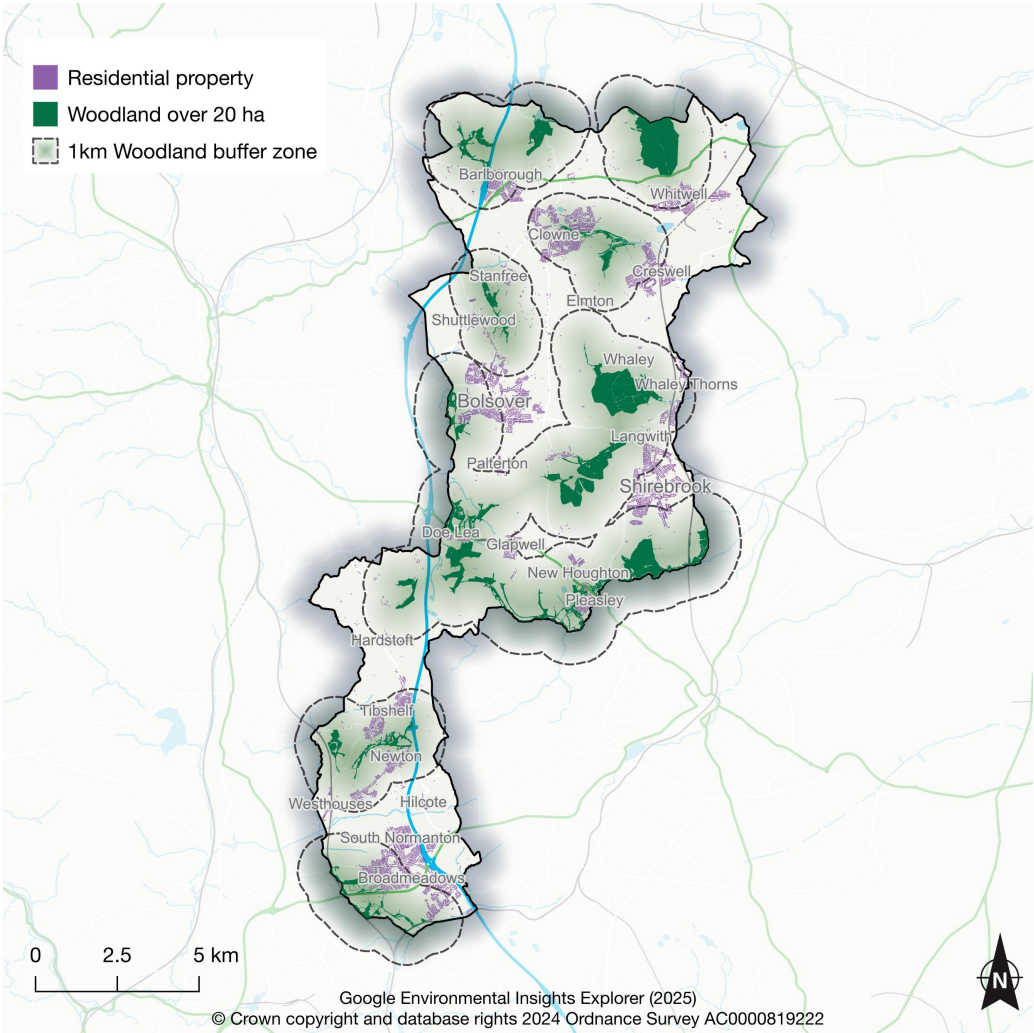


Figure 5. Map showing woodland areas over 20 ha and residential properties. The buffer zone indicates properties that are within 1km of these woodland areas.

⁹ Konijnendijk, C., 2021

¹⁰ Woodland Trust, 2014

4.3 Ecosystem Service Valuation

Ward	Total Carbon Storage		Annual Carbon Sequestration		Annual Avoided Runoff		Annual Air Pollution Removal (kg /yr)				Total Annual Benefits
	Tonnes	Value	T /yr	Value	m³ /yr	Value	NO ₂	SO ₂	PM2.5	Value	
Ault Hucknall	56,949	£57,011,203	2,268	£2,270,121	173,334	£225,473	13,354	2,164	3,209	£317,820	£2,780,153
Barlborough	20,759	£20,781,249	827	£827,486	63,182	£82,188	4,868	789	1,170	£115,849	£1,013,398
Blackwell	8,228	£8,236,476	328	£327,967	25,042	£32,574	1,929	313	464	£45,916	£401,652
Bolsover East	3,013	£3,016,314	120	£120,106	9,171	£11,929	707	114	170	£16,815	£147,091
Bolsover North & Shuttlewood	7,294	£7,301,739	290	£290,747	22,200	£28,878	1,710	277	411	£40,705	£356,069
Bolsover South	4,441	£4,446,343	177	£177,048	13,518	£17,585	1,041	169	250	£24,787	£216,826
Clowne East	2,956	£2,959,258	118	£117,834	8,997	£11,704	693	112	167	£16,497	£144,308
Clowne West	9,386	£9,395,787	374	£374,130	28,567	£37,159	2,201	357	529	£52,379	£458,186
Elmton-with-Creswell	15,229	£15,245,141	606	£607,044	46,351	£60,293	3,571	579	858	£84,987	£743,430
Langwith	21,860	£21,883,608	870	£871,380	66,534	£86,547	5,126	831	1,232	£121,995	£1,067,155
Pinxton	8,182	£8,190,856	326	£326,151	24,903	£32,394	1,919	311	461	£45,662	£399,427
Shirebrook North	1,224	£1,225,692	49	£48,806	3,727	£4,847	287	47	69	£6,833	£59,771
Shirebrook South	8,650	£8,659,831	344	£344,825	26,329	£34,249	2,028	329	487	£48,276	£422,297
South Normanton East	4,276	£4,280,183	170	£170,432	13,013	£16,928	1,003	162	241	£23,861	£208,723
South Normanton West	9,029	£9,038,733	360	£359,912	27,481	£35,747	2,117	343	509	£50,388	£440,774
Tibshelf	12,739	£12,752,441	507	£507,788	38,772	£50,435	2,987	484	718	£71,091	£621,873
Whitwell	20,844	£20,866,544	830	£830,882	63,442	£82,525	4,888	792	1,174	£116,325	£1,017,558
Bolsover District Total	215,059	£215,291,398	8,564	£8,572,659	654,563	£851,455	50,429	8,173	12,119	£1,200,186	£10,498,691

Table 5. Ecosystem services provided by the canopy cover in each ward

*Methodology in Appendix II

5.

Targets, Priorities and Actions

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5.1

Taking Care of Existing Trees and Woodlands

This section deals with the practical management of the trees and woodland resource. For much of the urban forest, this can mean seeking to engage and influence other land owners.

5.1 Targets, Priorities & Actions: Tree and Woodland Structure

T1. Establish Comprehensive Tree & Woodlands Inventory

A tree and woodland inventory is a vital tool for understanding the full extent of tree assets across the district. It provides a baseline overview of the structure of the urban and rural treescape - including the number of trees, species diversity, and age distribution - which is essential for informed planning, management, and future monitoring.

To be effective, inventory methodology must reflect the nature of the assets being assessed. Individual trees, such as those covered by risk management protocols or Tree Preservation Orders, can often be recorded in detail. In contrast, woodland areas or large tree groups are more efficiently assessed using sampling techniques, which provide reliable data for larger populations at a lower cost. Sample inventories are particularly useful when working across mixed ownerships, where access may be limited. In such cases, a combination of remote sensing and targeted site visits can effectively gather the required information without extensive on-the-ground surveys.

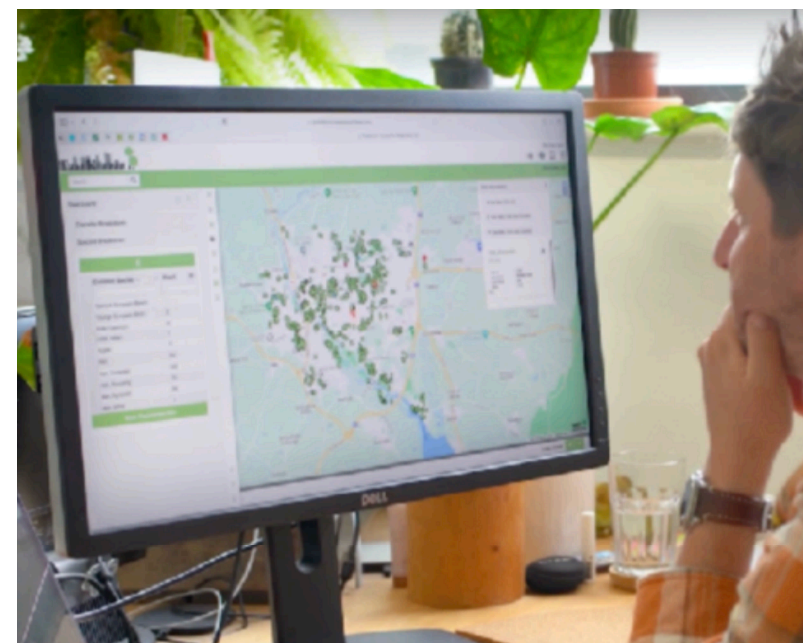


Figure 6. Treekeeper tree inventory management system developed by Davey Resource Group.

Link to corporate policies	Actions	Links
Green Infrastructure Study for Bolsover Green Space Quantity and Accessibility Report	1. Set up a digital inventory system for tree and woodland survey data by March 2026. 2. Add all BDC-owned and community reported tree and woodland assets by March 2026. 3. Launch a phased tree and woodland data collection programme, starting with BDC-owned land. 4. Seek to achieve a systematic and comprehensive tree and woodlands inventory in a district-wide GIS system by December 2029.	

Priority	Key Performance Indicators showing current position (■)			
	Low	Moderate	Good	Optimal
High	No inventory.	Complete or sample-based inventory of publicly owned trees.	Complete inventory of publicly owned trees and sample-based privately owned trees that is guiding management decisions.	Systematic, comprehensive inventory of the entire treescape, supported by mapping in a district-wide GIS system.

5.1 Targets, Priorities & Actions: Existing Tree and Woodlands

T2. Ensure Operational Plans Exist for Key Woodland Assets

Woodland assets require clear and proactive management to support their long-term ecological value and public benefit. At present, some woodlands may lack formal oversight, relying instead on reactive maintenance such as hazard reduction or trail upkeep. Moving toward consistent, strategic management across all sites is essential to safeguard these valuable resources.

Operational or management plans provide a framework to guide day-to-day decision-making and long-term objectives. At a basic level, they ensure public access is safe and infrastructure is maintained. However, at their most effective, these plans go further—embedding biodiversity goals, climate adaptation measures, and community engagement while balancing ecological health with recreational use.

Each key woodland should ideally have a tailored management plan that reflects its unique character, pressures, and potential. Plans should address issues such as invasive species control, habitat restoration, woodland structure, species diversity, and visitor impact.



Figure 7.

Link to corporate policies	Actions	Links
Green Infrastructure Study for Bolsover Bolsover Green Space Strategy	1. Collate all existing management plans and establish whether currently operational by June 2026. 2. Develop management plans for all remaining key woodland assets by June 2027. 3. Build resource within the Council to enable implementation of these management plans by December 2029. 4. Seek external funding to optimise the impact of implementing these management plans to sustain and enhance ecological integrity in addition to facilitating appropriate public use.	

Priority	Key Performance Indicators showing current position (■)			
	Low	Moderate	Good	Optimal
High	No management plans in place. Implementation is not in effect.	Management plans in place for some key woodland assets. Implementation is only reactive management efforts to facilitate public use (e.g., hazard abatement, trail maintenance).	Management plans are in place for all key woodland assets. Implementation of plans is becoming established to begin to enhance ecological integrity and facilitate appropriate public use.	Management plans are in place for all key woodland assets. These plans are implemented in full to sustain and enhance ecological integrity while supporting appropriate public use.

5.1 Targets, Priorities & Actions: Existing Tree and Woodlands

T3. Promotion of Tree Benefits

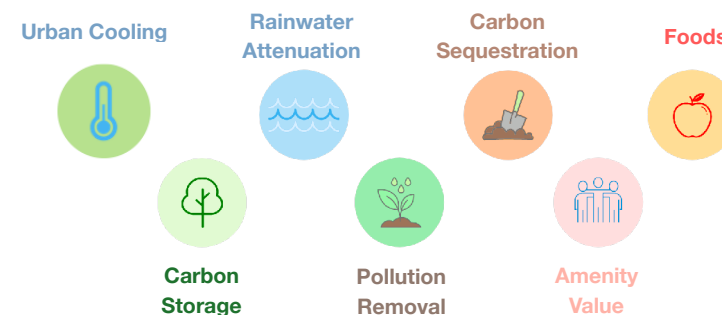
Trees and woodlands provide vital benefits that, although sometimes difficult to quantify, are increasingly recognised for their role in climate resilience, biodiversity and human well-being. Promoting these contributions is crucial for their protection and integration into local strategies.

One of the key roles of trees and woodlands is their contribution to climate change mitigation and adaptation. Trees and woodlands moderate extremes of heat, filter air pollution, and provide shade, making spaces more liveable and enjoyable during hotter summers. Yet, despite their numerous benefits, trees are often overlooked and undervalued.

Recognising and valuing the services that trees provide enables more informed decisions around planting and management - benefiting both current and future generations. It also supports better communication of the importance of trees to the public, planners, and developers, helping to promote the protection of existing trees as well as encouraging new planting. Tools such as i-Tree Eco can be used to quantify the benefits of trees—also known as Ecosystem Services (ESS)—while providing valuable insights into the structure and composition of the urban forest.

About i-Tree:

i-Tree Eco is an application designed to use field data from individual trees, complete inventories, or randomly allocated plots across the sample area to analyse the forest structure and ecosystem services provided.



Link to corporate policies	Actions	Links
Bolsover Green Space Strategy Nature Recovery Plan	- Publicly promote the benefits of the District's trees using canopy cover data from the baseline assessment (Chapter 4), and share this via the BDC website. - Secure internal or external funding to carry out a sample-based survey of public and private trees across the District. - Use survey data to assess ecosystem services and identify high-performing tree species and publish on BDC website alongside Canopy Cover data.	

Priority	Key Performance Indicators showing current position (■)			
	Low	Moderate	Good	Optimal
Medium	No comprehensive information available about tree benefits.	Some information available on key tree benefits assessed through canopy cover assessment.	Sound information available on tree benefits across the district assessed through a sample-based inventory survey.	Comprehensive information on tree benefits across the district, assessed via a sample-based survey and supported by detailed individual tree records.

5.1 Targets, Priorities & Actions: Existing Tree and Woodlands

T4. Tree Protection Policy Development, Monitoring & Enforcement

Urban trees are sometimes seen as a nuisance or a financial burden - dropping leaves on lawns, blocking drains, or causing damage to foundations and underground pipes with their roots. When poorly managed, they may also be perceived as a safety risk. As a result, some individuals may seek to remove trees from public spaces or private land. However, healthy trees should be retained and protected wherever possible.

Some private trees are protected by conservation areas and Tree Preservation Orders (TPO's). Trees may also be protected as part of planning conditions associated with planning approval. One tool used to assess whether a tree should be protected is TEMPO (Tree Evaluation Method for Preservation Orders). Tree Preservation Orders (TPOs) and Conservation Areas (CAs) are two key mechanisms through which the council fulfils its duty to protect trees and hedges. In addition, trees and hedgerows may also be protected through conditions attached to planning permissions.

Bolsover's TPO review area map and conservation areas are currently available on the council website. To improve public awareness and engagement, building upon this map, adding more detail is a key action.

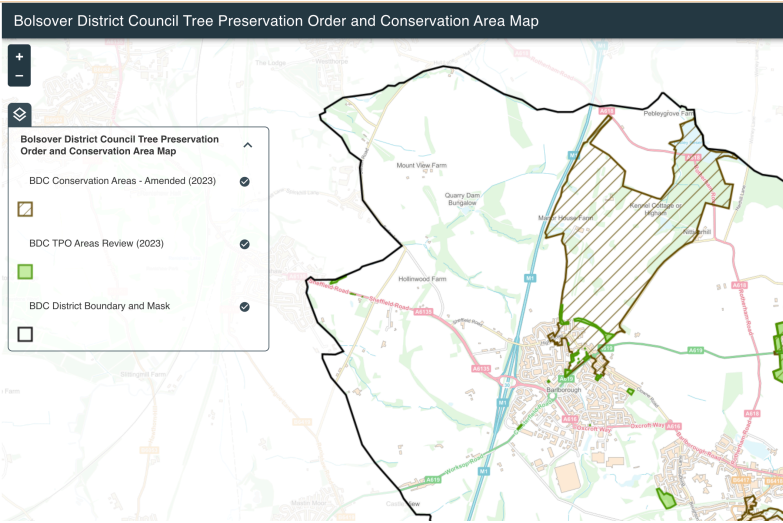


Figure 8. Bolsover District Council TPO and Conservation Area Map

Link to corporate policies

Bolsover Green Space Strategy
Green Infrastructure Study for Bolsover
Green Space Quantity and Accessibility Report

Actions	Links
1. Implement a monitoring and review programme of contraventions of TPO's to ensure enforcement is pursued by BDC by June 2026. 2. Protect where appropriate existing trees & consented landscape schemes to ensure appropriate tree retention and long-term management by June 2026. This could take place as part of pre-application planning enquiries. 3. Provide tailored training for BDC's enforcement team on trees, hedges & woodlands by June 2026.	

Priority	Key Performance Indicators showing current position (■)			
	Low	Moderate	Good	Optimal
High	No tree protection policies or TPOs, with no monitoring or enforcement.	Policies and TPOs in place to protect public trees and employ industry best management practices, but inconsistently monitored or enforced.	Policies and TPOs in place to protect public and private trees, generally monitored and enforced.	Integrated district-wide policies and TPOs to protect public and private trees, consistently enforced and backed by strong deterrents.

5.1 Targets, Priorities & Actions: Existing Tree and Woodlands

T5. Secure Resources to Support Existing Tree & Woodland Assets

Securing consistent annual funding is essential - not only to maintain and grow local investment, but also to diversify the overall funding base for tree and woodland initiatives. There are three broad funding routes to consider:

1. External government funding, directed at different stakeholders, including:

- England Woodland Management Planning Grant & Woodland Tree Health Grant offer support for surveying, planning, & maintaining existing woodlands.

2. Funding from major NGOs and charitable sources, such as:

- 4 Sylva Foundation, Forestry Commission, and Woodland Trust offer funding to enhance ancient or long-established woodland sites.

3. Levies and planning obligations, secured through the development process:

- Section 106 and biodiversity net gain contributions can be used to improve existing woodland, particularly where it forms part of local ecological networks or green infrastructure plans.



Link to corporate policies	Actions	Links
Climate Change Strategy Green Infrastructure Study for Bolsover	1. Scope and implement Section 106 funding for impact mitigation by June 2026. 2. Carry out Tree Planting Opportunity Mapping to assist in funding bids by June 2026. 3. Create a dedicated officer role/responsibility for bid/funding applications by June 2026. 4. Secure sufficient staff funding to enable proactive management of existing tree and woodland assets by June 2027.	

Priority	Key Performance Indicators showing current position			
	Low	Moderate	Good	Optimal
High	Little or no dedicated funding to deliver emergency, reactive or proactive management.	Funding only for emergency, reactive management, not delivering proactive management based on this Tree & Woodland Strategy.	Funding from public and private sources sufficient for some proactive management based on this Tree & Woodland Strategy.	Sustained funding from public and private sources to fully implement this Tree & Woodland Strategy.

5.1 Targets, Priorities & Actions: Existing Tree and Woodlands

Taking Care of Existing Tree & Woodlands Summary

Target		Current Performance Level				Priority
		Low	Moderate	Good	Optimal	
T1	Establish Comprehensive Tree & Woodlands Inventory					High
45 T2	Ensure Operational Plans Exist for Key Woodland Assets					High
T3	Promotion of Tree Benefits					Medium
T4	Tree Protection Policy Development, Monitoring and Enforcement					High
T5	Secure Resources to Support Existing Tree & Woodland Assets					High

5.2

Expanding Tree and Woodland Coverage

This section considers the physical structure of the trees and woodland from various perspectives.

5.2 Targets, Priorities & Actions: Expanding Tree & Woodland Cover

E1. Increase Overall Land Dedicated to Canopy Coverage Across Bolsover District

Tree Canopy Cover (TCC) is the proportion of land covered by tree leaves and branches when viewed from above. It’s a simple, cost-effective way to measure tree presence and is widely used to assess ecosystem services such as air quality, carbon storage, and cooling.

There are many methods of assessing canopy cover at this scale, including i-Tree Canopy, i-Tree Eco, Sentinel satellite data, and Bluesky National Tree Map, etc. These methods are not directly comparable with each other as they use different metrics and definitions of what constitutes canopy cover. Therefore, it is important to be consistent in the chosen method over time, allowing for reliable tracking of canopy change and helping to inform long-term planning, target setting, and the evaluation of tree strategies.

A canopy cover study was carried out by Treeconomics using Google Environmental Explorer (refer to Appendix 5.2) which found Bolsover currently has almost 2,800 hectares of tree canopy cover, covering 17.5% of the district. There is a large variation across the wards, with the lowest canopy cover found in Bolsover East ward, and the highest in Langwith ward. Bolsover is working towards an ambition to achieve 20% canopy cover.

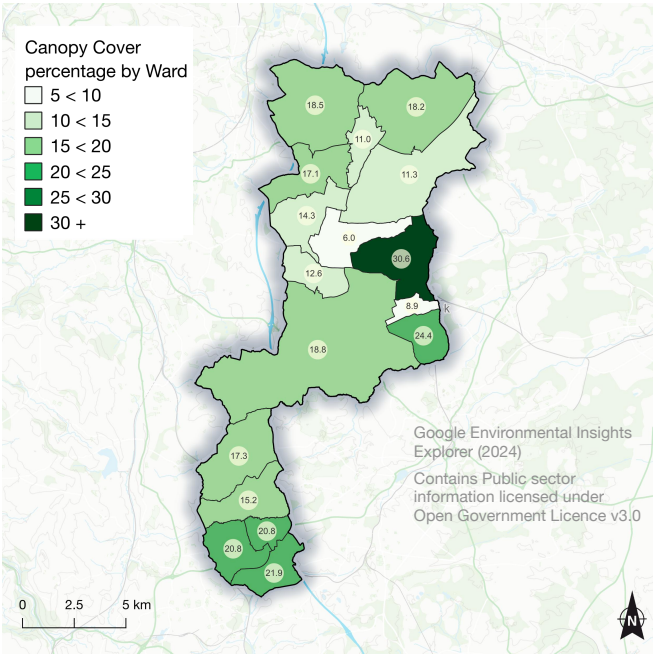


Figure 9. Map of Percentage Canopy Cover by Ward Across Bolsover District

Link to corporate policies	Actions	Links
Green Infrastructure Study for Bolsover Bolsover Green Space Strategy	1. Tree Planting Opportunity Mapping (inc. removal of sites with existing constraints) by June 2026. 2. Launch annual planning sessions with delivery partners to coordinate tree establishment in June 2026. 3. Further enhance canopy cover through coordinated tree establishment and proactive care for existing trees (optimising expansion growth) with delivery partners to achieve 90% of the ambition by March 2030. 4. As above (Action 4) to achieve 100% of the ambition by March 2035. 5. Review canopy cover progress every 5 years through a repeat canopy cover assessment.	

Priority	Key Performance Indicators showing current position (■)			
	Low	Moderate	Good	Optimal
Medium	The existing canopy cover equals 0–25% of the target	The existing canopy cover equals 25–50% of the target	The existing canopy cover equals 50–75% of the target	The existing canopy cover equals 75–100% of the target

5.2 Targets, Priorities & Actions: Expanding Tree & Woodland Cover

E2. Expand Tree Canopy Cover in Wards with Low Coverage

Expanding canopy cover in wards with low coverage is essential for promoting equity in access to green infrastructure, as well as supporting climate resilience and biodiversity. Tree equity is the idea that all communities have equitable access to the benefits of trees where they live. As shown in E1, canopy cover varies widely across wards within the district. Bolsover aims to progress equality in all spheres of social and economic life and empower and engage local communities to effect positive change.

Data from canopy assessments (e.g. i-Tree or Bluesky National Tree Map) can be used to identify gaps and monitor progress over time. Engagement with local communities will also be key to identifying suitable planting sites and ensuring trees are valued, protected, and maintained.

Tree Equity Score UK (produced by the Woodland Trust) currently only includes urban areas. Canopy cover should be assessed alongside other data sets, such as air quality and indices of multiple deprivation, to ensure that areas not covered by the map are not overlooked. This target aims to ensure that the planting and management of the urban forest focus on areas where it will most benefit local people.

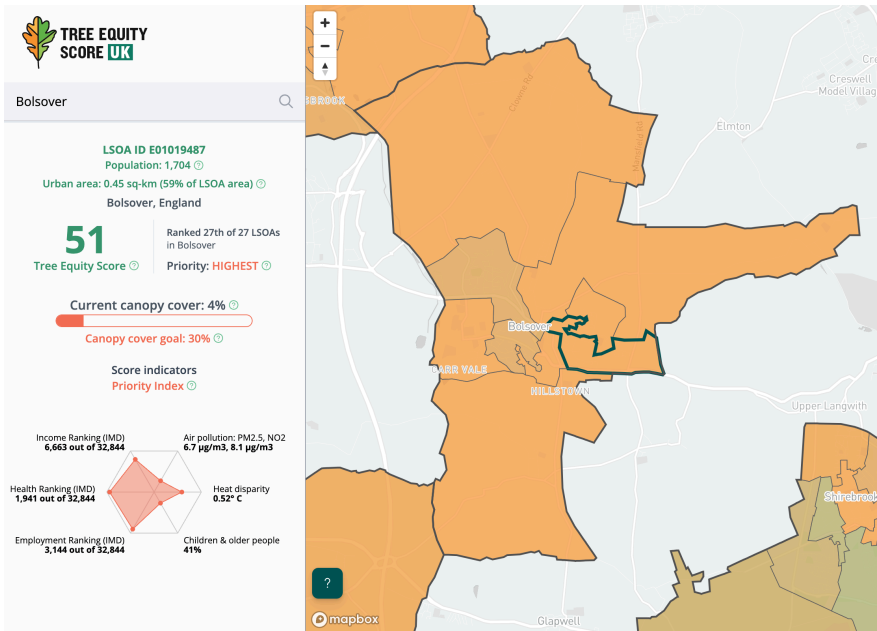


Figure 10. Bolsover District Council Tree Planting

Link to corporate policies	Actions	Links
Green Space Quantity and Accessibility Report Green Infrastructure Study for Bolsover	- Undertake a full analysis of Tree Equity across the district using GIS (this allows for those areas not assessed by Tree Equity Score UK to be included) to identify the areas most in need of increased Tree Canopy Cover by June 2026 (could be undertaken as part of opportunity mapping exercise). - Identify opportunities for the greening of social housing estates and plan for delivery by June 2028. - Work with partners to increase the number of wards with 17.5% or greater TCC to 12 by August 2035. - As above (Action 3) to see all 17 wards with 17.5% or greater tree canopy cover by August 2035.	

Priority	Key Performance Indicators showing current position (■)			
	Low	Moderate	Good	Optimal
High	6 or less of the 17 wards exceed the district average tree canopy cover of 17.5%.	Between 7 and 11 wards of the 17 wards exceed the district average tree canopy cover of 17.5%.	Between 12 and 16 wards of the 17 wards exceed the district average tree canopy cover of 17.5%.	All 17 wards exceed the district average tree canopy cover of 17.5%.

5.2 Targets, Priorities & Actions: Expanding Tree & Woodland Cover

E3. Establish Community Planting Across all Parishes

Community-led tree and woodland planting offers an accessible and meaningful way to engage residents in climate action, biodiversity, and the enhancement of local green spaces. By encouraging community planting projects, the Council can promote a sense of shared responsibility and environmental stewardship.

These projects can take many forms—from small-scale village green plantings to larger woodland creation schemes. When communities are involved from the start, they’re more likely to value and care for the trees in the long term, ensuring higher survival rates and greater public support.

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Figure 11. Community Tree Planting, Creswell

Link to corporate policies	Actions	Links
Bolsover Green Space Strategy Nature Recovery Plan	1. Develop a list of community groups, their representatives and delivery of projects to date from each parish across the District by June 2026 to establish a clear baseline. 2. Organise an annual tree establishment planning workshop with all community groups and BDC to co-ordinate projects across the District. Organise first w/shop Summer 2026. 3. Support parish partners to plan tree or woodland planting projects and secure funding, aiming for 12 active parishes by August 2030. 4. As above (Action 3) by August 2035.	

Priority	Key Performance Indicators showing current position (■)			
	Low	Moderate	Good	Optimal
Medium	0 to 5 Parishes with at least one community tree or woodland planting project	6 to 9 Parishes with at least one community tree or woodland planting project	10 to 13 Parishes with at least one community tree or woodland planting project	14 of 14 Parishes with at least one community tree or woodland planting project

5.2 Targets, Priorities & Actions: Expanding Tree & Woodland Cover

E4. Expand Existing Key Woodland Assets

Bolsover District Council is committed to enhancing its existing woodland assets to bolster biodiversity, improve climate resilience, and provide accessible green spaces for residents. Key sites such as Fox Green and Lark Rise Woods in Creswell are central to these planting efforts, with plans to expand and interconnect these areas through strategic tree establishment and habitat restoration.

This initiative aligns with the Council's ambition to plant many more trees across the district. Collaborations with partners like the Woodland Trust and Bolsover Woodlands Enterprise are key to achieving these goals, ensuring that the expansion of woodland areas contributes to environmental sustainability and community well-being.



Figure 12. Bolsover District Council Tree Planting

Link to corporate policies	Actions	Links
Nature Recovery Plan Green Infrastructure Study for Bolsover	1. Identify through GIS mapping potential for woodland expansion across the District by June 2026. 2. Assess sites according to Tree Equity, prioritising areas most in need of increased TCC by June 2026. 3. With wider council teams/ external partners lever additional funds which enable woodland expansion. 4. With partners/community groups develop expansion plans for 15 key woodland assets by March 2030. 5. As above (Action 4) for 20 key woodland assets by March 2035.	

Priority	Key Performance Indicators showing current position (■)			
	Low	Moderate	Good	Optimal
High	0 to 5 key woodlands assets with expansion plans	6 to 10 key woodlands assets with expansion plans	11 to 15 key woodlands assets with expansion plans	16 to 20 key woodlands assets with expansion plans

5.2 Targets, Priorities & Actions: Expanding Tree & Woodland Cover

E5. Secure Resources for New Tree and Woodland Planting

Delivering new woodland creation at scale will require dedicated, long-term resourcing. To secure these resources, the Council will pursue a range of funding mechanisms:

- 51
1. External government funding, directed at different stakeholders, including:
 - England Woodland Creation Offer (EWCO) – for urban, peri-urban, and rural trees, including street tree replacements.
 2. Funding from major NGOs and charitable sources, such as:
 - Woodland Trust’s Emergency Tree Fund, which supports local authorities in accelerating tree planting and woodland expansion.
 3. Levies and planning obligations, secured through the development process:
 - Seeking funding through Section 106 agreements and biodiversity net gain obligations. Best practice recommends that developments offset or exceed tree loss using meaningful, fully funded metrics.



Link to corporate policies		Actions			Links
Climate Change Strategy Green Infrastructure Study for Bolsover		1. Secure sufficient staff funding to enable further bid writing for tree and woodland establishment by June 2026. 2. Begin to work with partners and submit bids to secure funding for the 2027 planting season. 3. Establish an ongoing bid writing process which enables BDC to secure funding for each coming planting season.			

Priority	Key Performance Indicators showing current position (■)			
	Low	Moderate	Good	Optimal
High	Little or no dedicated funding.	Funding only for emergency, reactive management.	Funding sufficient for some proactive management based on tree & woodland management plan.	Sustained funding from public and private sources to fully implement the strategy.

5.1 Targets, Priorities & Actions: Expanding Tree & Woodland Cover

Expanding Tree & Woodland Coverage Summary

Target	Current Performance Level				Priority
	Low	Moderate	Good	Optimal	
E1 Increase Overall Land Dedicated to Canopy Coverage Across Bolsover District					Medium
E2 Expand Tree Canopy Cover in Wards with Low Coverage					High
E3 Establish Community Planting Across all Parishes					Medium
E4 Expand Existing Key Woodland Assets					High
E5 Secure Resources for New Tree and Woodland Planting					High

5.3

53 Fostering Community Pride in Trees and Woodlands

This section considers the various communities that are required for a successful, long term approach to management of trees, hedges and woodlands. This covers not only the local residents, but local government in all its forms, NGOs and commercial entities

5.3 Targets, Priorities & Actions: Fostering Community Pride

C1. Establish More Tree Wardens / Champions across District

Tree Wardens and Tree Champions play a vital role in supporting the stewardship of trees at the local level. Across the UK, many councils and communities have successfully empowered volunteers to become active participants in protecting, planting, and promoting trees in their neighbourhoods. Bolsover District has an opportunity to expand this model and build a stronger network of local advocates.

Partnering with national initiatives such as the Tree Council’s Tree Warden Scheme or developing a bespoke district-wide programme can foster civic pride and strengthen long-term care for trees. Promoting the role through parish councils, schools, community groups, and residents’ associations will help build capacity and encourage inclusive participation.



Figure 13. Tree Council Tree Warden Scheme

Link to corporate policies	Actions	Links
Bolsover Green Space Strategy Green Infrastructure Study for Bolsover	1. Promote the work of the existing tree champions/tree wardens/community planting projects across the District. 2. Create a map of community groups/ tree wardens across the District by ward and publish on the BDC website. 3. BDC to coordinate existing community volunteers delivering a number of community events/ attending community events to engage with community members and encourage new volunteers to attend an introduction/ welcome to the tree wardens group. Plan and launch summer 2026. 4. Work with individual wards with no tree wardens/ champions to recruit with the aim of having at least one tree warden in each ward by June 2030.	

Priority	Key Performance Indicators showing current position (■)			
	Low	Moderate	Good	Optimal
High	0-10 Tree Wardens/Champions across the Bolsover District located within in up to 3 wards.	11 to 20 Tree Wardens / Champions across Bolsover District located within up to 8 wards.	21 to 30 Tree Wardens / Champions across Bolsover District located in up to 13 wards.	Above 30 Tree Wardens / Champions across Bolsover District with at least one tree warden located in each ward.

5.3 Targets, Priorities & Actions: Fostering Community Pride

C2. Community Involvement and Neighbourhood Action

Collaborating with smaller community groups such as volunteers, schools and charity groups can encourage further community involvement with projects in small neighbourhoods and wider district areas, which would benefit the whole district. Neighbourhood activities often help the community members to connect more with their trees and woodlands, and encouraging communities to get involved will reduce the likelihood of conflict or opposition to tree planting.

Creating an interactive Stewardship Mapping and Assessment Project (STEW-MAP) such as those completed in Paris and New York may be a useful tool for engaging the public. It is a research methodology, community organising approach and partnership mapping tool developed by the USDA which shows who is responsible for the local environment. It has never been done in the UK and could be an invaluable tool to engage local residents and establish a network of UF management teams across the Borough.



Figure 14. Example Stew Map, showing which organisations work in which areas, their size, focus and overlap with others.

Link to corporate policies

Bolsover Green Space Strategy
Nature Recovery Plan

Actions

1. Organise annual community workshop and community group to coordinate delivery of District goals, launch May 2026. BDC and Tree Wardens to provide support to community groups.
2. Appoint a tree officer representative for each of the 17 wards by May 2026.
3. With the Tree Wardens, support the establishment of and coordination of a community/neighbourhood group which contributes actively to District goals in 12 wards by March 2030.
4. As above (Action 2) in all 17 wards by March 2035.

Links

Priority	Key Performance Indicators showing current position (■)			
	Low	Moderate	Good	Optimal
Medium	Little or no citizen involvement or neighbourhood action in 6 or less wards.	Citizens & 'friends groups' active in 7-11 wards which collaborate on an 'ad hoc' basis with local authorities or NGOs on tree and woodland management to support local strategies and plans.	Neighbourhood groups active in 12-16 wards which collaborate and contribute to tree & woodland goals more frequently, but lack coordination or guidance from Bolsover District or its partner NGOs.	Active neighbourhood groups in all 17 wards working regularly and in a coordinated approach with a tree officer representative for each ward. Community-wide engagement led or coordinated by Bolsover District and partner NGOs.

5.3 Targets, Priorities & Actions: Fostering Community Pride

C3. General Appreciation of Trees as a Community Resource

In order for the strategy to be considered a true success, the most powerful legacy is that the residents love, respect, appreciate and care for its trees. Community initiatives could provide an invaluable opportunity to promote the progress made by the district in terms of urban greening and green infrastructure.

Widely publicising events all year round - making good use of digital communications and social media - such as National Tree Week (usually in late November to early December), Arbor Day, planting days (winter time) and outdoor events, will bring focus onto Mid & East Antrim's trees and woodlands, encouraging participation from those that live and work locally.



Figure 15. National Tree Week encourages people to appreciate, learn about, & participate in activities related to trees.

Link to corporate policies

Bolsover Green Space Strategy
Nature Recovery Plan

Actions

1. Publish on BDC website the consultation feedback received during the preparation of this Strategy to act as a baseline for the general appreciations of trees as a community resource. Publish by March 2026.
2. Re-run this consultation exercise bi-annually. Assess and compare results to determine change overtime and use this to inform actions going forwards.
3. Promote the impact of new tree establishment and care for existing trees across the District on the BDC website and at community events on an ongoing basis.
4. Organise and deliver a tree giveaway programme which includes opportunities for the community to engage with and find out about the benefits of trees by July 2028.

Links

Priority	Key Performance Indicators showing current position (■)			
	Low	Moderate	Good	Optimal
Medium	General ambivalence about trees, which are perceived as neutral at best or as the source of problems. Actions harmful to trees may be taken deliberately.	Trees generally recognised as important and beneficial.	Trees widely acknowledged as providing environmental, social, & economic services – resulting in some action or advocacy in support of the treescape.	Treescape valued for its community benefits, with strong public and political support driving policies that sustain its long-term viability.

5.3 Targets, Priorities & Actions: Fostering Community Pride

C4. Utilities Cooperation

Effective cooperation with utility providers - both above and below ground - is essential for safeguarding trees, hedges, and woodlands across Bolsover District. This includes working with companies responsible for electricity, gas, water, telecoms, fibre-optics, and rail infrastructure, as well as insurers in relation to subsidence claims.

Utility companies are legally required to manage vegetation that may interfere with their infrastructure - typically through pruning, root protection, and site clearance. However, inconsistent practices can cause unnecessary harm to trees and habitats. While national standards guide some activities, stronger local collaboration can help align these actions with Bolsover's environmental goals.

Promoting best practice and building partnerships will protect green infrastructure while supporting utility operations - key to achieving the Tree and Woodland Strategy's broader aims.



Link to corporate policies	Actions	Links
Green Infrastructure Study for Bolsover	1. Appoint one member of BDC to be a point of contact for all utilities companies. 2. List and map all relevant highways and utilities organisations and points of contact. 3. Host a workshop specifically for utilities companies and highways contractors to share the outcomes of this Strategy and BDC's plans for the next 5 years. 4. Monitor and review progress and impact of these actions against the goals within this Strategy.	

Priority	Key Performance Indicators showing current position (■)			
	Low	Moderate	Good	Optimal
Medium	Utilities take actions impacting treescape with no council coordination or consideration of the treescape resource.	Utilities use best practices, acknowledge potential municipal conflicts, and engage with tree and woodland managers on an ad hoc basis — and vice versa.	Utilities are included in informal council teams that communicate regularly and collaborate on a project-specific basis.	Utilities support tree and woodland goals by taking part in formal interdepartmental or interagency teams for all municipal projects.

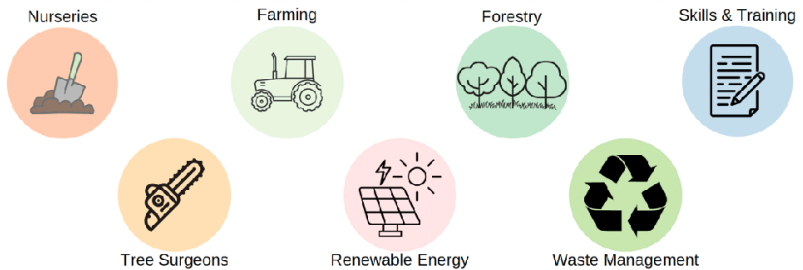
5.3 Targets, Priorities & Actions: Fostering Community Pride

C5. Green Industry Cooperation

The ‘green industry’ includes a broad range of professions involved in tree and vegetation management. Engaging with it offers Bolsover District a valuable opportunity to influence how forest resources—especially on private land—are managed. Close cooperation can promote best practices in planting, maintenance, and protection, supporting long-term sustainability.

Key sectors for targeted collaboration include:

- Farming – Encouraging agroforestry, hedgerow management, and tree planting to enhance biodiversity and resilience.
- Forestry – Supporting sustainable woodland management and responsible harvesting practices.
- Tree Surgery & Arboriculture – Promoting professional tree care and preservation.
- Renewable Energy (Wind & Solar) – Ensuring that tree and vegetation management aligns with both environmental and energy goals.



Link to corporate policies

Green Infrastructure Study for Bolsover

Actions

1. Create an internal list for BDC colleagues of representatives and contact details for each relevant organisation.
2. Increase awareness and define the role of trees regarding meeting climate resilience targets/retrofitting opportunities, linking to wider industries (e.g. building, energy).
3. BDC to work with and set guidelines for tree care professionals and other small scale green industry.
4. Coordinate collaborative arrangements to meet the objectives of this Strategy (e.g. a tree charter that businesses can sign up to if they want to collaborate). This should include discussions on skills building in the sector for including potential courses and apprenticeship schemes.
5. Monitor and review delivery and impact against the goals within this Strategy.

Links

Priority	Key Performance Indicators showing current position (■)			
	Low	Moderate	Good	Optimal
Low	Little or no cooperation among segments of green industry or awareness of district-wide treescape goals and objectives.	Some cooperation among green industry as well as general awareness and acceptance of district-wide goals and objectives.	Specific collaborative arrangements across segments of green industry in support of district-wide goals and objectives.	Shared vision and goals and extensive committed partnerships in place. Solid adherence to high professional standards.

5.3 Targets, Priorities & Actions: Fostering Community Pride

Fostering Community Pride in Tree & Woodlands Summary

Target	Current Performance Level				Priority
	Low	Moderate	Good	Optimal	
C1 Establish more Tree Wardens / Champions					High
C2 Community involvement & neighbourhood action					Medium
C3 General appreciation of trees as a community resource					Medium
C4 Utilities cooperation					Medium
C5 Green industry cooperation					Low

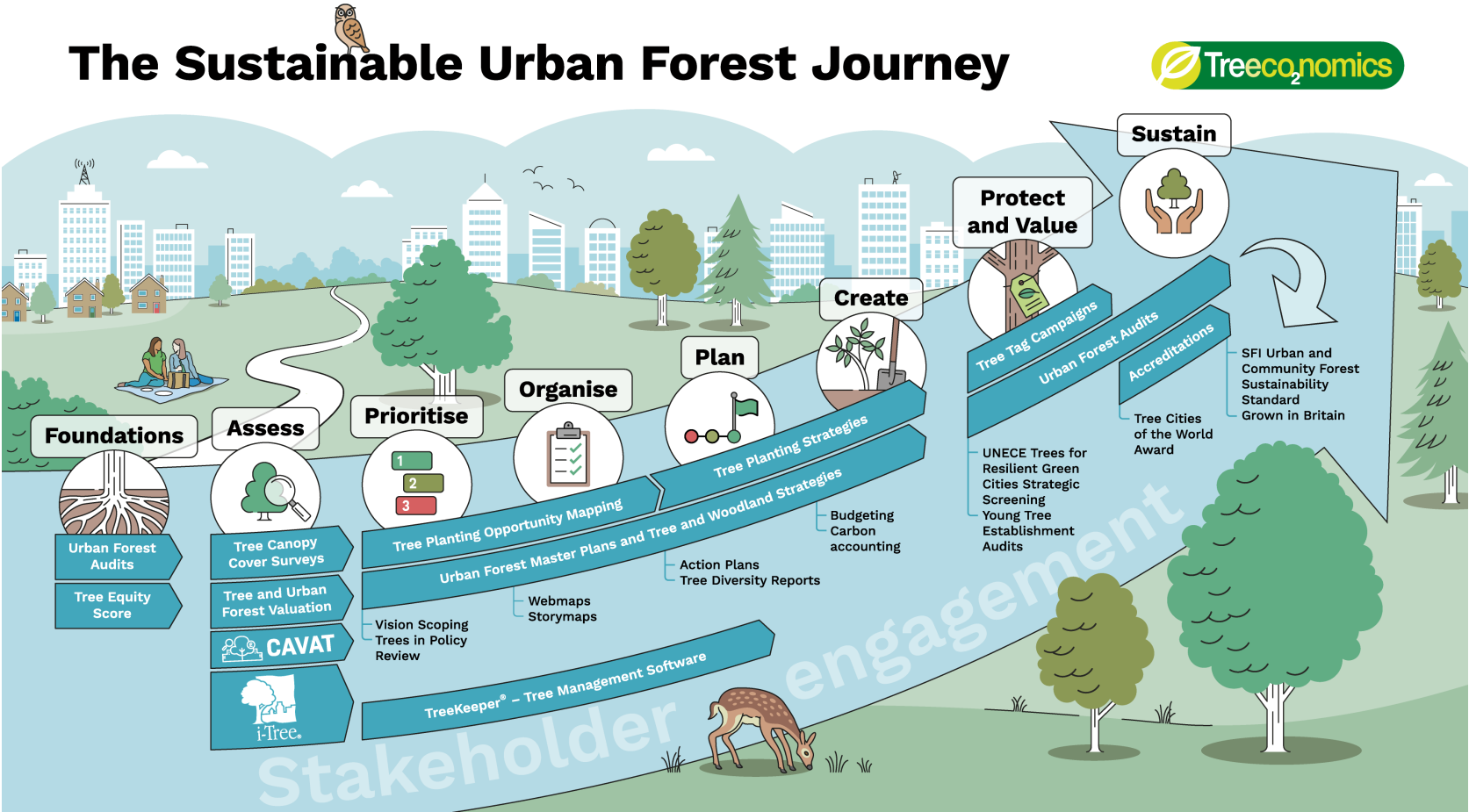
6.

Delivery Plan

To deliver this strategy, targets have been prioritised based on a number of factors; whilst in theory, 'Optimal' is the desirable state for each target, the priority for each has been determined, taking into account the greatest needs across the Borough, current performance of the KPI's, the resources and time required to complete actions, and relative importance compared with other targets and actions. This prioritisation aims to provide a structured pathway for future development and allow for the management and allocation of resources over the lifetime of this document.

Priorities and actions are live, and are expected to be updated and developed as the strategy is reviewed.

Suitable timeframes have been established for actions where appropriate to ensure timely delivery of actions. These provide accountability and structure to the approach, and will work alongside the priorities to provide structure to the delivery approach.



Action Approach

To simplify the delivery approach, actions have been collated under similar themes. This removes duplicate actions from multiple targets, and clearly indicates which targets these actions can contribute to achieving.

Action Theme	Description	Linked Targets	Priority
Undertake Tree Planting Opportunity Mapping exercise	Mapping of potential plantable space in soft and hard landscapes which is to include: tree equity and planting priority assessment; the exclusion of known sights with existing constraints against tree planting; and potential sites for woodland expansion.	T5, E1, E2, E4	High
Develop Woodland Management Plans where required	Collate existing woodland management plans and identify sites where new management plans are required. Build resource within the Council to enable implementation of these management plans. Collaborate with partners and community groups to identify potential sites for woodland expansion (may be informed by Opportunity Mapping).	T2, E4	High
Implement a comprehensive Tree Inventory Management System	The district wide system is to include all BCC-owned and community-reported tree and woodland assets, and include GIS capabilities.	T1	High
Implement TPO contravention monitoring and review programme	Program is to track and monitor cases of TPO and conservation area violations to ensure consistent enforcement of penalties. Training will be provided for BDC's enforcement team on trees, hedges & woodlands.	T4	High
Support the development of the Tree Wardens and other community groups	Promote the work of the existing tree champions/tree wardens/community planting projects across the District. Create (and publish) a map of community groups/ tree wardens, and work with wards with no wardens or champions to recruit and connect them.	C1	High

Action Theme	Description	Linked Targets	Priority
Undertake funding review and initiate applications when/where appropriate 63	Scope and implement Section 106 funding for impact mitigation. Create a dedicated officer role/responsibility for bid/funding application, and establish an ongoing bid writing process which enables BDC to secure funding for each coming planting season. Amongst other things, funding will be used to support: - Staff to enable proactive management of existing tree and woodland assets including - woodland expansion and further bid writing - The development and implementation of woodland management plans - The undertaking of a sample-based survey of public and private trees across the District	T5, T2, T3	Medium/high
Community outreach and knowledge sharing	Communicate openly with the public surrounding this plan, the urban forest as a whole, and the wider environment. BDC will: - Publish on BDC website the consultation feedback received during the preparation of this Strategy to act as a baseline for the general appreciations of trees as a community resource. - Organise annual community workshop and community group to coordinate delivery of District goals, launch May 2026. BDC and Tree Wardens to provide support to community groups. - Coordinate existing community volunteers delivering/ attending community events to engage with community members and encourage new volunteers to attend an introduction/ welcome to the tree wardens group. - Promote the impact of new tree establishment and care for existing trees across the District on the BDC website and at community events on an ongoing basis. - Increase awareness and define the role of trees regarding meeting climate resilience targets/retrofitting opportunities, linking to wider industries (e.g. building, energy). - Publicly promote the benefits of the District's trees using canopy cover data from the baseline assessment, and share this via the BDC website.	C2, E4	Medium/high

Action Theme	Description	Linked Targets	Priority
Tree Establishment planning and support 64	Further enhance canopy cover through coordinated tree establishment and proactive care for existing trees. Launch annual planning sessions with delivery partners to coordinate tree establishment, and organise an annual tree establishment planning workshop with all community groups and BDC to co-ordinate projects across the District. Support parish partners to plan tree or woodland planting projects and secure funding.	E1, E3	Medium
Initiate utilities collaboration	Appoint one member of BDC to be a point of contact for all utilities companies, list and map all relevant highways and utilities organisations and points of contact, and host a workshop specifically for utilities companies and highways contractors to share the outcomes of this Strategy and BDC's plans for the next 5 years.	C4	Medium
Initiate green industry cooperation	BDC to work with and set guidelines for tree care professionals and other small scale green industry starting by creating an internal list for BDC colleagues of representatives and contact details for each relevant organisation.	C5	Low

Action Delivery Summary

A summary of the targets within this document, and the delivery dates for the associated actions.

Code	Target	Priority	KPI level	Action to be delivered by end of year...					
				Year 1	Year 2	Year 3	Year 4	Year 5	Year 10
T1	Establish Comprehensive Tree & Woodlands Inventory	High	Low	A1, A2	A3		A4		
T2	Ensure Operational Plans Exist for Key Woodland Assets	High	Low	A1	A2		A3		
T3	Promotion of Tree Benefits	Medium	Moderate	A1	A2, A3				
T4	Tree Protection Policy Development, Monitoring and Enforcement	High	Moderate	A1, A2, A3					
T5	Secure Resources to Support Existing Tree & Woodland Assets	High	Moderate	A1, A2, A3	A4				
E1	Increase Overall Land Dedicated to Canopy Coverage Across Bolsolver District	Medium	Optimal	A1, A2				A3, A5	A4, A5
E2	Expand Tree Canopy Cover in Wards with Low Coverage	High	Moderate	A1		A2			A3, A4

Code	Target	Priority	KPI level	Action to be delivered by end of year...					
				Year 1	Year 2	Year 3	Year 4	Year 5	Year 10
E4	Expand Existing Key Woodland Assets	High	Low	A1, A2				A4	A5
E5	Secure Resources for New Tree and Woodland Planting	High	Moderate	A1	A2, A3				
C1	Establish more Tree Wardens / Champions	High	Low	A2, A3				A4	
C2	Community involvement & neighbourhood action	Medium	Moderate	A1, A2				A3	A4
C3	General appreciation of trees as a community resource	Medium	Moderate	A1	A2	A4	A2		
C4	Utilities cooperation	Medium	Low	A1, A2, A3					
C5	Green industry cooperation	Low	Low		A3,A4				

7.

Monitoring & Review Plan

Ongoing monitoring and periodic review are essential to the success of Bolsover District Council's Tree and Woodland Strategy. This approach ensures that progress is transparently tracked, emerging challenges are addressed, and strategic actions remain aligned with both local priorities and wider environmental goals.

Monitoring Framework

Monitoring of the strategy will be led by the Council's Climate Change and Communities Scrutiny Committee, or a delegated scrutiny group. Oversight will focus on the implementation of targets and actions.

Each of the targets has defined Key Performance Indicators (KPIs), current performance baselines, and time-phased actions scheduled across the strategy's 10-year lifespan.

The Council's relevant teams and officers will be responsible for updating progress data annually, including:

- Status updates on each action (completed, in progress, delayed)
- Performance level shifts (e.g., low → moderate)
- Identification of risks, dependencies, or delays
- Emerging opportunities or partnerships

A performance dashboard summarising each target's status may be developed to support transparency and public engagement.

Review Schedule

To ensure the strategy remains relevant and responsive, two major review points are planned:

Year 5 (2030): A comprehensive mid-term review will assess progress across all targets, evaluate delivery effectiveness, and recommend any required strategy adjustments.

Year 10 (2035): A full end-of-strategy appraisal will measure long-term outcomes, assess impact against KPIs, and inform the development of the next tree and woodland strategy.

These formal reviews will include:

- Reassessment of priority levels based on new evidence
- Review of current performance levels across all targets
- Stakeholder consultation and community feedback
- Policy and funding landscape analysis

Reporting and Communication

Findings from monitoring activities and strategy reviews will be reported to:

- Internal council leadership and officers
- Scrutiny committee members
- Local communities and stakeholders, through summary reports or public briefings

Key updates may also be included in Council sustainability and climate reports to ensure alignment with wider environmental objectives.

Ensuring Accountability

Clear accountability for each action lies with the relevant service area or officer team. High-priority and high-risk targets (especially those rated "low" in current performance) will receive focused attention, with escalation routes in place for delayed or blocked actions. The Council remains committed to adaptive management, refining approaches as needed to respond to environmental, social, and legislative change over the course of the strategy.

8.

Appendices

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4.2 Glossary

Abbreviations

BAP - Biodiversity Action Plan

BSI - British Standards Institution

CAVAT - Capital Asset Valuation for Amenity Trees

ES - Ecosystem Services

ISA - International Society of Arboriculture

LPA - Local Planning Authority

NFI - National Forest Inventory

NGO - Non-Governmental Organisation

NTSG - National Tree Safety Group

NTM - National Tree Map

RTC - Relative Tree Canopy

SSSI - Site of Special Scientific Interest

TAWs - Tree & Woodland Strategy

TES - Tree Establishment Strategy

TPO - Tree Preservation Order

TDAG - Trees and Design Action Group

Glossary of Terms

Arboriculture- The selection, production, planting, maintenance, and removal of all woody plants for amenity purposes.

Biodiversity- A measure of biological variation, whether represented by gene, species, habitats or ecosystems.

Biosecurity- A set of precautions to reduce the risk of accidentally introducing or spreading alien invasive species, including potential pests and pathogens.

Canopy Cover- A 2-dimensional metric quantifying the area of ground covered by tree canopy when viewed from above, where tree canopy is the collective branches and foliage of the tree.

Carbon sequestration- Processes that remove carbon from the atmosphere.

Carbon storage - The amount of carbon bound up in the above-ground and below-ground parts of woody vegetation.

Community forestry- Addresses the social benefits of the urban forest: community pride, community planting and care projects, reduction of violent crimes and a sense of safety.

Conservation- Use, management and protection of natural resources that insures use and enjoyment for future generations

Ecosystem- A unit of ecology consisting of a more or less discrete community of species, interacting with each other and their physical environment.

Ecosystem services- The ways in which humanity relies on ecosystems for the continued provision of clean air, drinking water, an equitable climate, the productivity of agriculture, forestry and oceans, control of flooding, soil erosion, coastal erosion, carbon sequestration etc.

Environment- The prevailing conditions which reflect the combined influence of climate, soil, topography and biology (other plants and animals) present in an area.

GIS (Geographic information system)- A collection of computer hardware, software, and geographic data for capturing, storing, updating, manipulating, analysing and displaying all forms of geographically referenced information.

4.2 Glossary

Green infrastructure (GI)- An interconnected network of waterways, wetlands, woodlands, greenways, parks, forests, and other open spaces that support native species, maintain natural ecological processes, sustain air and water resources and contribute to health and quality of life. Includes parks, parkways, riparian buffers, residential landscaping, street trees, rain gardens, green roofs, and window boxes.

Green roof- A specially designed roof that incorporates plants. Depending on the structural capacity of the building, depth and type of soil, and desired maintenance. Green roofs can be planted with anything from sedums to trees.

Green space- Any vegetated land or water within an urban area that serves as recreation or open space. This includes neighbourhood and regional parks, gardens, cemeteries, playing fields, bike and walking paths, and urban landscaping.

Greenway/green corridor- Corridor composed of natural vegetation. Greenways can be used to create connected networks of open space that include traditional parks and natural areas.

Habitat- Food, water, shelter and space that supports plant or animal life.

Impervious surface- A hard surface (such as a car park or rooftop) that prevents infiltration of water into the ground, causing water to run off the surface.

Infiltration- The downward movement of water from the land surface into the soil.

Inventory, Tree- Gathering of accurate information on the health and diversity of the community forest which can include: listing and description of trees and planting sites.

Microclimate- The climate of a site as modified by local site factors.

Native species- Species present in a defined region for a certain amount of time without having been brought by humans (cf. exotic), for instance in Britain since the English Channel was flooded around 6,000 years ago.

Non-native species- A species that due to direct or indirect human activity occurs in locations beyond its known historical or potential natural range. Refers to species from another continent, region, ecosystem, or habitat.

Pollution- Substances introduced into the environment by human actions that contaminate the environment.

Stormwater runoff- Precipitation that falls on impervious surfaces (such as roofs and roads). Because it is not absorbed by soil and vegetation, it flows into storm drains.



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Bolsover District Council

Meeting of the Executive on 3rd November 2025

Risk Management Strategy

Report of the Portfolio Holder for Resources

Classification	This report is Public
Contact Officer	Karen Hanson, Chief Executive

PURPOSE/SUMMARY OF REPORT

- To update Members of the Executive of the current position regarding risk management arrangements.
- To provide Members of the Executive with the refreshed Risk Management Strategy for consideration and approval.

REPORT DETAILS

1. Background

Risk Management Strategy

- 1.1 The Council's current Risk Management Strategy, approved in October 2022 is due to be reviewed and refreshed. This has taken place and is attached, with an updated action plan at **Appendix 1**. The Strategy includes but is not limited to the following;
 - The nature of 'risk' both the 'threats' and the 'opportunities'
 - The benefits of a robust risk management approach
 - The Council's risk appetite
 - Risk categorisation – Operational, Governance, Strategic
 - Project and Partnership risk
 - The Council's risk management approach and arrangements including the role of the Risk Management Group
 - Roles and responsibilities including Senior Risk Officer and Senior Information Risk Officer (SRO and SIRO)
- 1.2 The Strategy details the work of the Risk Management Group (RMG). This is chaired by the appropriate Cabinet Member and includes the Council's Chief Executive, Senior Risk Officer (SRO), Senior Information Risk Officer (SIRO), S151 Officer, Senior Managers, Internal Audit and Health and Safety. The group provides a comprehensive oversight of risk throughout the Council.
- 1.3 The Group oversees all Council operational and strategic risk registers ensuring they are up to date and accurate whilst offering challenge to the assessment

process itself. It is responsible for risk management reporting to stakeholder groups across the Council, including this Committee and supports the production of the Annual Governance Statement. The Group leads on the development and review of all risk related policies, plans and strategies across the Council and oversees and champions the implementation of the Risk Management Strategy and associated action plan.

1.4 Following completion of the previous action plan, a refreshed action plan is contained within the Risk Management Strategy 2026. The actions outlined for the Risk Management Group are as follows:

- Regularly review the Council's Corporate Risk Register
- Continue to review and develop risk management arrangements and reporting.
- Ensure staff and members are appropriately trained in risk management awareness.
- Ensure the Council's Risk Register includes reference to Local Government Re-organisation, bringing the Dragonfly companies in-house, and the spending review 2025.
- Schedule a further review of the Risk Management Strategy in 2028.
- Continue to promote a risk awareness culture within the organisation.
- Undertake Risk Management Audits as required within the Council's audit programme
- Ensure monitoring of the anti-fraud and corruption strategy.
- Ensure regular reviews of Health & Safety policy arrangements

2. Details of Proposal or Information

Update of the Risk Management Group (RMG)

Corporate Strategic Risk Register

2.1 The Risk Management Group is chaired by the Cabinet Portfolio Holder, with the Council's Executive, Monitoring Officer and Section 151 Officer in attendance. Meetings take place quarterly and there is an expectation that all required officers attend. The Terms of Reference state that in the absence of an Assistant Director, or Service Manager, a substitute (with the ability to make strategic decisions) must attend in their place.

2.2 The RMG regularly undertakes a review and gives consideration to the Council's Strategic Risk Register.

2.3 Amongst a range of service specific topics, over the last 12 months, the RMG has considered (and continues to consider) the following arising issues and their impact on the Council:

- The Dragonfly companies including ongoing projects and work to bring services and staff back into the Council
- The Council's budget and the potential impact of the Spending Review on the Council's Medium Term Financial Plan
- The impact of Local Government Reorganisation
- Cyber-crime risks

- 2.4 These issues will remain under constant review, alongside all risks within the Strategic Risk Register, by the RMG and appropriate additions and/or amendments to the Council's Strategic Risk Register will take place at the appropriate time.

Operational Risk Registers

- 2.5 In addition to the Corporate Strategic Risk Register, the RMG has oversight of individual operational risk registers for specific service areas. This is undertaken on a rolling programme to ensure all services have appropriate and up-to-date risk registers in place.
- 2.6 Where required, Service leads provided presentations to the Group to enable appropriate review and scrutiny to take place.

Corporate Insurance renewal

- 2.7 The Council's insurance portfolio was renewed on the 1st of October 2025 following annual reviews of policies to minimise and mitigate risks. This is normal practice. The Council's Insurance Officer regularly attends the Risk Management Group and also maintains the master copy of the risk registers.

3. Reasons for Recommendation

- 3.1 Alongside regular updates on risk management, the Council's Audit Committee considered the refreshed Risk Management Strategy on 25th September 2025. The Risk Management Group provides a comprehensive oversight of risk throughout the organisation.
- 3.2 The Risk Management Group has made significant progress in ensuring that risk is effectively managed within the Council. By leading on the development and review of all risk related policies, plans and strategies across the Council, the Group provides consistency of approach and alignment of all service areas in relation to risk management.

4 Alternative Options and Reasons for Rejection

- 4.1 It is good practice for the Council to develop and regularly review its Risk Management Strategy, Strategic Risk Register and associated risk management processes and policies. Given the importance of these arrangements for the overall performance and governance of the Council the alternative of not providing them is rejected.

RECOMMENDATION(S)

That Executive consider and approve the refreshed Risk Management Strategy 2026 at Appendix 1.

Approved by Councillor Clive Moesby, Portfolio Holder for Resources

IMPLICATIONS:**Finance and Risk:** Yes ☐ No ☒**Details:**

There are no additional financial implications arising out of this report. Whilst, where appropriate, additional mitigation measures have been identified and implemented during the course of preparing the strategic and operational risk registers, the cost of implementing this mitigation is met from within existing service budgets

On behalf of the Section 151 Officer

Legal (including Data Protection): Yes ☐ No ☒**Details:**

There are no legal or data protection issues arising directly out of this report

On behalf of the Solicitor to the Council

Staffing: Yes ☐ No ☒**Details:**

There are no human resource issues arising directly out of this report.

On behalf of the Head of Paid Service

DECISION INFORMATION

Is the decision a Key Decision? A Key Decision is an executive decision which has a significant impact on two or more District wards, or which results in income or expenditure to the Council above the following thresholds: Revenue - £75,000 ☐ Capital - £150,000 ☐ ☒ <i>Please indicate which threshold applies</i>	No
Is the decision subject to Call-In? <i>(Only Key Decisions are subject to Call-In)</i>	No

District Wards Significantly Affected	None directly
Consultation: Leader / Deputy Leader ☒ Executive ☒ SLT ☒ Relevant Service Manager ☒ Members ☐ Public ☐ Other ☒	Yes Details: Portfolio Holder for Resources, Audit Committee

Links to Council Ambition: Customers, Economy and Environment.
All

DOCUMENT INFORMATION	
Appendix No	Title
1	Risk Management Strategy 2026

Background Papers
<i>(These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Executive you must provide copies of the background papers).</i>



Risk Management Strategy

Managing the risks, maximising the opportunities

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INTRODUCTION

When we think of 'Risk' most of us are conditioned to think of this in a negative sense – the risk of a negative outcome. Increasingly however, there is a realisation that risk is a double sided concept, with both positive and negative outcomes. To manage risk effectively we need to perhaps think of risk as 'uncertainties that affect us' – not all of which are bad. In other words; an uncertainty that, if it occurs, will have a negative effect might be seen as a **Threat**, whereas an uncertainty that, if it occurs, will have a positive effect might be known as an **Opportunity**. Both of these are 'uncertainties that affect us'.

Risk is integral to everything we do, every action we take, every decision we make - part of our everyday. Whether we realise it or not we are managing risk constantly – it is our attempt to prevent something going wrong and causing us harm or helping something to go well and producing benefits. When driving we will wear a seatbelt, when it comes to our money we will keep it in a bank and when the clouds are grey we might choose to take an umbrella with us on our way to work...these are all risk management decisions and actions designed to either reduce the potential consequence or support the realisation of the benefits associated with our actions.

None of these 'risk management' decisions and actions however, will either remove the threat or guarantee the benefits completely... for example; wearing a seatbelt will not remove the risk of accident or injury, it may however allow us to manage the risk to a level that allows us to make the decision to drive a car. If our aim is to remove the threats associated with driving the car completely, then we simply don't drive the car – this would of course also result in the loss of the possible benefits resulting from driving the car. Taking risks therefore is an inevitable part of our daily lives – without risk taking we simply could not advance, progress and achieve.

Risks will however be interpreted differently by each individual because we all have a different perception of the threat or opportunity depending on our propensity to take risk or avoid it. Using the car as an example, wearing a seatbelt and driving at a certain speed will be enough for some of us to manage the threat presented whilst enjoying the benefits, for others they may choose to manage this threat further by avoiding a motorway or driving at busy times, this approach will of course impact upon the benefits or opportunities too. This is known as our **Risk Appetite**, the level of risk that an individual is prepared to take in order to pursue their goals.

When considering the business of the Council, the same principles apply. Risk taking is something we simply can't avoid...therefore, the success of our organisation depends on how well we manage our risks. We need to know what they are, understand them, identify ways to mitigate or exploit them and control them in line with our organisational risk appetite. Where risks are effectively managed, the chances of achieving our objectives will be optimised. Conversely, poor risk management will reduce the likelihood of success.

SCOPE AND OBJECTIVES

This Strategy sets out the mechanisms and processes for both the maintenance and development of Risk Management within the Council's operational framework. Whilst the main focus of the arrangements set out within this Strategy will be in respect of the Council's own activities, it also recognises that key elements of the Council's service delivery may well be delivered by way of Partnership working. Accordingly the Council's own risk management approach needs to ensure that the risks arising from partnering with others are appropriately addressed as part of this Strategy.

Our organisation needs to be risk aware rather than risk averse as the decision whether to accept risk should be taken in light of the potential benefits of a proposed course of action. The extent to which the Council is risk averse, will undoubtedly impact on its potential to progress available opportunities to secure benefits for local residents.

Risk management, both in the identification of risks and the action taken to address the risks, needs to be flexible and have the ability to respond to change. National policies, service delivery arrangements, national and local circumstances, together with Council priorities will change and evolve over time. Risk Management focus and arrangements need to adjust in order to ensure that current threats and opportunities are effectively addressed and not stifled by inappropriate risk management arrangements.

The Council is committed to maintaining, developing and actively monitoring the operation of a formal and systemic approach to Risk Management. The key objectives of this Strategy are as follows:

- To operate in line with best practice and update our approach to reflect evolving best practice
- To protect service delivery arrangements, the reputation and the financial position of the Council by managing risk effectively
- To maintain and strengthen robust managerial and governance arrangements within the Council
- To promote risk awareness, risk intelligence and risk management throughout the Council
- To ensure programme, project and partnership risk is effectively managed
- To ensure there are clear roles, responsibility and accountability for risk management within the Council
- To ensure the effective identification of risks relating to service delivery, a new project, new initiative, external origins or circumstance to ensure fully informed decisions are made and measures to mitigate or exploit are in place.
- To ensure that the Council has a fully informed level of awareness of its overall risk exposure

BENEFITS OF RISK MANAGEMENT

The challenges faced by local government in recent years have been significant often resulting in a great deal of uncertainty – ‘uncertainty that affects us’ or in other words ‘risk’. Our ability to manage these risks or those ‘uncertainties that affect us’, both the threats and the opportunities, will have a direct bearing on the Council’s ability to succeed.

Risk management is a tool and should not be seen as something we ‘must do’ but rather something we ‘need to do’ to achieve the Council’s objectives. It is an essential tool in helping to bring a greater level of understanding of those risks; it enables the Council to be more prepared, more resilient to change, more able to minimise threats and more able to seize opportunities.

Below are a number of widely accepted benefits resulting from the effective management of risk:

**Improved
efficiency of
services**

**Reduced likelihood of
workplace accidents**

**Protection of
financial
resources**

**Maximised
opportunities**

**Better mitigation of
risks**

**Protection of
Council assets**

**Improved delivery of
intended outcomes**

**Demonstrable
good governance**

**Improved business
and service planning**

**Protected
reputation of the
Council**

**Enhanced community
support and trust**

**Increased
effectiveness
of business
transformation**

**Greater
achievement of
Council objectives**

**Greater level of
insight**

**Improved
management
information**

RISK CATEGORISATION



Risk management is a complex subject due in part to the multi-dimensional nature of the risks that we face, the illustration on the previous page highlights some of these along with a high level categorisation of risk types. Some risk areas will have varying risk types, for example; Financial risks may be identified within all broad risk type categories; Strategic – perhaps due to legislative change; Operational – service area budgets; and Governance – the way we deal with our Treasury Management for instance. The endless nature of risk management makes it impossible to list every single risk and future risk specifically within this document, the following areas do however provide an approach that will support the identification and appropriate management of risks in the context of our organisation.

Strategic Risks

Strategic Risks are those which have the potential to have a significant impact upon the Council as a whole. Such risks might include; changes in government policy; legal and regulatory change; environmental and social factors and high operational risk factors such as investment, safeguarding and emergency planning. Due to the nature and scale of the possible threat and potential opportunity arising from this level of risk, strategic risks should be owned by the Senior Leadership Team.

In order for the Council to have a clear overall position in relation to its strategic risks and to be able to track and review them regularly, strategic risks will be contained within the Council's **Strategic Risk Register**. This register identifies the strategic risks facing the Council so that elected Members and senior management can make informed decisions and prioritise actions, with these high level risks in mind.

Operational Risks

Operational Risks are those that relate to a given service area which have the potential to have a significant impact on the delivery of that service. These might include; human resources; health and safety; procurement; asset management and systems failure. These risks are more closely associated with the 'day to day' operation of the service areas within the Council, service based risks that may prevent individual service aims and objectives being met.

Risks within this category are identified, assessed and dealt with within the operational service area. These risks are contained within an **Operational Risk Register** that is unique to the given service area, although the process by which they are managed remains the same as those of a strategic nature.

Governance Risks

Governance related risks are those that relate to 'how we do things' as an organisation, including; how we manage our risks. These might also include; the Council's Constitution;

data protection; policy and strategy; leadership and accountability; contracting. arrangements and performance management. As with high level operational risks, governance related risks might also be managed as strategic risks, depending upon the nature and scale of the risk. Ordinarily however, these risks are associated with the broader organisational ‘day to day’ framework of running our organisation. Risks associated with the Council’s governance will feature in both the Operational Risk Registers of those service areas who ‘own’ the governance related risk along with the Strategic Risk Register where appropriate.

Project Risks

Project risks are those risks that are integral to or arise during the lifecycle of a project. These may relate to; roles and responsibilities; timescales; resources; objectives; communication and monitoring for example. These risks will usually start and end with the project and need to be treated separately to those linked with the everyday operation of the Council.

With projects, it is vitally important that risks are identified and assessed early in the planning process. When undertaking a project, the Council will create a **Project Plan** in order to effectively manage the project, the plan might include; scope management; planning and delivery; budget; monitoring and control; administration; communication and risk management.

The project related risks are managed through a **Project Risk Register** which is developed specifically for the project at hand and maintained throughout the life of that project.

Partnership Risks

Reduced public service funding is leading to more services and community projects being delivered through different forms of partnership involving the public, private and third sector. Partnership working can take many forms including; integrated services; joint ventures; shared procurement; and co-ordination of activities. The use of risk management to mitigate threats whilst also exploring opportunities is key to ensuring that collaborative working arrangements contribute positively to service delivery. Partnership related risks might include; lack of relevant skill levels; differing legislative environments of the partners; differing governance arrangements and differing agendas.

Effective partnership working is not an easy process and often requires a significant investment of time and energy to build trust between the partners and to develop the working relationships required to ensure successful delivery of the project or service. Key considerations prior to entering into or reviewing a partnership need to include whether or not; the partnership helps secure the Council’s objectives; it provides value for money; if there are any alternatives; the governance arrangements are robust; and whether or not the Council has a legal duty or duty to enter into the partnership at all.

The risks related to the partnership will be managed through a **Partnership Risk Register** which is developed specifically for the partnership at hand and maintained throughout the life of that partnership.

RISK MANAGEMENT PROCESS

To ensure risk management is effective it must be part of an overall framework and be supported by processes and procedures – a systemic and consistent approach. Whether the ‘risk’ poses a threat or an opportunity – the stages remain the same. A ‘**Risk Assessment**’ template/form shall be used when carrying out the stages below – the findings of which will be included on the appropriate ‘Risk Register’.

RISK IDENTIFICATION

Threats or opportunities which might prevent or help achieve, delay or accelerate the objectives of the Council.



RISK ANALYSIS & ASSESSMENT

Following identification of the threats/opportunities, the risks need to be assessed.



RISK CONTROL

Taking risk appetite into account, the risks now need to be controlled.



RISK MONITORING

Most risks will change over time, timely, regular and appropriate monitoring must take place.

Risk Identification

The identification of risks will be the result of a variety of sources and endeavours including but not limited to; lessons learned and analysis of previous events; technical briefings; national reports; workshops; team meetings; networking; management experience; and through a 'staple' element of the **Risk Management Group** – something we will cover in later sections of this strategy. Another key source of risk identification will of course be the business/service planning process where SWOT (strengths, weaknesses, opportunities, threats) and PESTEL (political, economic, social, technological, environmental, legal) analysis takes place.

Traditionally this stage of the risk management process has focussed on the things that can go wrong or the threats, if the organisation wishes to improve outcomes however, then it must search for the 'upside risks' or opportunities to make things better and maximise any potential benefits that may also be available. If an opportunity risk is identified, decisions can be made to pursue and increase the likelihood/impact of the opportunity – i.e. it can be managed in the way a negative risk can, to make the most of the potential offered.

N.B. It is important to note here that when attempting to capture the opportunity risk description, that we do not attempt to replace or duplicate the 'purpose' or 'rationale' for a given activity. Opportunity risk is not the argument or reason for doing something – it is the awareness and control of the 'uncertainties that matter' in relation to the 'upside' risks involved with the activity or issue at hand.

Risk Analysis and Assessment

Once the risks have been identified and articulated they need to be assessed using the **Risk Matrix** in terms of the '**Likelihood**' of them occurring and the '**Impact**' of them if they do. This will provide an indication of the '**Inherent risk**' – the level of risk prior to any action being taken.

Likelihood is scored based upon probability of the risk occurring and impact based on the consequences of the risk occurring. Taking each threat/ opportunity in turn the risk should be assessed using the impact/likelihood tables. The ratings may well be mixed as one overarching risk could have a number of threats/opportunities associated with it, for example the consequence may carry a moderate threat financially but may have a significant impact upon reputation.

Once the consequence is understood for all of the threats/opportunities associated with the risk, a 'best fit' impact rating shall be determined and the '**Inherent Risk Value**' identified. For example; if the impact of all of the threats/opportunities associated with the risk are significant with only one moderate, then the overall impact would be significant. It is important to note that the tables and descriptions are not and can never be exhaustive, they are designed to give a common perspective but not to be prescriptive.

Risk Matrix

IMPACT	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
	LIKELIHOOD					

Impact Table

Score	Description	Examples/guidance
5	Catastrophic	Risks that can have a catastrophic impact on the operation of the Council or service, for example; • Death • Unable to function without Government or other agency intervention • Inability to fulfil obligations • Adverse national publicity – highly damaging, loss of public confidence
4	Severe	Risks which can have a severe impact on the operation of the Council or service, for example; • Extensive injury, major permanent harm • Significant impact on service objectives • Short to medium term impairment to service capability • Major adverse local publicity
3	Moderate	Risks which have a noticeable impact on the services provided. Will cause a degree of disruption to service provision / impinge on the budget, for example; • Medical treatment required, semi-permanent harm up to 1 year • Short term disruption to service capability • Significant financial loss • Some adverse publicity, needs careful public relations
2	Minor	Risks where the impact and any associated losses will be minor, for example; • First Aid treatment, non-permanent harm up to 1 month • Minor impact on service objectives • Financial loss that can be accommodated at service level • Some public embarrassment, no damage to reputation
1	Negligible	Risks where the impact and any associated losses will be small, for example; • No obvious harm or injury • Negligible impact on service capability • Minimal financial loss

Likelihood Table

Score	Description	Examples/guidance
1	Common	• Is expected to occur in most circumstances • Perhaps annually or more frequent
2	Likely	• Will probably occur in most circumstances • Not persistent, perhaps once in 3 years
3	Foreseeable	• Could occur in certain circumstances • Perhaps once in 10 years
4	Occasional	• May occur in exceptional circumstances • Not expected to happen, perhaps every 25 years
5	Freak Event	• Is never likely to happen or no knowledge of this happening before • Very unlikely, perhaps once in 50 years

Risk Control

When deciding how to control the ‘downside’ risks or threats there are four options available, sometimes more than one option may be chosen.

Negative Risk (threat) Control Measures			
Transfer E.G. Insurance, Outsource, Partnerships	Treat E.G. Mitigation, Likelihood & Consequence	Tolerate Understand and live with the risk	Terminate Avoid the risk. Do not pursue

Transfer the Risk – this might include transferring some of the consequence to an insurer e.g. legal liability, property, vehicles etc. Other examples might include services being delivered on the Council’s behalf through outsourcing. When deciding to transfer, it must be acknowledged that this does not mean that the risk disappears, some risks may remain such as responsibility for the service being delivered and the reputational risk remaining with the Council for example.

Treat the Risk – the risk at this stage is unacceptable to the Council as it stands. Action needs to be taken and controls put in place to mitigate and reduce the risk to an acceptable level - the ‘Residual risk’. This might include putting procedures in place or modifying the activity to reduce the risk.

Tolerate - the Council intends to do nothing different to manage the risk identified aside from the usual management arrangements that are in place.

Terminate – the risk is so significant that even with control measures in place or modifications being made, the risk cannot be reduced to an acceptable level for the Council.

When attempting to control the ‘upside’ risks or opportunities, the four options above will be replaced by the three below;

Negative Risk (threat) Control Measures		
Share E.G. Joint Venture, Design and Build Contract	Enhance E.G. Action, likelihood and consequence	Accept Understand and accept the risk

Share – the benefits of the opportunity risk might be shared, a project being completed early for instance which would save money overall.

Enhance – using the project example again, action might be taken to improve the likelihood and consequence of the project completing early.

Accept – as with tolerating a threat, the Council intends to do nothing different to manage the risk identified aside from the usual management arrangements that are in place.

By this stage, using the ‘**Risk Assessment**’ template/forms, the risks have been identified and analysed taking into account any current controls in place, giving an ‘**Inherent Risk Value**’, beyond this other control measures may have been put in place resulting in a ‘**Residual Risk Value**’. The Council will now consider the residual risk and decide how this fits with the Council’s ‘**Risk Appetite**’ in terms of acceptability – this shall be detailed in a later section of the strategy.

Risk Monitoring

Now that the risks have been identified, analysed, controlled and scored according to the risk matrix, the final stage of the effective risk management process begins – risk monitoring. It is critical that risk assessments and action plans relating to them are monitored and reported on regularly to ensure progress is being made in both the management of the threats, or the taking advantage of the opportunities.

Risk registers are an important tool within the risk monitoring stage as long as they are kept up to date and accurate. Previously identified risks will change over time; some may become less of an issue once planned activity has taken place, therefore reducing the likelihood of the risk occurring. Others may have an increased level of risk due to external changes or important milestones approaching. When things change, or at a given frequency, the reassessment of the risk is necessary.

When reviewing, the following should be considered;

- Is the risk still valid?
- Has any of the circumstances or the situation changed?
- Has any planned mitigation/treatment/enhancement or action now taken place which has affected the **‘Residual Risk Value’**?
- Has the planned mitigation/treatment/enhancement or action been deemed effective?
- Is there more that the Council should be doing?
- Has the threat/opportunity passed?
- Along with those sources listed in the Risk Identification stage previously, the risk monitoring and review stage is also a good time to consider the following;
- Has anything new happened either externally or within the service, department, Council, project or partnership?
- As a result, are there any new threats or opportunities facing the service, department, Council, project or partnership?

Part of the monitoring process is of course **‘Risk Reporting’**. This is required to ensure that managers, senior officers and elected Members are fully aware of the risks when making decisions and taking any action. Effective risk reporting should provide management and elected Members with assurance that all risks have been identified, assessed, controlled and are being effectively monitored – this shall be detailed further in a later section of the strategy.

RISK APPETITE

Risk appetite for a local authority on the whole will most likely be lower than that of many other organisations due in part to the regulatory nature of most of its services and because of its stewardship obligations for public resources. It is however, increasingly important for the Council to identify innovative solutions and new ways of working in the delivery of its services and operations.

New opportunities or changes to the way we do things will often bring new risks, both specific to the change at hand and to the Council as a whole. A key determinant in the risk management process is the Council's risk appetite and the scalability of this depending upon the individual circumstances.

The Council's risk appetite in relation to a given opportunity needs to be gauged individually to ensure that the tolerance level of the risks at hand are adjusted in accordance with the level or scale of the risk. A specific project may well have a different risk tolerance level to that of the wider operation of the Council or a health and safety matter for example. The Council should not be risk averse but risk aware and be able to accept risk at a level that meets the Council's risk appetite.



As mentioned previously, effective risk management is about managing uncertainties that affect us, this includes both the negative uncertainties or threats and the positive uncertainties or opportunities. Effective risk management aims to minimise the likelihood and impact of the threats whilst maximising the likelihood and impact of the opportunities.

Acknowledgement and awareness of the two aspects of risk – the ‘upside’ and ‘downside’ increases the importance of an effective risk appetite framework which has the ability to be repositioned along the continuum on the previous page in line with the given subject matter at hand.

Generally speaking, the amount of risk that the Council is willing to take on, tolerate or be exposed to in the pursuit of its objectives can be illustrated below;

Risk Matrix

IMPACT	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
	LIKELIHOOD					

Green = Low Priority – no immediate action other than to set a review date to re-consider assessment.

Amber = Medium Priority – check current controls and consider if others are required.

Red = High Priority – must take action to mitigate or terminate if not possible to do so.

Any threats that are an unacceptable level to the Council have to be mitigated as far as possible. Where a proposed activity has a residual risk value that is considered unacceptable and there is no means of reducing this value, then the activity will be rejected. Therefore the Council’s risk appetite threshold is 15 or above, in other words if the residual risk is 15 or above the Council’s risk appetite has been exceeded and the activity will be terminated.

There may be however, occasions where there is a statutory obligation to undertake a given activity despite the risk exposure. There may also be occasions where, in entrepreneurial terms, it will be appropriate to take measured but increased levels of risk in furtherance of the Council’s business objectives.

In determining the Council’s risk appetite, elected Members and senior officers will consider many things including, but not limited to the following;

- Wider macro-economic factors including legislation
- The level of risk that can be justified
- The Council’s capacity to bear the risk
- The Council’s resource, expertise and skill-set for taking the risk
- The extent and prevalence of operational and commercial opportunities capable of being exploited by the Council

OUR RISK MANAGEMENT ARRANGEMENTS

This strategy sets out to ensure that effective risk management is embedded throughout all levels of the Council. Whether it relates to 'day to day' service delivery or the decision making process of elected Members, the Council and its employees need to know what the risks are, understand them, identify ways to mitigate or exploit them and control them in line with the Council's risk management processes and appetite.

Risk Management Roles and Responsibilities

Elected Members

All elected Members are responsible for effective governance in the delivery of services to the local community and the achievement of the Council's objectives. Elected Members have a responsibility to understand the risks that the Council faces and will be made aware of how these risks are being managed through a variety of mechanisms including, but not limited to; the corporate, strategic and service planning and delivery process. It is the responsibility of all elected Members to support and promote an effective risk management culture and consider the risks associated with recommendations put forward in reports to the various committees at which decisions are made.

Executive

Executive has a fundamental role to play in the management of risk. Its role is to set the risk appetite and influence the culture of risk management within the organisation. Executive will ensure that risks are fully considered as part of every decision it makes whilst ensuring effective procedures are in place to monitor the management of significant risks. Executive will establish Portfolio Holder representation on the Risk Management Group and regularly review the content of the strategic risk register. Executive will periodically review the Council's approach to risk management and approve changes or improvements to processes and procedures.

Audit Committee

The Audit Committee has responsibility for overseeing all aspects of Risk Management, Governance and Internal Control. The Committee will provide guidance and oversight to the management of risk but also challenge the effectiveness of the risk management arrangements within the Council. The Committee will look to seek assurance for the Council that risk management is being effectively undertaken and that all risk related processes and procedures are being implemented. To this end, the Committee will receive reports on behalf of the Council including but not limited to; Quarterly Risk Management

Group reports, Internal Audit reports, External Audit reports and the Annual Governance Statement.

Scrutiny

In their role of scrutinising decisions taken by the Executive, Scrutiny Members should ensure that associated risks have been taken into account. Scrutiny Committees also have a role in bringing potential risks that have not previously been identified to the attention of the organisation.

Head of Paid Service

The Head of Paid Service leads on the wider Corporate Governance arrangements of the Council of which Risk Management is a part. The Head of Paid Service has ultimate responsibility for risk management within the paid service and will support the Senior Risk Officer (SRO) and Senior Information Risk Officer (SIRO) in carrying out their roles and responsibilities.

Senior Risk Officer (SRO)

The SRO plays an important role in raising the profile and promoting the benefits of risk management to elected Members and officers. The SRO also ensures that the accountability and responsibility of elected Members, officers and staff is understood by embedding risk management throughout every level of the Council and by overseeing the implementation of the Risk Management Strategy and Action Plan.

Senior Information Risk Owner (SIRO)

Information has never been more important to the essential working of the Council. As the quantity, diversity and nature of Council information changes, so will the risks. The role of the SIRO is to ensure that 'information' related risks are identified and addressed. The SIRO will establish an Information Risk Management Framework which allows information based threats and opportunities to be managed effectively.

Data Protection Officer (DPO)

The Data Protection Officer (DPO) ensures the Council remains compliant with UK data protection legislation. This includes the provision of data protection awareness training to employees and Members. The DPO also provides advice, guidance and support to staff and Members regarding personal data processing.

Section 151 Officer

Section 151 of the Local Government Act 1972 requires all Councils to make arrangements for the proper administration of its financial affairs and to secure that one of its officers has the responsibility for the administration of those affairs. For this Council this statutory role is carried out by the Director of Finance. The Section 151 Officer is a key member of the Senior Leadership Team who helps to develop and implement the strategy and appropriate resourcing to deliver the Council's objectives sustainably and in the public interest. The role brings influence and bearing on all material business decisions to ensure opportunities and threats are fully considered and aligned to the Council's financial

strategy. The Section 151 Officer leads on the promotion of good financial management by the whole organisation so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively.

Risk Management Group

The Risk Management Group shall be elected Member led and will include the Council's SRO, SIRO, S151 Officer, representation from senior management, Internal Audit and Health and Safety. The group will provide a comprehensive oversight of risk throughout the organisation and be the conduit to and from the whole organisation in terms of risk management. The group will 'regularly' and 'consistently' oversee, at least quarterly, all of the risk registers ensuring they are up to date and accurate whilst offering challenge to the assessment process itself. It will be responsible for risk management reporting to stakeholder groups across the Council and support the production of the Annual Governance Statement. The group will lead on the development and review of all risk related policies, plans and strategies across the Council and will oversee and champion the implementation of the Risk Management Strategy and associated action plan including training 'relating to' and the 'embedding of' an effective risk management culture.

Directors and Assistant Directors

Directors and Assistant Directors are responsible for creating an environment and culture within their Directorate and portfolio of Services where risk management is promoted, facilitated and effectively undertaken. They will drive forward risk management to raise its profile and ensure that Service Managers and their teams understand the importance and benefits of effective risk management, embedding the Risk Management Strategy and arrangements throughout their span of control. They will include risk management as a standing item on all Directorate, Service and team meeting agendas to keep risk management 'ever present' and ensuring effective, regular and consistent 'check and challenge' is in place throughout the Directorate. Directors and Assistant Directors will review the content of the strategic risk register and their Directorate operational risk registers at least quarterly and represent their Directorate and portfolio of services at the Risk Management Group. They will identify existing and emerging risks, address them in line with the risk management arrangements and ensure sufficient resource is allocated to, for this purpose within their span of control including identifying and meeting any risk management training needs within the Directorate.

Service Managers

As with the Directors and Assistant Directors, Service Managers will support the creation of an environment where risk management is promoted, facilitated and effectively undertaken within their service area. Service Managers will also form part of the quarterly review process of their service related operational and when necessary, strategic risks. They will work with the Directors and Assistant Directors to identify and address existing and emerging risks within their service area and ensure that training needs are identified and addressed in relation to risk management within their service area. Service Managers will be the consistent 'day to day' champions of an effective risk management culture throughout their service area and will ensure that the risk management strategy and arrangements are understood, embedded and implemented by their team.

Project and Partnership Leads

Project and Partnership Leads are responsible for ensuring that the project or partnership is being effectively managed in terms of risk and that the Risk Management Strategy and arrangements are implemented fully throughout the lifecycle of the project or partnership. As mentioned in previous sections of the document however, project risks and partnership risks do need to be treated slightly differently to the Council's other risks.

The Project Lead will:

Ensure that there is Senior Leadership Team commitment to, and involvement in, the project/programme delivery. They will set out clearly defined roles and responsibilities at all levels within the project/programme with responsibility for risk identified and agreed. The Project Lead will ensure stakeholder engagement in the early identification of the risks which will inform the project/programme scope, objectives and outcomes. They will embed the active management of risk throughout the lifecycle of the project/programme through the development of a Project Plan.

The Partnership Lead will:

Ensure that the partnership has a senior management team made up of members from all organisations involved who will support, own and lead on risk management. The Partnership Lead will ensure that an agreed risk management framework is in place and managed on an ongoing basis. They will promote a partnership culture which supports an effective and appropriate approach to managing risks by reducing the threats and maximising the opportunities that the partnership will bring.

Both Leads will approach the project/programme/partnership in line with the Risk Management Strategy and arrangements set out within. They will ensure that the risk management process is followed, risk assessments completed, control measures are in place and risk registers are maintained throughout. The Leads will report to the Risk Management Group quarterly and assist in the production of the Risk Management Group reporting process.

Internal Audit

Internal Audit's role is to maintain independence and objectivity, they are not responsible for risk management or for managing risks on behalf of others. Internal Audit will check, challenge and test the risk management process and arrangements for adequacy in order to provide assurance to the Council that risk is being effectively managed.

All Staff

All staff have a responsibility for identifying threats and opportunities in performing their day to day duties. They also have a responsibility to participate in training, supporting the risk assessment process and action planning where appropriate.

Roles and responsibilities summary table:

Group or individual	Roles & Responsibilities
Elected Members	• Support and promote an effective risk management culture • Understand the strategic risks that the Council faces and how these risks are being managed • Consider the risks associated with recommendations put forward in reports
Executive	• Provide leadership on risk management within the Council • Monitor the Council's risk management arrangements • Assess the risks in Cabinet reports and provide challenge where necessary, particularly in relation to key decisions
Audit Committee	• Overseeing all aspects of risk management, governance and internal control • Provide guidance and oversight to the management of risk and challenge the effectiveness of arrangements • To seek assurance for the Council that risk management is being properly undertaken
Scrutiny	• In their role of scrutinising decisions taken by Executive, Scrutiny Members will ensure that associated risks have been taken into account • Identifying potential risks that may not have been previously identified
Head of Paid Service	• Leads on the wider Corporate Governance arrangements of which Risk Management is a part • Overall responsibility for ensuring that strategic risks are effectively managed within the Council
Senior Risk Officer (SRO)	• Raising the profile of risk management • Promoting the benefits of risk management • Promoting the accountability and responsibility of all staff • Embedding risk management throughout all levels of the Council
Senior Information Risk Owner (SIRO)	• Manage information risk from a business perspective • Establish an effective information governance framework • Ensure compliance with regulatory, statutory and organisational information security policies and standards
Data Protection Officer (DPO)	• To support corporate compliance with UK data protection legislation • To provide data protection awareness training to employees and Members • To provide advice, guidance and support to colleagues and Members on personal data processing from data collection
Section 151 Officer	• To assist with the development and implementation of the strategy and resourcing required to deliver the Council's objectives sustainably and in the public interest • To ensure opportunities and risks are fully considered and aligned to the Council's financial strategy • Leads on the promotion of good financial management by the whole organisation

Group or individual	Roles & Responsibilities
Risk Management Group	• To provide a comprehensive oversight of risk throughout the organisation and become an effective conduit to, and from, the whole organisation in terms of risk management • To 'regularly' and 'consistently' oversee, at least quarterly, all of the risk registers ensuring they are up to date and accurate whilst offering challenge to the assessment process itself • To be responsible for risk management reporting to stakeholder groups • To review and support the development of all risk related policies, plans and strategies • To oversee the implementation of the Risk Management Strategy
Directors and Assistant Directors	• To review the content of the strategic risk register at least quarterly • To allocate sufficient resources to address strategic and operational risks • To identify emerging risks and address them through the risk management arrangements • To ensure that operational risks are being managed in line with the risk management arrangements and that the service area operational risk registers are up to date • Escalate when necessary
Service Managers	• To implement the risk management strategy and arrangements within their service area • To review the content of their operational risk register at least quarterly and provide assurance to stakeholders that risks are being effectively managed • To identify emerging operational risks and address them through the risk management arrangements • Escalate when necessary
Project / Partnership Leads	• To ensure that the risks associated with the project / partnership are identified and managed in line with the risk management arrangements • To review the content of their project/partnership risk register regularly; depending upon the project/partnership this could be weekly • To identify emerging project/partnership risks and address them through the risk management arrangements • Escalate when necessary
Internal Audit	• Audit the risk management process • Assess the adequacy of the arrangements • Provide assurance to officers and elected Members on the effectiveness of the processes and arrangements • Be guided by the risk registers in terms of the annual audit plan – areas of greatest risk = greatest need for assurance
All Staff	• To adhere to the risk management strategy and arrangements • Report emerging or new threats and opportunities to their manager • Participate in training, risk assessments and action planning where appropriate

RISK MANAGEMENT

Risk aware

Sensible management of threats and opportunities

Risk unaware

Risk averse

Risk Categorisation



Risk Management Process

RISK IDENTIFICATION

RISK ANALYSIS & ASSESSMENT

RISK CONTROL

RISK MONITORING

Training & Development Roles & Responsibilities

Staff and elected Members

Risk Management Group – Strategy Implementation

Executive / Quarterly Performance / Audit Committee / Council

ACTION PLAN

Appendix 1

Ref:	Action	Responsibility	Target Date
RMS1	Regularly review the Council's Corporate Risk Register.	RMG	Quarterly
RMS2	Continue to review and develop risk management arrangements and reporting.	RMG	Quarterly
RMS3	Ensure staff and members are appropriately trained in risk management awareness.	RMG	Ongoing
RMS4	Ensure the Council's Risk Register includes reference to Local Government Re-organisation, bringing the Dragonfly companies in-house, and the spending review 2025.	RMG	Ongoing
RMS5	Schedule a review of the Risk Management Strategy in 2027.	RMG	Dec 2027
RMS6	Promote a risk awareness culture within the organisation.	RMG Directors	Ongoing
RMS7	Undertake Risk Management Audit.	Internal Audit & Consortium	2026
RMS8	Ensure monitoring of the anti-fraud and corruption strategy.	S151 officer	Annually
RMS9	Ensure regular reviews of Health & Safety policy arrangements	Strategic Director H&S Manager	Annually

Equalities Statement

Bolsover District Council is committed to equalities as an employer and when delivering the services it provides to all sections of the community.

The Council believes that no person should be treated unfairly and is committed to eliminating all forms of discrimination, advancing equality and fostering good relations between all groups in society.

Access for All statement

You can request this document or information in another format such as large print or language or contact us by:

- **Phone** – 01246 242424
- **Email** – enquiries@bolsover.gov.uk
- **BSL Video Call** – a three way video call with us and a BSL interpreter. It is free to call Bolsover District Council with Sign Solutions, you just need wifi or mobile data to make the video call, or call into one of our Contact Centres.



- **Call with Relay UK** via textphone or app on 0800 500 888 – a free phone service provided by BT for anyone who has difficulty hearing or speaking. It's a way to have a real time conversation with us by text.
- **Visiting one of our offices** at Clowne, Bolsover, Shirebrook and South Normanton.

Bolsover District Council

Meeting of the Executive on 3rd November 2025

Budget Monitoring Report

Report of the Portfolio Holder for Resources

Report of the Section 151 Officer

Classification	This report is public.
Contact Officer	Theresa Fletcher Director of Finance and Section 151 Officer

PURPOSE/SUMMARY OF REPORT

To update Executive on the financial position of the Council following the second quarter's budget monitoring exercise for the General Fund, the Housing Revenue Account (HRA), Capital Programme and Treasury Management activity.

REPORT DETAILS

- 1.1 This report provides the current financial position following the 2025/26 quarter 2 monitoring exercise.

Dragonfly Management Ltd

- 1.2 Members will be aware that a number of Council services are currently being provided by Dragonfly Management.
- 1.3 As a reminder, the services transferred were:
- Economic Development
 - Facilities Management
 - Property/Commercial Asset Management
 - Property Services and Estates
 - Repairs and Maintenance
 - Tourism
- 1.4 The Council continues to make payments to Dragonfly Management for the provision of these services in line with the service level agreement. The Council makes a charge to Dragonfly Development for the support services provided to the whole company. Budgets from the already approved Medium-Term Financial Plan (MTFP) are paid over to Dragonfly Management to allow them to operate and pay for our services.
- 1.5 To ensure effective financial management continues to take place regarding the transferred services, the structure of services within the Council's financial management system was changed.

- 1.6 For the purposes of this report, services that have been transferred into Dragonfly Management are shown on the attached appendices 1, 2 and 4 as Dragonfly Services. The remainder of the Council's services are shown in the Community Services Directorate if they are outward facing services or in the Corporate Resources Directorate if they are internal support services.
- 1.7 As usual the whole report is split between General Fund and Housing Revenue Account with the Dragonfly Services shown within each of the funds.

General Fund Revenue Account

- 1.8 The General Fund Revenue Account summary is shown in **Appendix 1**. The original budget for 2025/26 showed a contribution from the NNDR Growth Protection Reserve of £0.049m, a deficit in effect. The current budget now shows this to be a transfer to the reserve after adjustments have been made to the business rates figures for the actual 2025/26 NNDR1 return, and the estimated business rates surplus of £2.454m. After the Council tax increase, and other small movements are included the current budget overall is showing a surplus of £0.126m. As savings are identified and secured, they are moved into the relevant cost centres within the main General Fund Directorates. **Appendix 2** details the net cost of each cost centre within the Directorates.
- 1.9 Salary budgets for 2025/26 were last scrutinised by officers in October 2024 as part of preparing the MTFP. Officers have now begun to review the actuals for the first 6 months against the budgets as part of the revised budget process. Any savings from vacancies or maternity leave and restructuring changes will be removed from budgets where possible and reported to Members in December with the Revised Budget report.
- 1.10 In order to improve the monitoring and control of Section 106 monies received by the Council, the sums due to be utilised in a financial year are now recorded within the General Fund directorate budgets with the expenditure recorded against these sums. The amount budgeted to be spent in 2025/26 is £2.053m. There are 2 deadlines for expenditure to be spent by in 2025/26. £0.026m needs to be spent by 3/3/26 and £0.008m by 31/3/26. There are, however, a number of deadlines in quarter 1 of 2026/27. Officers are working to ensure that this spend is undertaken in line with the S106 legal requirements.
- 1.11 The overall position at the end of quarter 2 shows that there is a favourable variance of £2.477m, with most identified variances as a consequence of timing, which is usual for this time in the year. There are no known large budget pressures identified in quarter 2 reporting, but as part of the revised budget and MTFP, the revenue budget implications of the work required at Pleasley Vale Mills, will be factored in.
- 1.12 **Table 1** below shows the latest position of all years in the current MTFP. As a Council we made it our strategy to save extra income earned in years when we received more than we estimated, to be able to use it in future years' when income was reduced. This is being held in the National Non-Domestic Rates (NNDR) Growth Protection Reserve and the balance at the 31st of March was £14.210m.

Transfers are made from this reserve to the general fund to replace the losses caused by changes in Government funding.

- 1.13 Within the current MTFP before it has been updated to reflect 1.8, estimates of movement to/(from) this reserve are as follows: there is a contribution from the reserve to general fund of £0.049m in 2025/26, £4.964m in 2026/27 and £5.017m in 2027/28, and £4.180m in 2028/29. The table below shows that in January 2025 when we prepared the MTFP, a budget gap remained in the final year, 2028/29. As part of the budget process which began in August, we are aiming to reduce this budget gap as much as possible, subject to paragraph 1.15 onward.

<u>Table 1</u>	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 Budget £000
Net Cost of Services	15,609	15,733	16,349	16,904
Net debt charges + investment interest	(1,635)	(2,068)	(2,415)	(2,619)
Net t/f to/(from) reserves + balances	1,209	568	524	471
Net t/f to/(from) NNDR Growth Protection Reserve	(49)	(4,964)	(5,017)	(4,180)
Parish precept	4,583	4,583	4,583	4,583
Funding from council tax, business rates and Government grants	(19,717)	(13,852)	(14,024)	(14,206)
Use of GF balance	0	0	0	953

- 1.14 Once work that began in August on revised budgets has been completed, the revised position will be presented to Members in November and December. The work on the MTFP update and the new year which will begin in quarter 3 will be presented to Members in January.

Government funding update – Fair Funding Review 2.0

- 1.15 On the 20th of June 2025, the government published a major consultation on the reform of local government funding. It was an 8-week consultation, which ran from 20th of June to 15th of August 2025. There is to be a Policy Statement in November, which will set out the government's response to the consultation paper and outline its 'final policy positions.' The provisional local government finance settlement will be 'towards the end of the year,' probably during the week commencing the 15th of December. The consultation is now referred to as the Fair Funding Review 2.0, emphasising the links between this consultation and the previous government's consultation in December 2018.

- 1.16 The consultation stated local authorities will receive a 3-year settlement covering 2026-27 to 2028-29. The consultation includes final proposals to:
- Make major changes to the main funding formula with a stronger link to levels of deprivation and population.
 - Reset the baseline for retained business rates in full in 2026/27.
 - Scrap the New Homes Bonus grant and return the funding to the core settlement.
 - Simplify and consolidate several grant pots, including grants for homelessness prevention, rough sleeping, and temporary accommodation.
 - Provide transitional funding, including a minimum funding floor, to protect councils from the full impact of the funding changes until 2028/29.
 - Move gradually towards greater local freedom on setting fees and charges, but no concrete proposals.
- 1.17 The consultation did not propose any changes to council tax funding. Also not covered by the consultation was a positive announcement by the government regarding income from the Extended Producer Responsibility (EPR) scheme. It has been confirmed that EPR income will continue to be additional to core funding for waste collection authorities for the whole of the Spending Review period 2026/27 to 2028/29. This will be a significant income stream for districts, but it is understood the EPR income is ringfenced, and therefore, restricted to be used purely on the waste collection service.
- 1.18 The consultation included new proposals on transitional support, which a substantial number of authorities are likely to require, particularly Inner London boroughs, most high-growth district councils (like us), and high-taxbase unitary authorities. Early analysis shows funding moving to some social care authorities and away from districts and some unitary authorities.
- 1.19 The aim of the transitional funding is to protect councils from the full impact of all the funding changes, including the business rates reset. The proposals for transitional support are;
- There will be a 0% (cash flat) funding floor. In other words, no council will suffer cash-terms reductions in overall funding.
 - The transitional support baseline will include the Settlement Funding Assessment (SFA), council tax, grants, and the Business Rates Retention Scheme (BRRS). This is the widest scope for support and is supported by most local authorities.
 - Transition to the new funding system will take place over 3 years, so that by year 4 all councils will be at their new level of funding without any support.
- 1.20 **However**, on the 27th of June 2025, we received an email from Nico Heslop, the Director of the Local Government Finance Directorate, within MHCLG. The email was sent to 1 other district council in Derbyshire. The email read as follows:

'We set out in section 9.3 of the consultation that whilst most councils will see their available funding increase over the multi-year Settlement, without transitional arrangements some would see it fall – it is the government's intention to protect

the vast majority of these councils' income through a flat cash or 0% funding floor. This would mean councils in scope of this measure will be guaranteed their income.

We will engage the small number of councils whose new share of funding is furthest from their current share of funding regarding how we can support them to manage larger losses. A number of them have made preparations for these changes, including by setting aside reserves.

We are contacting you as one of those councils who may need to manage larger losses, noting that we would still look to offer you some form of funding floor in the scenario that your funding floor is not set at the flat cash level. Whilst decisions are yet to be finalised and there will be several data updates which could change this, we want to engage with you over the summer on our proposed transitional arrangements. We'd like to share our thinking on transitional arrangements in more detail and understand the impact these could make. This is part of our ongoing engagement with councils and is separate to the consultation process.'

- 1.21 As mentioned in 1.12 above, we have been making provision for these losses for a number of years and have accumulated a reserve worth £14.210m, to mitigate the losses over the next 4 years. Despite a number of meetings already with various bodies including the District Council's Network, MHCLG are reluctant to provide figures before November because they remain subject to change, and it might suggest the result of the consultation is predetermined. I therefore do not know if the reserve we have created will be enough to keep our MTFP balanced as in **Table 1**.
- 1.22 At a meeting with MHCLG on the 11th of July, it was suggested that unlike other councils who would have a 0% reduction in funding for each year due to the funding floor, we could potentially have between a minus 5% to minus 7% reduction in our funding for year 1, then a 0% reduction for years 2 and 3. With all the changes to the funding formulae, it is difficult to put a value to this. However, as the business rates reset will wipe out the business rates growth we've achieved, I am expecting at least the losses predicted in the MTFP. The amount of transitional support we might receive is really the missing part of the jigsaw. As I get more information, I will provide an update for Members. We have not received any further contact or information since June.
- 1.23 The medium-term financial plan will be updated to include all known implications from the new Spending Review, and therefore the Fair Funding Review 2.0, when it is received.

Pleasley Vale Insurance Reserve

- 1.24 Members may recall, that in the revised budget report of December 2024, I reported that due to being unable to obtain flood insurance cover, and large increases in excess levels for insurance cover on the park when we sought to renew policies, a decision had been taken to self-insure Pleasley Vale.
- 1.25 We were able to establish the Pleasley Vale Insurance Reserve with a value of £1m from the 1st of October 2024, by using £0.825m from Transformation Reserve schemes which did not go ahead, and £0.175m from General Reserve schemes on the same basis.

- 1.26 The plan is to keep Members informed on the position of the reserve as part of the budget monitoring reports for 2025/26. It was hoped that the work being done with a consultant on flood mitigation practices, would enable us to obtain flood insurance at the renewal which was in September. However, insurance companies were still unwilling to insure Pleasley Vale when approached for the renewal. We, therefore, have no other option but to continue to self-insure.
- 1.27 The estimate of the reserve position is as follows:

<u>Table 2</u>	£
Opening Balance at 1/10/24	(1,000,000)
Insurance claims settled during 2024/25	6,478
Closing Balance at 31/3/25	(993,522)
Cost of settling current claims *	161,100
Estimated Balance at 30/6/25	(832,422)

*This relates to 6 live claims and leaves an estimated balance of £832,422.

Housing Revenue Account (HRA)

- 1.28 The Housing Revenue Account summary for the second quarter of 2025/26 is set out in **Appendix 3** to this report. The original budget for 2025/26 showed a balanced budget, the current budget shows this to still be the case.
- 1.29 **Appendix 4** details the net cost of each cost centre within the HRA and gives some details for the larger variances. The information on the HRA services transferred into Dragonfly Management is also provided.
- 1.30 The overall position at the end of quarter 2 shows that there is an adverse variance of £0.383m. Similarly to the general fund, most of the identified variances are due to timing. The only significant issue to report regarding the overall position for the HRA at the end of the second quarter is the reduction in dwelling rent income. More properties have been demolished than was anticipated when the income budget was set, resulting in less income billed. However, at 2.93%, the income lost from void properties is not as much as was estimated when compared to the 3% prediction.
- 1.31 For 2024/25, as the final weekly rent (week 53) was due on the 31st of March 2025 but covered the period ending 6th of April 2025, an accounting adjustment was required to post 6 days of rental income out of 2024/25 and into 2025/26 (£409,435.84). For the purposes of determining the percentage of void properties in 2025/26, this is being measured from week 1 (from the 7th of April 2025), based upon a full weeks rent, therefore excluding the accounting adjustment in order to remain consistent with the housing system reports.

- 1.32 It is assumed that the existing Rent Policy of CPI plus 1% will be in place for the rent setting process for 2026/27. The CPI figure for September is used but is not published until the 22nd of October, it will be reported to Members at the meeting.

Capital Programme

Capital Expenditure

- 1.33 The capital programme summary for the second quarter of 2025/26 is provided in **Appendix 5** to this report.
- 1.34 In headline terms, the capital programme profiled budget for quarter 2 is £23.782m and the actual spend, and known commitments total £10.511m, which is £13.271m behind the planned spend position. The budget for the capital schemes which are managed by Dragonfly Management are paid over monthly in arrears based on the actual amount spent, any commitments for the schemes managed by Dragonfly Management are not included. The main areas to highlight are listed below:
1. The Shirebrook Crematorium is underspent for the quarter by £0.540m, but expenditure is expected to increase for the remaining 6 months.
 2. The £15m Regeneration Funding is underspent by £2.776m as these schemes have only just commenced, expenditure is expected to increase during the rest of the financial year.
 3. The ICT schemes are showing a net underspend of £0.174m, because some of the expenditure has only just been approved.
 4. Disabled facility grants expenditure is being spent but is about a 3 months behind the profiled budget, at £0.159m underspent.
 5. The new build HRA properties are together £7.348m underspent for the quarter due to the phasing of the individual schemes and an amount of £6.140m which is unallocated to a specific scheme. The profiling of the unallocated budget will be reviewed as part of the revised budgets.
 6. The HRA Public Sector Housing is underspent by £1.958m but the scheme cannot be quarterly profiled, and this is within the year's budget.

- 1.35 There are no significant financial issues to report regarding capital expenditure at the end of the second quarter.

Capital Resources

- 1.36 HRA – The Council has sufficient capital resources in place to finance the HRA actual expenditure and commitments at the end of the second quarter.

General Fund – The financing of the General Fund part of the capital programme is in line with the approved financing arrangements.

Treasury Management

- 1.37 The treasury management function covers the borrowing and investment of Council money. This includes both the management of the Council's day to day cash balances and the management of its long-term debt. All transactions are conducted in accordance with the Council's approved strategy and the CIPFA

Code of Practice. Good treasury management plays an important role in the sound financial management of the Council's resources.

- 1.38 The Council approved the 2025/26 Treasury Management Strategy at its meeting in January 2025. **Appendix 6** identifies the Treasury Management activity undertaken during the second quarter of 2025/26 and demonstrates that this is in line with the plans agreed as part of the strategy. The income received from investments is currently higher than budgeted, mainly due to having higher than predicted cash balances from the Capital Programme underspend for example. This will be reflected when the budget is reviewed as part of the revised budget process.
- 1.39 We have continued to use a number of Money Market Funds (MMF's) during quarter 2 to place the cash that we do not have an immediate need to use. MMF's are currently offering better interest rates than banks although we are still achieving below bank base rate on our investments even in the MMF's. Careful monitoring of our cash balances is being undertaken on a daily basis, and we are looking where we could put investments out for a longer period in order to obtain better rates. A full assessment of this is being done to update the revised budgets.

2 Reasons for Recommendation

- 2.1 The report summarises the financial position of the Council following the second quarter's budget monitoring exercise for the General Fund, the Housing Revenue Account, Capital Programme and Treasury Management activity.
- 2.2 The Medium-Term Financial Strategy (MTFS) for 2025/26 – 2028/29 was approved in October 2024. It is my intention to update the strategy on an annual basis for the implications of each finance settlement, to carry forward the assumptions for the new year of the MTFP and present it to Members for approval.
- 2.3 However, the uncertainty currently surrounding government funding and the Fair Funding Review 2.0 consultation, mean I am not in a position to provide an update to the strategy at this time.
- 2.4 I am therefore, going to update Members on the government funding implications for Bolsover District Council and the MTFP, in the MTFP report in January, and will update the MTFS as usual in September and October next year.

3 Alternative Options and Reasons for Rejection

- 3.1 The Budget Monitoring report for 2025/26 is primarily a factual report which details progress against previously approved budgets. Accordingly, there are no alternative options to consider.

RECOMMENDATIONS

- 1 That Executive notes the monitoring position of the General Fund at the end of the second quarter as detailed on **Appendix 1** (A net favourable variance of £2.477m against the profiled budget) and the key issues highlighted within this report.

- 2 That Executive notes the position on the Housing Revenue Account (HRA), the Capital Programme and Treasury Management at the end of the second quarter (**Appendices 2, 3, 4, 5 and 6**).

Approved by Councillor Clive Moesby, Portfolio Holder for Resources

IMPLICATIONS.

Finance and Risk: Yes ☐ No ☒

Details:

The issue of Financial Risk is covered throughout the report. In addition, the Council has a risk management strategy and associated framework in place, and the Strategic Risk Register is regularly reviewed through the Council's performance management framework. The risk of not achieving a balanced budget is outlined as a key risk within the Council's Strategic Risk Register and is therefore closely monitored through these practices and reporting processes.

The reductions in Government funding on the general fund are currently being managed by contributions to and from the National Non-Domestic Rates (NNDR) Growth Protection Reserve. Once we know the outcome of the Fair Funding Review 2.0 consultation, we will have a better idea whether the Reserve is sufficient to keep the MTFP in balance over the next 4 years. The HRA does not have the use of this general fund reserve and needs to be carefully managed to ensure it continues to be sustainable over the life of the 30-year business plan. This includes the effects of any borrowing undertaken for the capital programme, since the business plan was last updated.

On behalf of the Section 151 Officer

Legal (including Data Protection): Yes ☐ No ☒

Details:

There are no legal or data protection issues arising directly from this report.

On behalf of the Solicitor to the Council

Staffing: Yes ☐ No ☒

Details:

There are no human resource issues arising directly out of this report.

On behalf of the Head of Paid Service

Equality and Diversity, and Consultation: Yes ☐ No ☒

Details:

Not applicable to this report.

Environment: Yes ☐ No ☒

Details:

Not applicable to this report.

DECISION INFORMATION

Is the decision a Key Decision? A Key Decision is an Executive decision which has a significant impact on two or more District wards, or which results in income or expenditure to the Council above the following thresholds: Revenue - £75,000 ☐ Capital - £150,000 ☐ ☒ Please indicate which threshold applies.	No
Is the decision subject to Call-In? <i>(Only Key Decisions are subject to Call-In)</i>	No

District Wards Significantly Affected	All
Consultation: Leader / Deputy Leader ☐ Executive ☐ SLT ☐ Relevant Service Manager ☐ Members ☐ Public ☐ Other ☐	Details: Portfolio Holder for Resources

Links to Council Ambition: Customers, Economy, and Environment.

DOCUMENT INFORMATION	
Appendix No	Title
1	General Fund Summary
2	General Fund Detail
3	HRA Summary
4	HRA Detail
5	Capital Programme
6	Treasury Management Update

Background Papers
<i>(These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Executive, you must provide copies of the background papers).</i>
None

Rpttemplate/BDC/040222

GENERAL FUND SUMMARY - 2025/26

Appendix 1

	Per Council 29/1/25	Per FMS			
	Original Budget £	Current Budget £	6 months Budget £	6 months Actuals £	6 months Variance £
Community Services Directorate	10,093,137	11,441,781	5,720,891	4,786,868	(934,023)
Corporate Resources Directorate	2,596,972	3,496,841	1,748,421	1,267,142	(481,279)
Dragonfly Services	2,634,756	3,201,209	1,600,605	1,773,444	172,839
<u>S106 due in year</u>					
Community Services Directorate	284,375	2,052,620	1,026,310	(208,194)	(1,234,504)
Net Cost of Services	15,609,240	20,192,451	10,096,226	7,619,259	(2,476,967)
Debt Charges	816,425	816,425	408,213	408,213	0
Investment Interest	(2,451,886)	(2,451,886)	(1,225,943)	(1,225,943)	0
Contributions to Reserves	1,801,325	1,801,325	900,663	900,663	0
Contributions from Earmarked Reserves	(178,897)	(845,079)	(422,540)	(422,540)	0
Contribution (from)/to NNDR Growth Protection Reserve	(48,919)	2,646,155	1,323,078	1,323,078	0
Contribution (from)/to S106 Holding A/cs and Miscellaneous Holding A/cs	(376,306)	(2,490,122)	(1,245,061)	(1,245,061)	0
Contribution from Grant A/cs	(37,259)	(1,825,137)	(912,569)	(912,569)	0
Parish Precepts	4,583,187	5,196,508	2,598,254	2,598,254	0
Total Spending Requirement	19,716,910	23,040,640	11,520,320	9,043,353	(2,476,967)
Revenue Support Grant	(1,629,311)	(1,629,311)	(814,656)	(814,656)	0
Business Rate Retention	(7,700,415)	(7,941,016)	(3,970,508)	(3,970,508)	0
New Homes Bonus Grant	(282,413)	(282,413)	(141,207)	(141,207)	0
Recovery Grant	(327,644)	(327,644)	(163,822)	(163,822)	0
Extended Producer Responsibility	(379,000)	(379,000)	(189,500)	(189,500)	0
BDC Council Tax Requirement	(4,740,882)	(4,882,554)	(2,441,277)	(2,441,277)	0
Business Rates Collection Fund surplus	0	(2,454,487)	(1,227,244)	(1,227,244)	0
Council Tax Collection Fund Surplus	(74,058)	(74,044)	(37,022)	(37,022)	0
Parish Council, Council Tax Requirement	(4,583,187)	(5,196,508)	(2,598,254)	(2,598,254)	0
Funding Requirement	(19,716,910)	(23,166,977)	(11,583,489)	(11,583,489)	0
Funding gap/(surplus)	0	(126,337)	(63,169)	(2,540,135)	(2,476,967)

General Fund Detail - 2025/26

			Full Years	6 months	6 months	6 months	
		List of net budgets per cost centre per directorate	Budget	Budget	Actuals	Variance	
			£	£	£	£	Comments
Comm S	G007	Community Safety - Crime Reduction	81,520	40,760	25,023	(15,737)	
Comm S	G008	Community Safety Grant	0	0	18,839	18,839	
Comm S	G010	Neighbourhood Management	85,386	42,693	42,251	(442)	
Comm S	G013	Community Action Network	408,230	204,115	160,673	(43,442)	Annual grant received in full £14k, salaries underspent due to vacancies £27k.
Comm S	G017	Private Sector Housing Renewal	108,300	54,150	33,724	(20,426)	
Comm S	G018	Environmental Health Covid Team	31,819	15,910	4,442	(11,467)	
Comm S	G020	Public Health	(70,000)	(35,000)	70,000	105,000	Income accrual outstanding - to be received later in the year.
Comm S	G021	Pollution Reduction	275,385	137,693	132,994	(4,699)	
Comm S	G022	Env Health - Health + Safety	0	0	(341)	(341)	
Comm S	G023	Pest Control	45,703	22,852	18,722	(4,130)	
Comm S	G024	Street Cleansing	467,154	233,577	221,238	(12,339)	
Comm S	G025	Food, Health & Safety	162,142	81,071	69,150	(11,921)	
Comm S	G026	Animal Welfare	137,760	68,880	61,723	(7,157)	
Comm S	G027	Emergency Planning	20,439	10,220	19,439	9,220	
Comm S	G028	Domestic Waste Collection	1,720,451	860,226	765,250	(94,976)	Employee costs showing £10k under spent due to in-year vacancies. Equipment showing £15k over spent for this qtr. due to bulk purchase of bins. Income showing £81k over achieved for Q1 as some contracts have been billed in advance for the year.
Comm S	G032	Grounds Maintenance	1,163,230	581,615	600,425	18,810	
Comm S	G033	Vehicle Fleet	1,484,657	742,329	674,602	(67,727)	Staffing costs £85k under spent for the period due to vacancies. Diesel showing £30k over spend for the quarter. H&C showing £10k over spent for the period. Income £29k over achieved - due to recharging NEDDC for their share of diesel (covers the diesel overspend for the period).
Comm S	G036	Environmental Health Mgmt & Admin	345,192	172,596	168,458	(4,138)	
Comm S	G037	BDC Air Quality No2	393,075	196,538	0	(196,538)	External funding not yet paid over to NE.
Comm S	G042	Asylum Dispersal	489,589	244,795	(50,842)	(295,636)	External funding received in advance and expenditure not being spent in quarters.
Comm S	G046	Homelessness	231,541	115,771	9,899	(105,872)	Grant of £163k received in advance for the year.

General Fund Detail - 2025/26

			Full Years	6 months	6 months	6 months	
	List of net budgets per cost centre per directorate		Budget	Budget	Actuals	Variance	
			£	£	£	£	Comments
Comm S	G047	Household Support Fund	0	0	39,665	39,665	
Comm S	G048	Town Centre Housing	(10,600)	(5,300)	3,191	8,491	
Comm S	G049	Temporary Accommodation Officer	66,218	33,109	2,962	(30,147)	
Comm S	G053	Licensing	72,927	36,464	43,651	7,188	
Comm S	G056	Land Charges	42,010	21,005	26,357	5,352	
Comm S	G061	Bolsover Wellness Programme	125,207	62,604	101,125	38,521	
Comm S	G062	Extreme Wheels	6,826	3,413	1,634	(1,779)	
Comm S	G064	Bolsover Sport	178,696	89,348	86,441	(2,907)	
Comm S	G065	Parks, Playgrounds & Open Spaces	56,901	28,451	35,647	7,197	
Comm S	G067	Shirebrook TC Regeneration	31,170	15,585	0	(15,585)	
Comm S	G068	Biodiversity NG + LNR Work	35,141	17,571	0	(17,571)	
Comm S	G069	Arts Projects	61,045	30,523	27,995	(2,527)	
Comm S	G070	Outdoor Sports & Recreation Facilities	33,604	16,802	15,722	(1,080)	
Comm S	G072	Leisure Services Mgmt & Admin	297,653	148,827	137,137	(11,689)	
Comm S	G073	Planning Policy	336,645	168,323	206,560	38,237	
Comm S	G074	Planning Development Control	119,068	59,534	130,796	71,262	Advertising showing £15k over spent due to call-off order being raised in advance for the year. Planning fee income under achieved by £66k to Q2. Unbudgeted income of £20k received, is a contribution from Nottingham Trent University to be allocated and spent during the year.
Comm S	G076	Planning Enforcement	117,372	58,686	57,393	(1,293)	
Comm S	G079	Senior Urban Design Officer	68,205	34,103	33,809	(294)	
Comm S	G097	Groundwork & Drainage Operations	98,414	49,207	46,261	(2,946)	
Comm S	G106	Housing Anti Social Behaviour	181,871	90,936	78,852	(12,084)	
Comm S	G112	Creswell Health + Wellbeing Centre	0	0	102,628	102,628	Fully rechargeable to EWCP, hence a zero budget.
Comm S	G113	Parenting Practitioner	62,907	31,454	31,381	(73)	
Comm S	G123	Riverside Depot	240,960	120,480	156,033	35,553	

General Fund Detail - 2025/26

			Full Years	6 months	6 months	6 months	
		List of net budgets per cost centre per directorate	Budget	Budget	Actuals	Variance	
			£	£	£	£	Comments
Comm S	G124	Street Servs Mgmt & Admin	93,022	46,511	46,132	(379)	
Comm S	G125	S106 Percent for Art	133,072	66,536	2,313	(64,224)	Income received from developer in a prior year and expenditure not yet incurred, can't be 1/4ly profiled.
Comm S	G126	S106 Formal and Informal Recreation	404,354	202,177	(83,549)	(285,726)	Income received from developer in a prior year and expenditure not yet incurred, can't be 1/4ly profiled.
Comm S	G131	Bolsover Community Woodlands Project	17,511	8,756	33,492	24,737	
Comm S	G132	Planning Conservation	54,558	27,279	27,051	(228)	
Comm S	G135	Domestic Violence Worker	55,043	27,522	25,865	(1,656)	
Comm S	G139	Proptech Engagement Fund	9,825	4,913	1,473	(3,439)	
Comm S	G142	Community Safety - CCTV	5,675	2,838	4,042	1,204	
Comm S	G143	Housing Strategy	62,588	31,294	37,275	5,981	
Comm S	G144	Enabling (Housing)	49,821	24,911	24,711	(199)	
Comm S	G146	Pleasley Vale Outdoor Activity Centre	58,374	29,187	32,907	3,720	
Comm S	G148	Commercial Waste	(262,000)	(131,000)	(410,743)	(279,743)	Awaiting Q1 + Q2 charge from DCC on H&C - showing £88k under spent. Income showing £157k over achieved as invoices raised in September cover Q3 & Q4.
Comm S	G149	Recycling	210,179	105,090	208,420	103,330	Staffing costs under spent by £25k. Equipment, tools and materials showing £14k over spend for period. Recycling credits for Q2 will be claimed during Q3 showing £113k under achieved.
Comm S	G153	Housing Advice	26,054	13,027	9,047	(3,980)	
Comm S	G170	S106 Outdoor Sports	606,173	303,087	(126,958)	(430,045)	Income received from developer and expenditure not yet incurred, can't be 1/4ly profiled.
Comm S	G172	S106 - Affordable Housing	195,418	97,709	0	(97,709)	Income received from developer and expenditure not yet incurred, can't be 1/4ly profiled.
Comm S	G176	Affordable Warmth	26,877	13,439	16,124	2,685	
Comm S	G179	School Sports Programme	19,293	9,647	7,937	(1,709)	
Comm S	G181	STEP	0	0	1,340	1,340	
Comm S	G182	Community Outreach Programmes	4,548	2,274	1,668	(606)	
Comm S	G183	Holiday Activity + Food (HAF) programme	0	0	(8,037)	(8,037)	
Comm S	G196	Assistant Director of Planning & Planning Policy	94,206	47,103	53,088	5,985	

General Fund Detail - 2025/26

			Full Years	6 months	6 months	6 months	
		List of net budgets per cost centre per directorate	Budget	Budget	Actuals	Variance	
			£	£	£	£	Comments
Comm S	G198	Assistant Director of Housing (GF)	40,362	20,181	20,102	(79)	
Comm S	G199	Assistant Director of Street Scene	91,430	45,715	45,801	86	
Comm S	G202	Assistant Director of Leisure, Health & Wellbeing	93,734	46,867	46,564	(303)	
Comm S	G210	Strategic Director of Services	122,920	61,460	61,685	225	
Comm S	G223	Contracts Administrator (QS)	60,012	30,006	30,060	54	
Comm S	G226	S106 - Highways	569,000	284,500	0	(284,500)	Income received from developer in a prior year and expenditure not yet incurred, can't be 1/4ly profiled.
Comm S	G227	S106 - Public Health	144,603	72,302	0	(72,302)	Income received from developer in a prior year and expenditure not yet incurred, can't be 1/4ly profiled.
117 Comm S	G228	Go Active Clowne Leisure Centre	382,622	191,311	64,649	(126,662)	Premises Related Expenditure showing £112k under spend, £90k of this relates to business rates, which will be paid for the year in Q3 . Supplies and Service codes showing £47k over spent for period . Hired & contract services paid upfront showing £19k over spend. Income as a whole has been over achieved by £329k for the period. Budget adjustments will be carried out at the half year review to update the income and associated expenditure budgets.
Comm S	G229	Housing Standards	0	0	(111)	(111)	
Comm S	G238	HR Health + Safety	123,293	61,647	69,695	8,048	
Comm S	G239	Housing + Comm Safety Fixed Penalty Acc	5,000	2,500	(2,668)	(5,168)	
Comm S	G260	Weekly Food Waste Collections	193,021	96,511	(71,606)	(168,117)	Grant funding received in advance - can't be 1/4ly profiled.
		Total for Community Services Directorate	13,494,401	6,747,201	4,578,673.37	(2,168,527)	
Corp R	G001	Audit Services	163,653	81,827	163,653	81,827	Budget committed for the full year (call-off order).
Corp R	G002	I.C.T.	1,381,347	690,674	704,117	13,443	
Corp R	G003	Communications, Marketing + Design	373,713	186,857	179,753	(7,104)	
Corp R	G006	Partnership, Strategy & Policy	607,089	303,545	102,209	(201,336)	Grants to voluntary orgs. paid in advance, showing £26k over spend this qtr. Grant income received in prior year and not spent in equal quarters - showing £29k under spend. Government grant received in Q1 of £199k to be transferred to the correct capital code.
Corp R	G011	Director of Leader's Executive Team	54,529	27,265	27,070	(195)	
Corp R	G012	Community Champions	12,141	6,071	10,755	4,685	

General Fund Detail - 2025/26

			Full Years	6 months	6 months	6 months	
		List of net budgets per cost centre per directorate	Budget	Budget	Actuals	Variance	
			£	£	£	£	Comments
Corp R	G014	Customer Contact Service	1,085,269	542,635	495,588	(47,047)	Staffing related costs are £47k under spent due to vacancies in Q1 & Q2.
Corp R	G015	Customer Service + Improvement	177,547	88,774	65,924	(22,849)	
Corp R	G016	Skills Audit	26,633	13,317	0	(13,317)	
Corp R	G038	Concessionary Fares & TV Licenses	(13,045)	(6,523)	(791)	5,732	
Corp R	G039	Children and YP Emotional Well-being	50,000	25,000	12,500	(12,500)	
Corp R	G040	Corporate Management	322,831	161,416	48,607	(112,809)	Audit fees accrual from ForvisMazars not yet invoiced showing £101k under spend. Bank fees £15k under spent.
Corp R	G041	Non Distributed Costs	292,097	146,049	223,719	77,670	Superannuation - back funding not payable until mid-October, showing £22k under spend for Q2. Call-off order placed for added years charge showing £99k over spend for the period.
Corp R	G043	Chief Executive Officer	194,327	97,164	96,937	(227)	
Corp R	G044	Financial Services	561,519	280,760	300,671	19,912	
Corp R	G050	Executive Support	84,213	42,107	41,725	(381)	
Corp R	G051	Senior Valuer	69,541	34,771	34,910	139	
Corp R	G052	Human Resources	267,308	133,654	144,313	10,659	
Corp R	G054	Electoral Registration	235,670	117,835	124,522	6,687	
Corp R	G055	Democratic Representation & Management	544,519	272,260	287,576	15,316	
Corp R	G058	Democratic Services	197,266	98,633	91,014	(7,619)	
Corp R	G060	Legal Services	627,961	313,981	89,118	(224,862)	Staffing costs £102k under spent due to on-going vacancies. Subscriptions paid for the year showing £7k over spent for the period. Reserve expenditure not spent in even quarters, showing £24k over spent. £151k income to be transferred to the correct capital code.
Corp R	G086	Alliance	5,250	2,625	4,265	1,640	
Corp R	G100	Benefits	637,733	318,867	267,744	(51,123)	Staffing costs £39k under spent due to vacancies. Software maint/rental paid for the year showing £39k over spent. New burdens grant income of £42k received.
Corp R	G103	Council Tax / NNDR	640,691	320,346	460,993	140,647	Staff costs £44k under spent due to grant funding being received but not yet spent. Supplies & services codes are over spent by £56k. Income showing £120k under achieved due to a combination of outstanding income accrual and year-end related income.
Corp R	G108	Local Government Reorganisation	0	0	221	221	

General Fund Detail - 2025/26

			Full Years	6 months	6 months	6 months	
		List of net budgets per cost centre per directorate	Budget	Budget	Actuals	Variance	
			£	£	£	£	Comments
Corp R	G111	Procurement	95,972	47,986	49,919	1,933	
Corp R	G116	Parish Council Elections	0	0	1,955	1,955	
Corp R	G117	Payroll	116,069	58,035	57,991	(43)	
Corp R	G118	Union Convenor	41,485	20,743	20,725	(17)	
Corp R	G122	County Council Elections	0	0	(6,024)	(6,024)	
Corp R	G130	Parliamentary Elections	0	0	69,449	69,449	Amount due from Gov. once claim has been finalised.
Corp R	G145	East Midlands Mayor Elections	0	0	(6,026)	(6,026)	
Corp R	G155	Customer Services	64,178	32,089	40,631	8,542	
Corp R	G157	Controlling Migration Fund	6,000	3,000	218	(2,782)	
Corp R	G158	Police Commissioners Elections	0	0	(88,453)	(88,453)	Amount repayable to PCC once claim has been finalised.
Corp R	G161	Rent Rebates	(49,681)	(24,841)	(24,840)	1	
Corp R	G162	Rent Allowances	28,745	14,373	14,372	(1)	
Corp R	G164	Support Recharges	(5,735,653)	(2,867,827)	(2,867,826)	0	
Corp R	G168	Multifunctional Printers	37,600	18,800	20,843	2,043	
Corp R	G191	Bolsover Community Lottery	0	0	(3,479)	(3,479)	
Corp R	G192	Scrutiny	44,832	22,416	17,552	(4,864)	
Corp R	G195	Director of Governance + Monitoring Officer	117,478	58,739	58,306	(433)	
Corp R	G197	Director of Finance + Section 151 Officer	116,795	58,398	58,681	283	
Corp R	G211	UK Shared Prosperity Fund	4,975	2,488	4,975	2,487	
Corp R	G216	Raising Aspirations	3,125	1,563	(7,185)	(8,747)	
Corp R	G218	I - Venture/Namibia Bound	12,500	6,250	0	(6,250)	
Corp R	G220	Locality Funding	90,850	45,425	(41,140)	(86,565)	External funding received in advance and expenditure not being spent in quarters.
Corp R	G224	Mine Water Heat Network	32,970	16,485	9,815	(6,670)	
Corp R	G241	Community Rail	0	0	(18,575)	(18,575)	
Corp R	G251	Youth Based Intervention Programme	3,327	1,664	3,325	1,661	

General Fund Detail - 2025/26

			Full Years	6 months	6 months	6 months	
		List of net budgets per cost centre per directorate	Budget	Budget	Actuals	Variance	
			£	£	£	£	Comments
Corp R	G255	Skills to Thrive 16 - 24	3,591	1,796	3,591	1,796	
Corp R	G257	Employee Engagement	51,103	25,552	22,857	(2,694)	
Corp R	G258	Fusion Learning	0	0	(52,500)	(52,500)	External funding received in advance and expenditure not being spent in quarters.
Corp R	G259	East Midlands Investment Zone	235,533	117,767	199,943	82,177	Grant received in a prior year - can't be 1/4ly profiled.
Corp R	G261	Engaging Supply Chain SME's	75,000	37,500	50,020	12,520	
Corp R	G264	Support Service Recharge - Dragonfly	(499,755)	(249,878)	(249,880)	(3)	
Corp R	G265	Big Strong Man	0	0	(6,800)	(6,800)	
Corp R	G267	Housebuilders Forum	0	0	(19,907)	(19,907)	
Corp R	G268	Skills Based Volunteering Project	0	0	(22,500)	(22,500)	
		Total for Corporate Resources Directorate	3,496,841	1,748,421	1,267,142	(481,279)	
D/Fly	G077	LGA Housing Advisers Programme (HAP)	21	11	0	(11)	
D/Fly	G078	LGA Net Zero Innovation Programme (NZIP)	2,761	1,381	1,700	320	
D/Fly	G080	Engineering Services (ESRM)	95,432	47,716	79,072	31,356	£30k pressure relates to the annual business rates bill processed
D/Fly	G082	Tourism Promotion + Development	68,404	34,202	34,209	7	
D/Fly	G083	Building Control Consortium	55,000	27,500	27,500	0	
D/Fly	G085	Economic Development	170,843	85,422	88,968	3,547	
D/Fly	G088	Derbyshire Economic Partnership	15,000	7,500	7,500	0	
D/Fly	G089	Premises Development	(26,060)	(13,030)	(4,263)	8,767	
D/Fly	G090	Pleasley Vale Mills	184,299	92,150	(41,627)	(133,776)	The annual business rates bill will be processed in quarter 3 (£22k). Income (£25k) over achieved in Q2. Grant expenditure expected to be spent in Q3 and Q4 (£90k)
D/Fly	G092	Pleasley Vale Electricity Trading	(81,132)	(40,566)	51,489	92,055	Invoices have not been raised to tenants for Qtr1 and Qtr2 £131k off set by (£16k) saving on electricity charged to date.
D/Fly	G095	Estates + Property	1,078,831	539,416	541,713	2,298	
D/Fly	G096	Building Cleaning (General)	158,677	79,339	79,793	455	

General Fund Detail - 2025/26

			Full Years	6 months	6 months	6 months	
		List of net budgets per cost centre per directorate	Budget	Budget	Actuals	Variance	
			£	£	£	£	Comments
D/Fly	G099	Catering	500	250	250	0	
D/Fly	G109	Chief Executive Officer - Dragonfly	160,292	80,146	80,241	95	
D/Fly	G110	Director of Development - Dragonfly	130,896	65,448	65,563	115	
D/Fly	G114	Strategic Investment Fund	187,548	93,774	178,820	85,046	Order raised for the year
D/Fly	G133	The Tangent Business Hub	(27,030)	(13,515)	14,494	28,009	£6k pressure relates to the annual business rates bill processed, £9k pressure on recovered expenditure income budget and £7k pressure on telephone charges.
D/Fly	G138	Bolsover TC Regeneration Scheme	1,854	927	0	(927)	
D/Fly	G151	Street Lighting	80,565	40,283	38,784	(1,499)	
D/Fly	G156	The Arc	279,842	139,921	222,000	82,079	£59k pressure relates to the annual business rates bill processed, £34k pressure on income budgets
D/Fly	G167	Facilities Management	26,253	13,127	13,859	732	
D/Fly	G169	Closed Churchyards	10,000	5,000	5,000	0	
D/Fly	G188	Cotton Street Contact Centre	32,771	16,386	6,763	(9,623)	
D/Fly	G193	Economic Development Management + Admin	593,837	296,919	279,809	(17,109)	(£18k) saving on efficiency grant reserve the position has been left vacant all year
D/Fly	G200	Director of Construction - Dragonfly	0	0	5	5	
D/Fly	G209	Tourism + Culture	162	81	160	79	
D/Fly	G212	Net Zero Hyper Innovation Programme	18	9	18	9	
D/Fly	G222	Visitor Economy Business Support	1,625	813	1,625	813	
		Total for Dragonfly Services	3,201,209	1,600,605	1,773,444	172,839	
		Total Net Cost of BDC Services	20,192,451	10,096,226	7,619,259	(2,476,967)	

HOUSING REVENUE ACCOUNT SUMMARY - 2025/26

	Per Council 29/1/25	Per FMS			
	Original Budget £	Current Budget £	6 months Budget £	6 months Actuals £	6 months Variance £
Expenditure					
Repairs and Maintenance	7,898,006	7,996,833	3,998,417	4,038,013	39,596
Director of Property + Construction	99,924	99,924	49,962	50,122	160
Rents, Rates, Taxes + Other Charges	357,804	357,804	178,902	252,072	73,170
Supervision and Management	7,312,674	7,408,658	3,704,329	3,851,113	146,784
Special Services	523,979	519,079	259,540	239,561	(19,979)
Housing Related Support - Wardens	822,686	822,686	411,343	399,724	(11,619)
Housing Related Support - Central Control	432,540	463,620	231,810	260,613	28,803
Tenants Participation	91,409	123,334	61,667	48,854	(12,813)
New Build Schemes Evaluations	250,000	169,475	84,738	(42,805)	(127,543)
HRA Health + Safety	57,299	57,299	28,650	28,314	(336)
Debt Management Expenses	10,601	10,601	5,301	4,276	(1,025)
HRA Corporate Management	0	3,673	1,837	17,818	15,982
Total Expenditure	17,856,922	18,032,986	9,016,493	9,147,675	131,182
Income					
Dwelling Rents	(25,846,450)	(25,846,450)	(12,923,225)	(12,712,385)	210,840
Non-dwelling Rents	(94,909)	(94,909)	(47,455)	(50,179)	(2,724)
Leasehold Flats and Shops Income	(7,000)	(7,000)	(3,500)	-	3,500
Repairs and Maintenance	(1,337,898)	(1,365,398)	(682,699)	(652,309)	30,390
Special Services	(22,813)	(29,813)	(14,907)	(16,109)	(1,203)
Housing Related Support - Wardens	(164,523)	(164,694)	(82,347)	(83,816)	(1,469)
Housing Related Support - Central Control	(258,023)	(258,245)	(129,123)	(117,005)	12,118
Total Income	(27,731,616)	(27,766,509)	(13,883,255)	(13,631,802)	251,453
Net Cost of Services	(9,874,694)	(9,733,523)	(4,866,762)	(4,484,127)	382,634
Appropriations					
Movement in Impairment Provision	100,000	100,000	50,000	50,000	-
Capital Interest Costs	5,227,034	5,227,034	2,613,517	2,613,517	-
Investment Interest Income	(390,227)	(390,227)	(195,114)	(195,114)	-
Depreciation	5,348,200	5,348,200	2,674,100	2,674,100	-
Contribution to HRA Reserves	49,887	49,887	24,944	24,944	-
Use of HRA Earmarked Reserves	(460,200)	(553,036)	(276,518)	(276,518)	-
Contribution from Grant A/cs	0	(48,565)	(24,283)	(24,283)	-
Contribution to / (from) HRA Balance	0	230	115	115	-
Net Operating (Surplus) / Deficit	-	-	-	382,634	382,634

Housing Revenue Account Detail - 2025/26

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			Full Years	6 months	6 months	6 months	
		List of net budgets per cost centre per directorate	Budget	Budget	Actuals	Variance	
			£	£	£	£	Comments
Comm S	H002	Treasury Management Advisor	10,601	5,301	4,276	(1,025)	
Comm S	H004	Supervision + Management	7,408,658	3,704,329	3,851,113	146,784	Overspends £43k annual subscriptions & £51k annual software £12K grants against profiled budget but within full year budget. Legal charges associated with court action £8.5k over profiled budget but also £5k over full-year budget. Modernisation & Disturbance Allowances £12k over profiled budget.
Comm S	H005	Dwelling Rents Income	(25,846,450)	(12,923,225)	(12,712,385)	210,840	The income figure includes a payment in advance of £409k equating for 6 days income raised in the previous financial year. The additional day's income will be posted at the end of the financial year and should equate to £70k. £137k is a reduction in income compared to the net rent income budget for period wk 1 to wk 25 due to fewer properties in the HRA than budgeted due to greater demolitions. The cumulative void rate for wk1 to wk 25 is 2.93%.
Comm S	H006	Non-Dwelling Rents Income	(94,909)	(47,455)	(50,179)	(2,724)	Income is above profiled budget due to garage rents to non-housing tenants being invoiced on 1.4.25 for the full year.
Comm S	H010	Tenants Participation	123,334	61,667	48,854	(12,813)	Underspend relates largely to a grant of £16k yet to be spent
Comm S	H011	Special Services	489,266	244,633	223,452	(21,181)	Underspend Gas & Electricity £33k plus pay £6k. Overspends for Repairs & Maintenance to sheltered accommodation £9.6k. Hired services £5k (£4k relates to call off contract for digital servicing) and £10k heat meter charges paid for full-year against profiled budget).
Comm S	H017	Leasehold Flats	(7,000)	(3,500)	0	3,500	
Comm S	H021	Housing Related Support - Wardens	657,992	328,996	315,908	(13,088)	£11k underspend on pay.
Comm S	H022	Housing Related Support - Central Control	205,375	102,688	143,608	40,921	£21k of overspend relates to the purchase of Lifeline equipment and associated expenditure against the profile, however there remains £16k uncommitted against the full years budget. Separately, the budget funded from reserves to fund the change from analogue to digital has been spent in full. Lifeline income £12k below budget.
Comm S	H025	HRA Health + Safety	57,299	28,650	28,314	(336)	
		Total for Community Services Directorate	(16,995,834)	(8,497,917)	(8,147,038)	350,879	
D/Fly	H001	Repairs + Maintenance	6,631,435	3,315,718	3,385,703	69,986	Overspends are £5k Ranger recharge posted against profiled budget, Disrepair claims paid to date exceed profiled budget by £16.5k but within annual budget. Underspends have occurred on utilities and subcontractors totalling £19.3k. The remainder relates to timing differences to recharging between BDC Dragonfly Ltd.
D/Fly	H003	Rents, Rates, Taxes + Other Charges	357,804	178,902	252,072	73,170	Overspend. Actual shows value of Council Tax voids as at 03/09/25 but assumes properties currently vacant will remain so for the remainder of financial year. Subject to change as occupancy of stock changes.
D/Fly	H019	New Build Schemes Evaluations	169,475	84,738	(42,805)	(127,543)	£47.2k of the underspend relates to Briar Close Demolition works undertaken and charged in 24/25 but awaiting payment in 2025/26. The remainder reflects uncommitted expenditure against New Build Scheme Evaluations / Professional Fees.
D/Fly	H024	Director of Property + Construction	99,924	49,962	50,122	160	
D/Fly	H040	HRA Corporate Management	3,673	1,837	17,818	15,982	Relates to timing differences to recharging between BDC Dragonfly Ltd.
		Total for Dragonfly Services	7,262,311	3,631,156	3,662,911	31,755	
		Total Net Cost of BDC Housing Revenue Account Services	(9,733,523)	(4,866,762)	(4,484,127)	382,634	

	Full Years	6 months	6 months	6 months
	Budget	Budget	Actuals	Variance
	£	£	£	£
General Fund				
Assets				
Pleasley Vale Mill - Dam Wall	667,937	333,969	459,533	125,565
Pleasley Vale Grease works CCTV	50,000	25,000	8,525	(16,475)
Pleasley Vale Storm Babet	419,028	209,514	101,853	(107,661)
Land at Portland Street	22,083	11,042	0	(11,042)
Shirebrook Crematorium	6,254,189	3,127,095	2,586,864	(540,231)
3/4 Vernon St Shirebrook	22,273	11,137	18,579	7,443
Mine Water Project	177,100	88,550	0	(88,550)
Bolsover Loop Infrastructure Project	28,500	14,250	0	(14,250)
Shirebrook Market Place	5,670	2,835	0	(2,835)
Glapwell Cricket Club	35,000	17,500	23,000	5,500
Pinxton Community Hub	53,333	26,667	28,917	2,251
The Anchor, Clowne	40,000	20,000	0	(20,000)
Creative Hub Project	50,000	25,000	50,000	25,000
The Tangent - Stonework	9,037	4,519	5,130	612
Business Growth Grants	301,824	150,912	0	(150,912)
	8,135,974	4,067,987	3,282,401	(785,586)
£15m Regeneration Funding				
Public Realm	815,000	407,500	2,000	(405,500)
Place Programme	260,000	130,000	4,523	(125,477)
Shopfront Scheme	163,000	81,500	0	(81,500)
Pinxton Village Hall	488,000	244,000	43,957	(200,043)
Portland Skills Hub	2,000,000	1,000,000	104,002	(895,998)
Former Co-op, Bolsover	1,212,000	606,000	868,769	262,769
36/36a Creative Makers	588,000	294,000	4,150	(289,850)
White Swan	639,000	319,500	255,211	(64,289)
Shirebrook Market Place	2,000,000	1,000,000	24,188	(975,812)
	8,165,000	4,082,500	1,306,800	(2,775,700)
Asset Management Plan				
Pleasley Vale Business Park	11,894	5,947	8,255	2,308
The Arc	7,850	3,925	0	(3,925)
The Tangent	14,953	7,477	14,953	7,477
Riverside Depot	17,371	8,686	17,371	8,686
Leisure Buildings	2,000	1,000	2,000	1,000

CAPITAL PROGRAMME SUMMARY - 2025/26

	Full Years Budget £	6 months Budget £	6 months Actuals £	6 months Variance £
Asset Management Plan not yet allocated to an individual scheme	228,779	114,390	0	(114,390)
	282,847	141,424	42,579	(98,845)
Engineering Asset Management Plan				
Car Parks	37,000	18,500	36,252	17,752
Shelters	13,000	6,500	0	(6,500)
	50,000	25,000	36,252	11,252
ICT Schemes				
ICT Infrastructure	469,000	234,500	30,566	(203,934)
Council chamber audio visual equipment	106,558	53,279	83,584	30,305
	575,558	287,779	114,150	(173,629)
Leisure Schemes				
Pleasley Vale Leisure Equipment	20,000	10,000	0	(10,000)
Kitchen & Associated Equipment	4,000	2,000	0	(2,000)
Go-Active Equipment	18,232	9,116	12,486	3,370
Tennis Facility at The Arc	80,000	40,000	0	(40,000)
	122,232	61,116	12,486	(48,630)
Private Sector Schemes				
Disabled Facility Grants	650,000	325,000	165,503	(159,497)
	650,000	325,000	165,503	(159,497)
Vehicles and Plant				
Vehicle Replacements	1,955,776	977,888	1,057,672	79,784
District CCTV Scheme	16,984	8,492	0	(8,492)
CAN Rangers Equipment	14,231	7,116	0	(7,116)
	1,986,991	993,496	1,057,672	64,177
Total General Fund	19,968,602	9,984,301	6,017,843	(3,966,458)
Housing Revenue Account				
New Build Properties				
Alder Close	2,035,877	1,017,939	916,587	(101,352)
Alfreton Rd Pinxton	17,340	8,670	0	(8,670)
Bolsover Homes-yet to be allocated	12,280,519	6,140,260	0	(6,140,260)
Market Close Shirebrook	290,298	145,149	21	(145,128)
Meadow View Homes - Glapwell	30,000	15,000	30,000	15,000
Sandy Lane/Thorpe Ave Whitwell	5,854	2,927	5,854	2,927
The Woodlands Langwith	65,995	32,998	0	(32,998)

CAPITAL PROGRAMME SUMMARY - 2025/26

	Full Years	6 months	6 months	6 months
	Budget	Budget	Actuals	Variance
	£	£	£	£
Valley View (2 Bungalows & extension)	299,273	149,637	0	(149,637)
West Street Langwith	40,809	20,405	0	(20,405)
Woburn Close Cluster	5,631,316	2,815,658	2,048,063	(767,595)
	20,697,281	10,348,641	3,000,525	(7,348,116)
Vehicle Replacements	395,000	197,500	125,324	(72,176)
	395,000	197,500	125,324	(72,176)
Public Sector Housing				
Electrical Upgrades	417,186	208,593	151,547	(57,046)
External Door Replacements	122,467	61,234	35,212	(26,022)
External Wall Insulation	122,086	61,043	399	(60,644)
Bramley Vale	1,046,191	523,096	0	(523,096)
Flat Roofing	49,597	24,799	15,174	(9,625)
Heating Upgrades	233,735	116,868	48,219	(68,649)
Kitchen Replacements	375,485	187,743	243,148	55,406
Re Roofing	811,998	405,999	295,364	(110,635)
Property Services Mgmt. & Admin	134,182	67,091	67,091	0
Safe & Warm	3,628	1,814	1,500	(314)
Damp proof course	211,283	105,642	33,556	(72,086)
Unforeseen Reactive Capital Works	70,000	35,000	4,080	(30,920)
Welfare Adaptations	690,315	345,158	139,297	(205,861)
Wet Rooms (Bungalows)	331,239	165,620	86,120	(79,500)
House Fire / Flood Damage (Insurance)	21,560	10,780	21,093	10,313
Outbuilding Removal Project	24,750	12,375	8,377	(3,998)
Concrete Surrounds	271,413	135,707	0	(135,707)
Victoria House - fire doors/scooter store	143,709	71,855	54,598	(17,257)
Garage site & Footpath resurfacing	163,304	81,652	1,717	(79,935)
Yet to be allocated to a scheme	1,084,018	542,009	0	(542,009)
	6,328,146	3,164,073	1,206,492	(1,957,581)
HRA ICT Schemes				
Open Housing	175,521	87,761	161,115	73,355
	175,521	87,761	161,115	73,355
Total HRA	27,595,948	13,797,974	4,493,456	(9,304,518)
Total Capital Expenditure	47,564,550	23,782,275	10,511,299	(13,270,976)

CAPITAL PROGRAMME SUMMARY - 2025/26

	Full Years	6 months	6 months	6 months
	Budget	Budget	Actuals	Variance
	£	£	£	£
Capital Financing				
General Fund				
Better Care Fund	(650,000)	(325,000)	(165,503)	159,497
Prudential Borrowing	(6,254,189)	(3,127,095)	(2,586,864)	540,231
Reserves	(2,541,165)	(1,270,583)	(1,290,243)	(19,661)
Capital Receipts	(741,235)	(370,618)	(459,533)	(88,916)
External Funding	(9,782,013)	(4,891,007)	(1,515,700)	3,375,307
	(19,968,602)	(9,984,301)	(6,017,843)	3,966,458
HRA				
Major Repairs Allowance	(6,143,282)	(3,071,641)	(1,206,492)	1,865,149
Prudential Borrowing	(19,979,941)	(9,989,971)	(2,278,965)	7,711,006
Capital Receipts	(781,165)	(390,583)	(316,439)	74,144
External Funding	(691,560)	(345,780)	(691,560)	(345,780)
	(27,595,948)	(13,797,974)	(4,493,456)	9,304,518
Total Capital Financing	(47,564,550)	(23,782,275)	(10,511,299)	13,270,976

The Council's main current account is held with Lloyds Bank and the current contract is due to expire on 31st January 2035.

PWLB Borrowing

As at 1 April 2025 the Authority's total outstanding PWLB debt amounted to £78,800,000.

The Council has not taken any new loans from the PWLB during the first six months.

At 30 September 2025 £2,000,000 has been repaid to the PWLB in the current financial year.

The profile of the outstanding debt is analysed as follows:

PWLB Borrowing	Maturity Profile
Term	30-Sep-25
	£
12 Months	0
1-2 years	7,000,000
2-5 years	15,800,000
5-10 years	24,000,000
10-15 years	25,000,000
over 15 years	5,000,000
Total PWLB Debt	76,800,000

PWLB Interest

The total interest cost to the Council of the PWLB debt for 2025/26 is estimated at £2,683,728. This cost is split between the HRA and General Fund based on the level of debt outstanding. No interest has been paid to the PWLB in the first six months.

Temporary Borrowing

Cash flow monitoring and management identifies the need for short-term borrowing to cover delays in the receipt of income during the year. No interest charges were incurred during the six months on overdrawn bank balances. At 30 September 2025 the only temporary borrowing undertaken by the Council was £2,057,307 which is the investment balances held on behalf of Parish Councils.

Compliance with Treasury Limits

During the financial year the Council continues to operate within the treasury limits set out in the Council's Borrowing and Investment Strategy.

	Actual to Date 2025/26	Approved Limits 2025/26
Authorised Limit (Total Council external borrowing limit)	£134,382,388	£154,125,871
Operational Boundary	£134,382,388	£149,125,871

Treasury Management Update - Quarter 2 2025/26

Temporary Investments

Interest Received

The performance of the Council's investments is as follows:

	6 months Actual	6 months Budget	6 months Variance
Interest generated (£)	(467,090)	(226,442)	(240,648)
Average rate of interest	4.26%	3.94%	-
Bank of England base rate	4.08%	4.25%	-

The investments have been made in accordance with the Council's Treasury Management Strategy.

The Bank of England base rate at 30.9.2025 was 4.00%. In the table above, the actual figure is the 6 month average rate and the budget figure is the base rate used when setting the budget.

Interest rates offered by most institutions still remain below the bank base rate.

The following tables show the investments and interest earned to 30 September 2025:

Investments on call

Counterparty	Balance at 1/4/25 £	Deposits £	Withdrawals £	Interest received £	Balance at 30/09/25 £
Aberdeen (MMF)	5,000,000	2,200,000	(2,294,567)	94,567	5,000,000
Federated (MMF)	5,000,000	0	(107,300)	107,300	5,000,000
Invesco (MMF)	1,000,000	20,200,000	(16,243,387)	43,387	5,000,000
CCLA (MMF)	1,000,000	12,100,000	(8,180,197)	80,197	5,000,000
Aviva (MMF)	5,000,000	0	(107,536)	107,536	5,000,000
BNP Paribas (MMF)	1,000,000	1,500,000	(1,034,103)	34,103	1,500,000
	18,000,000	36,000,000	(27,967,090)	467,090	26,500,000

BOLSOVER DISTRICT COUNCIL

Meeting of the Executive on 3rd November 2025

Contract Award to enable delivery of the Warm Homes: Social Housing Fund Wave 3

Report of the Portfolio Holder for Housing

Classification	This report is Public
Report By	Victoria Dawson, Assistant Director Housing Management
Contact Officer	Katie Walters, Head of Property Services

PURPOSE/SUMMARY OF REPORT

To consider options and make recommendations for the contract award to enable the delivery of the Warm Homes: Social Housing Fund Wave 3 within Bolsover District to local authority owned properties.

REPORT DETAILS

1. Background

- 1.1 In May 2024, the UK Government announced a further branch of funding known as the Warm Homes: Social Housing Fund Wave 3 which is funding made available to *“local authorities and social housing landlords to improve the energy performance of social homes in England.”*
- 1.2 Taking into consideration the funding available and the proposed changes to the Minimum Energy Efficiency Standard (MEES) currently out to consultation which will require all rented properties to have a minimum EPC rating of C by 2030, it was proposed to apply for this funding to make energy efficiency improvements to Bolsover District Council properties currently EPC D rated or below.
- 1.3 Bolsover District Council submitted a bid to Midlands Net Zero Energy Hub for funding under the Warm Homes: Social Housing Fund Wave 3 in order to enable energy efficiency works to a number of Bolsover District Council owned properties. We applied for a grant of £1.8 million with Bolsover match funding giving a total scheme of £3.6m. The Midlands Net Zero Hub informed us that the funding request nationally exceeded the budget, however we were successful, and Bolsover District Council was awarded £811,065 in funding.

- 1.4 On 23rd June 2025, Executive agreed to accept the grant funding and agreed to obtain approval to enter a bid for this funding, match funded from HRA unallocated Major Repairs Reserves £838,236.00 towards the project. This gives a total of £1.649m to be spent over 3 years.

2. Details of Proposal or Information

- 2.1 Following the aforementioned award of funding, Dragonfly Management (Bolsover) Limited began a procurement exercise to identify a suitable contractor to deliver the energy efficiency improvement works under the grant.
- 2.2 Upon completion of this tender exercise and after evaluating bids received from 29 applicants, the preferred bidder has been identified as Phoenix Gas Services Limited.
- 2.3 This report seeks to gain approval from the Executive to enter into a contract with Phoenix Gas Services Limited to deliver the proposed energy efficiency improvement works, maximise our funding offer and improve the energy efficiency of Bolsover District Council's housing stock to better meet the potential upcoming MEES requirement and provide warmer, more efficient homes for our tenants, reducing fuel poverty and moving Bolsover District Council closer to net-zero.

3. Reasons for Recommendation

- 3.1 There is a requirement currently under the MEES for properties to achieve a minimum of an EPC E in order to be let. It is anticipated that this requirement will increase to a minimum of an EPC C in the new MEES currently out to consultation and that this will be in force by 2030.
- 3.2 Bolsover District Council has been awarded £811,065 and already obtained Executive approval to match fund this for energy efficiency improvement works. This report recommends going ahead with the previously agreed proposal and awarding the contract to Phoenix Gas Services Limited.

4 Alternative Options and Reasons for Rejection

- 4.1 To take no action - rejected because of the award of £811,065 from Midlands Net Zero Hub (MNZH) and because rescinding the offer of contract at this stage in the tender process would be in breach of Procurement Act 2023.

RECOMMENDATION(S)

That Executive approve the award of this contract to Phoenix Gas Services Limited to deliver the proposed works under the Warm Homes: Social Housing Fund Wave 3.

Approved by Councillor Phil Smith, Portfolio Holder for Housing

IMPLICATIONS:**Finance and Risk:** Yes ☒ No ☐**Details:**

A supplementary budget of £838,236.00 will be required to match the grant funding to progress the project. This can be met from the Housing Revenue Account Unallocated Major Repairs Reserve.

On behalf of the Section 151 Officer

Legal (including Data Protection): Yes ☐ No ☒**Details:**

On behalf of the Solicitor to the Council

Environment:

Please identify (if applicable) how this proposal/report will help the Authority meet its carbon neutral target or enhance the environment.

Details: n/a

This is a demonstration of the Council's commitment to the decarbonisation of Council homes to ensure that households are better able to keep warm, while reducing carbon emissions.

Staffing: Yes ☐ No ☒**Details:**

There are no staffing implications arising from this report.

On behalf of the Head of Paid Service

DECISION INFORMATION

Is the decision a Key Decision? A Key Decision is an executive decision which has a significant impact on two or more District wards, or which results in income or expenditure to the Council above the following thresholds: Revenue - £75,000 ☐ Capital - £150,000 ☒ ☒ Please indicate which threshold applies	Yes
Is the decision subject to Call-In? (Only Key Decisions are subject to Call-In)	Yes

District Wards Significantly Affected	All
Consultation: Leader / Deputy Leader ☐ Executive ☒ SLT ☐ Relevant Service Manager ☐ Members ☐ Public ☐ Other ☐	Details:

Links to Council Ambition: Customers, Economy, Environment and Housing.
Ambition: Environment • Maximising our influence and opportunities within the East Midlands Combined County Authority to collectively lead the way in moving from fossil to fusion and play our part in achieving our national ambition to achieve net zero by 2050. • Reducing our carbon footprint whilst supporting and encouraging residents and businesses to do the same. Ambition: Housing • Maintaining and improving property and housing management standards and ensuring that standards and living conditions in the district contribute towards better health outcomes for all. • Maximising our influence and opportunities within the East Midlands Combined County Authority to create affordable, good quality housing options and to retrofit existing homes to be more environmentally sustainable.

DOCUMENT INFORMATION	
Appendix No	Title

BOLSOVER DISTRICT COUNCIL

Meeting of the Executive on 3rd November 2025

Purchase of Section 106 Properties from Woodall Homes Limited, Boleappleton Farm, Bolsover Road, Shuttlewood Road, Bolsover

Report of the Assistant Director for Housing Management

Classification	This report is Open
Contact Officer	Victoria Dawson, Assistant Director Housing Management

PURPOSE/SUMMARY OF REPORT

For Executive to recommend to Council to amend the Capital Programme to include the purchase of 12 properties for affordable rent within the Housing Revenue Account. To delegate authority to the Assistant Director Housing Management to agree the purchase subject to funding being available.

REPORT DETAILS

1. Background

- 1.1 Woodall Homes Limited are building 161 properties at Boleappleton Farm, Shuttlewood Road, Bolsover, including 12 affordable 1-bedroom semi-detached houses as a S106 planning condition.
- 1.2 This report is to request Executive recommend to Council, to agree funding for the purchase 12 new properties from Woodall Homes Limited. The properties will be added to existing council stock within the Housing Revenue Account and be funded using Right to Buy Receipts.

2. Details of Proposal or Information

- 2.1 The combined purchase price of these properties is £1.26m (excluding fees and SDLT). This is based on the Valuation (appendix 1).
- 2.2 Assuming the rents for these properties are set in line with the affordable rent levels (80% of market rent) the scheme will break even after 1 year if we use 1-4-1 receipts. As the scheme breaks even in year 1 it does not add any additional costs to the HRA revenue budgets.
- 2.3 The Council has an ambition of adding 200 new homes to the Council's housing stock by a mixture of new development through the housing development programme and by appropriate acquisition. This acquisition would greatly help with that target.

- 2.4 A report will be submitted to Council recommending that the scheme be added to the Capital Programme on 3rd December 2025.

Reasons for Recommendation

- 3.1 That this proposal offers value for money, meets local housing need, and increases the Council's housing stock. Therefore, the Council should proceed with this purchase.

4 Alternative Options and Reasons for Rejection

- 4.1 To not purchase the properties has been rejected as the properties will fulfil a housing need in the area. This housing mix best supports that identified housing need.

RECOMMENDATION(S)

1. That Executive recommend to Council to add the scheme to the Capital programme for 12 properties at Boleappleton Farm for affordable rent within the Housing Revenue Account.
2. That, subject to Council approval of the financing, the Assistant Director of Housing Management is given delegated powers to approve the purchase of the properties from Woodall Homes Limited.

Approved by Councillor Phil Smith, Portfolio Holder for Housing

IMPLICATIONS:

<u>Finance and Risk</u> Yes ☒ No ☐		
Details: To fund the purchase of the 12 properties, using HRA 1-4-1 receipts. A report will be submitted to Council on Wednesday 3 rd December 2025 recommending that the scheme be added to the Capital Programme. On behalf of the Section 151 Officer		
<u>Legal (including Data Protection)</u> Yes ☐ No ☒		
Details: None directly. The current planning permission includes provision of Affordable Rent S106 properties On behalf of the Solicitor to the Council		

<u>Staffing</u> Yes ☐ No ☒ Details: There are no staffing implications arising from the report. On behalf of the Head of Paid Service
<u>Equality and Diversity, and Consultation</u> Yes ☐ No ☒ <i>(Please speak to the Equality and Diversity Officer for advice)</i> Details: None arising from this report
<u>Environment</u> Yes ☒ No ☐ Please identify (if applicable) how this proposal/report will help the Authority meet its carbon neutral target or enhance the environment. <i>(Please speak to the Climate Change Officer for advice)</i> Details: The 12 properties are located at the Shuttlewood Road end of the development, this gives the residents access to public transport that runs along Shuttlewood Road (Stagecoach 53 Route). This means they are less dependent on cars for travel.

DECISION INFORMATION:

☒ Please indicate which threshold applies:	
Is the decision a Key Decision? A Key Decision is an Executive decision which has a significant impact on two or more wards in the District, or which results in income or expenditure to the Council above the following thresholds: Revenue (a) Results in the Council making Revenue Savings of £75,000 or more or (b) Results in the Council incurring Revenue Expenditure of £75,000 or more. Capital (a) Results in the Council making Capital Income of £150,000 or more or (b) Results in the Council incurring Capital Expenditure of £150,000 or more. District Wards Significantly Affected: <i>(to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the District)</i> Please state below which wards are affected or tick All if all wards are affected:	Yes ☒ No ☐ (a) ☐ (b) ☐ (a) ☒ (b) ☐ All ☐

Is the decision subject to Call-In? <i>(Only Key Decisions are subject to Call-In)</i>	Yes ☒ No ☐
If No, is the call-in period to be waived in respect of the decision(s) proposed within this report? <i>(decisions may only be classified as exempt from call-in with the agreement of the Monitoring Officer)</i>	Yes ☐ No ☐
Consultation carried out: <i>(this is any consultation carried out prior to the report being presented for approval)</i>	Yes ☒ No ☐
Leader ☐ Deputy Leader ☐ Executive ☒ SLT ☐ Relevant Service Manager ☐ Members ☐ Public ☐ Other ☒	

Links to Council Ambition: Customers, Economy, Environment, Housing
Housing - Enabling housing growth by increasing the supply, quality, and range of housing to meet the needs of the growing population.

DOCUMENT INFORMATION:

Appendix No	Title
1	Valuation
2	Site Layout drawing

Background Papers
<i>(These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Executive, you must provide copies of the background papers).</i>
N/A

DECEMBER 2024





Valuation Report

**Section 106 Houses
Boleappleton Farm
Bolsover**

1. Instructions and Purpose of Valuation Report.

Instructions were received from Victoria Dawson the Council's Assistant Director Housing Management and Enforcement on 30 July 2025 requesting a valuation of twelve one bedroomed houses at Woodall Homes' Boleappleton Farm development in Bolsover.

The valuation is to be of the freehold interest in the properties and will be reported in pounds sterling.

An additional valuation is to be provided for the affordable rental value of the properties.

The valuation is required internal decision-making purposes for the potential purchase of the properties.

2. Date of Valuation

The date of valuation is the date of this report.

3. Background and Description

The site is located off Shuttlewood Road on the northern edge of Bolsover. To the east of the site are two further developments of new houses.

The site currently has planning permission for 161 dwellings with between 1 and 5 bedrooms.

Under the Section 106 agreement connected to planning permission there are to be 16 affordable dwellings split between 12 one bed roomed dwellings and 4 two bed roomed dwellings.

The one bed roomed properties are to be constructed in two blocks, one with four properties and the other with eight. It is understood that the Council is considering the purchase of all of these properties from the developer Woodall Homes. The properties are situated near to the entrance of the development, off Shuttlewood Road.

The accommodation for each property is as follows: -

Ground Floor – Open plan living, dining and kitchen area, and a WC.

First Floor – Double bedroom and a bathroom.

Externally there is communal parking and gardens.

Plans have been provided by the developer showing the proposed floor plans. Unfortunately, the plans have not been scanned to the correct size for printing and are therefore not to scale. There are measurements annotated on the plans however these are external measurements and for valuation purposes a Gross Internal Measurement is required. A rough measurement of the floor areas has been calculated by excluding the thickness of the external walls. This has been estimated at 58 square metres (625 square feet).

The affordable properties are generally built to lower specification than the open market properties and do not include such items as fitted kitchen appliances or floor coverings.

It is noted that the developer's expectation is to achieve a minimum value of £170 psf (£1,830 psm) for the properties. This would give a valuation of approximately £106,000.

4. Inspection

As the properties have yet to be built no inspections have been carried out.

5. Basis of Valuation

The valuation is to be provided on the basis of Market Value.

Market Value is defined in the Royal Institution of Chartered Surveyors Valuation - Global Standards effective from January 2025 (the Red Book) VPS 4 para 4 and by the International Valuation Standards (IVS) 104 paragraph 29 as:

'The estimated amount for which an asset or liability should exchange on the valuation date between a willing buyer and a willing seller in an arm's length transaction, after proper marketing and where the parties had each acted knowledgeably, prudently and without compulsion.'

The valuation methodology used to calculate the valuation figure is the market approach. This involves transactions of similar properties being analysed and appropriate adjustments made to reflect material differences where these produce a material impact on value.

The additional valuation is to be provided on the basis of Affordable Rent which is derived from Market Rent.

Market Rent is defined in the Royal Institution of Chartered Surveyors Valuation - Global Standards 2025 (the Red Book) VPS 4 para 5 and by the International Valuation Standards (IVS) 104 paragraph 40.1 as:

‘The estimated amount for which an interest in real property should be leased on the valuation date between a willing lessor and a willing lessee on appropriate lease terms in an arm’s length transaction, after proper marketing and where the parties had acted knowledgeably prudently and without compulsion’.

The valuation methodology used to calculate the valuation figure is the market approach. This involves transactions of similar properties being analysed and appropriate adjustments made to reflect material differences where these produce a material impact on value.

Under the guidance issued by the Homes and Communities Agency homes let on Affordable Rent terms can be let at a rental level of up to 80% of gross market rents (inclusive of services charges where applicable).

On each occasion an Affordable Rent tenancy is issued for a property – whether it is let to a new tenant, or an existing tenancy is re-issued, landlords are required to reset the rent based on a new valuation, to ensure that it remains at no more than 80% of the relevant market rent. This overrides the normal maximum rent increase of CPI +1.0% as laid out in the guidance. Where the property is re-let to the same tenant as a consequence of a probationary tenancy coming to an end, the landlord is not required to re-set the rent.

6. Services

It is assumed for the purposes of this report that all necessary mains services will be available to the properties.

7. Council Tax

This is not applicable to this report as the properties have yet to be built.

8. Title

The title has not been inspected, and it is assumed for the purpose of this valuation that there are no unusual or onerous restrictions, covenants or easements that would affect the valuation.

No details have been given as to whether the properties will be subject to any service charges from the developer.

9. Planning

The site currently has planning permission for a development of 161 dwellings, public open space and a link road between Shuttlewood Road and Oxcroft Lane that was granted in 2024.

It is assumed that the properties will be built in accordance with the planning permission granted and building regulations prevailing at the time of construction.

10. Condition

This is not applicable to this valuation report.

11. Minerals

A Mineral Surveyor's Stability Report has not been requested, and it is assumed for the purpose of this report that if such a report was commissioned that there would be no adverse comments.

12. Environmental and Sustainability

An environmental audit has not been carried out and it is assumed for the purpose of this report that if such a report was commissioned that there would be no adverse comments.

The long term flood risk website indicates that the site is at a very low risk of flooding from surface water.

It is assumed that the properties will be built with a good level of energy efficiency.

13. Equality Act 2010

This is not considered applicable to this valuation report.

14. Status of the Valuer

The valuation has been carried out by Roger Owen FRICS, Chartered Surveyor & RICS Registered Valuer who is acting as an employed valuer.

The valuation is the responsibility of the valuer, who will provide an objective and unbiased valuation.

The valuer has no direct interest in the property nor beneficial or fee interest in providing the valuation.

The valuer has sufficient current, local knowledge of the market to which the property relates; and the skills and understanding to undertake the valuation competently.

15. Methodology and Market Commentary

The valuation has been prepared in accordance with the professional standards of the Royal Institution of Chartered Surveyors: RICS Valuation – Global Standards 2025 and the UK national supplement, taking into account the available comparable evidence in current market conditions.

Compliance with the Red Book also ensures compliance with the International Valuation Standards (IVS).

In determining my opinion, I have had regard for the market approach method of valuation which requires the identification of comparable market evidence. Research has been carried out to identify such comparable evidence and market commentaries have been analysed in determining the applicable value of the property.

All valuations are professional opinions on a stated basis, coupled with any appropriate assumptions or special assumptions (as contained the Red Book in Valuation Practice Statement 4 paragraph 2, Assumptions, and VPS 4 paragraph 3, Special assumptions). A valuation is not a fact, it is an opinion. The degree of subjectivity involved will inevitably vary from case to case, as will the degree of certainty – that is, the probability that the valuer's opinion of market value would exactly coincide with the price achieved were there an actual sale at the valuation date.

The valuation is a question of opinion and different Valuers can legitimately arrive at a different opinion of value. Historically it has generally been considered that Valuers should arrive at a tolerance of accuracy of up to 15%. Academic research has questioned this statistic and suggested a wider bracket is appropriate. This is particularly true where the market is uncertain and volatile.

The price achieved can vary substantially dependent upon the level or lack of competition at any one time.

In arriving at my opinion of value no allowance has been made for liability for taxation which may arise on disposal. Neither does the valuation reflect the costs of acquisition or realisation.

Comparable Evidence

Market Value

There is no direct comparable evidence in the vicinity of the development.

On the Broadmeadows estate at South Normanton there are number a similar style of one bedroomed properties that are currently on the market or have been sold.

68 Elmhurst Avenue – 1 bedroomed house on the market at £129,000. Finished to a good standard.

Elmhurst Avenue – 1 bedroomed house on the market at £110,000. Basic internally.

30 Elmhurst Avenue – 1 bedroomed house sold May 2025 for £112,000. In need of some modernisation.

8 Birchwood Close - 1 bedroomed house sold December 2024 for £109,950. Average standard of fittings.

These properties were constructed the 1980's and in most cases would benefit from some upgrading and modernisation and it is considered that the new build properties at Bolsover would be expected to command a higher value.

Swan Way, Market Place Bolsover – 1 bedroom first floor flat conversion on the market at £130,000. No off-road parking or vehicular access.

It is noted that Woodall Homes are selling the following properties at their development at Oakham Grange Calow.

The Hardwick – Three bedroomed semi-detached house with a floor area of 93.5 square metres. On the market at £265,000. Breaks down to £2,834 psm (£263 psf).

The Hardwick – Three bedroomed semi-detached house with a floor area of 93,5 square metres. On the market at £260,000. Breaks down to £2,781 psm (£258 psf).

The Keddleston – Two bedroomed semi-detached house with a floor area of 74.2 square metres. On the market at £220,000. Breaks down to £2,965 psm (£275 psf).

The Keddleston – Two bedroomed semi-detached house with a floor area of 74.2 square metres. On the market at £210,000. Breaks down to £2,830 psm (£263 psf).

Previously the Council has acquired properties from developers via section 106 agreements based upon 52% to 67% of market value. The reduction on market value reflects the lower specification of the affordable properties.

The open market houses range between £2,781 psm to £2,965 psm (£263 psf to £275 psf)

The developer's expectation of £170 psf represents between 61.8% and 64.6% of the market value of the houses on the development.

Based on the comparable evidence I would expect the properties to command a market value in region of £150,000.

Based on the asking prices per square metre of the houses on the Calow development this would give a value of the properties of around £160,000.

Affordable Rent Value

Comparable Evidence

There is no direct comparable evidence in the vicinity.

Willow Close Whaley Thorns – One bedroomed semi-detached houses with a floor area of 56 square metres valued in February 2023 for affordable rent purposes at a market rent of £595 pcm.

Alfred Street South Normanton – One bedroomed terraced house. Older property with an average standard of finish. Rent £525 pcm.

11 Foxcroft Drive Killamarsh – Modern one bedroomed semi-detached house with a floor area of 38 square metres. Average standard of fittings. Rent £675 pcm.

Based on the available comparable evidence the properties are considered to have a market rental value of £625 pcm per property.

16. Valuation

Based on the foregoing the developer's valuation of the properties at a figure of £170 psf which gives a valuation of £106,000 this is considered to not be unreasonable.

Given that the Council is proposing to acquire twelve properties it is suggested that a small discount is looked for and a figure of £105,000 per property is offered. This would give a purchase price of £1,260,000 for the twelve properties.

The properties are considered to have an affordable rental value of **£500 pcm (six thousand pounds per annum)**.

17. Third Party Reference

This report is provided for the stated purpose and for the sole use of Bolsover District Council. It is confidential to the Council and their professional advisors, and no responsibility is accepted whatsoever to any other person.

18. Consent to Publication

Neither the whole nor any part of this Valuation Report or any reference hereto, may be included in any published document, circular or statement, or published in any way, without my written approval to the form or context in which it may appear.

This report is considered exempt information within the terms of Paras 7 to 13 of Schedule 12A to the Local Government Act 1972 (See Sec 1 and Part 1 of Schedule 1 to the Local Government Access to Information Act 1985 and the Council is recommended to treat it accordingly.

19. Validity

This report should not be considered valid for a period in excess of 6 months from the date of valuation, nor if the circumstances are altered.

I trust that this report is sufficient for your purposes but if you require any further advice or assistance in this matter, please do not hesitate to contact me.



Roger Owen FRICS
Senior Valuer and RICS Registered Valuer

Dated 27 August 2025

Bolsover District Council

Meeting of the Executive on 3rd November 2025

MANAGEMENT OF CORPORATE DEBT – WRITE-OFF OF OUTSTANDING AMOUNTS

Report of the Portfolio Holder for Resources

Classification	This report is open.
Contact Officer	Theresa Fletcher Director of Finance and Section 151 Officer

PURPOSE/SUMMARY OF REPORT

For Executive to agree to the proposed write-off of debts in respect of Council Tax as detailed in **Appendix 1** to this report.

REPORT DETAILS

1. Background

- 1.1 The main sources of income for the Council's General Fund are business rates, council tax, a small number of government grants and service-related income. The greatest source of income for the Council's Housing Revenue Account is dwelling rent, often referred to as 'housing rents.'
- 1.2 We request the income due to us on the relevant system by raising bills for business rates, council tax and housing rents. There is legislation in place for each of these sources which determines the rules of collecting this income.
- 1.3 For service-related income, invoices are raised on the sundry debtor system which is a module of our Civica Financial Management System. Examples of types of income include housing benefit overpayment, trade refuse, industrial unit rent, garage site rent, wardens service and alarms, and leisure - hire of facilities. This income is reported in two amounts with housing benefits overpayments identified separately from the rest.
- 1.4 Debtors of a Local Authority are extremely sensitive to change. If a tenant/tax payer's circumstances change it can become difficult for them to keep paying their rent or council tax. Informing us of a change in personal circumstances late can mean more benefit is paid to them than they are entitled to which can mean they become benefit overpayment debtors.
- 1.5 Circumstances can change quickly, and mean debtors fall into arrears. It is common for Local Authority's to have arrears balances due to the vulnerable

nature of some of its debtors. Debt management is how the Council manages its arrears and debtors.

- 1.6 When an amount of arrears becomes uncollectable it is described as a bad debt. Writing-off amounts which are no longer collectable is an essential part of the debt management process. It ensures that a focus is maintained on those amounts which are collectable, thus maximising overall levels of collection.
- 1.7 The Council's Constitution allows the Director of Finance and Section 151 Officer, *'after consultation with the relevant Portfolio Holder, to authorise the write-off of bad debts up to an approval limit of £2,500.'*

2. Details of Proposal or Information

- 2.1 This report recommends the write-off of a number of individual debts which are above the limit of £2,500. The table below gives a summary of each class of write-off. This shows the amounts to be written off in 2025/26 as part of this report, and amounts written off in previous years, as a comparison.

<u>Analysis of write-offs >£2,500 since 2015/16</u>							
	19/20	20/21	21/22	22/23	23/24	24/25	25/26
	£	£	£	£	£	£	£
Business Rates	64,988	16,870	62,841	39,545	81,790	150,208	0
Council Tax	75,565	58,361	44,815	52,901	50,376	107,720	107,767
Housing Rents	34,343	32,447	31,432	0	37,420	18,621	0
Overpaid Housing Benefit	47,143	43,432	40,769	34,078	16,810	14,940	0
Sundry Debtors	0	0	22,084	2,610	0	0	22,663
Total	222,040	151,110	201,942	129,133	186,397	291,489	130,430

- 2.2 The table shows we have had to write-off similar amounts in previous years for Council Tax, but the experience from the Revenues and Benefits team is that people are struggling to pay the amounts they owe, and the figure above could well be added to before the 31st of March 2026.
- 2.3 In all cases where we have cause to write debt off, every attempt has been made by the Council and agencies working with the Council, to collect the outstanding debt before write-off is proposed:
- Where the debtor is bankrupt or in liquidation the amounts for write-off are proposed only where there is no realistic prospect of recovery.
 - Where companies have ceased to trade, there is no further recovery of outstanding amounts possible.

- Where the debtor is deceased, the amounts are proposed for write-off where there is no estate and therefore, further recovery is not possible.
- Where debtors leave properties without a forwarding address, extensive efforts are made to trace them. In addition to departmental checks, statutory undertakers (utilities companies) and other agencies are contacted, enquiries made of neighbours and family members, where known. Where it is known that a person has moved to another area, contact is made with the relevant Local Authority to alert them and request reciprocal information. These are classed as no trace.
- Where the debtor's location is known but all efforts to recover the outstanding debt have been exhausted and further recovery is not possible, they have been classed as not recoverable.

3. Reasons for Recommendation

- 3.1 Given that all available options to recover this debt have been explored, it is important that the Council recognises the position and approves the write-off of the uncollectable debt.

4 Alternative Options and Reasons for Rejection

- 4.1 These are outlined in the main body of the report.

RECOMMENDATION(S)

That Executive agrees to write-off the amounts included at 2.1 (£107,767.03) and detailed in Appendix 1.

Approved by Councillor Clive Moesby, Portfolio Holder for Resources

IMPLICATIONS.

Finance and Risk: Yes ☒ No ☐

Details:

The financial issues are covered throughout the report.

International Financial Reporting Standard (IFRS) 9 – Financial Instruments, requires the Council to write-off debt as soon as it is deemed uncollectable. This is to ensure the correct value of arrears is included on the Council's balance sheet at 31st March each year.

On behalf of the Section 151 Officer

Legal (including Data Protection): Yes ☐ No ☒

Details:

There are no legal or data protection issues arising directly from this report.

On behalf of the Solicitor to the Council

Environment:

Please identify (if applicable) how this proposal/report will help the Authority meet its carbon neutral target or enhance the environment.

Details:

Not applicable for this report.

Staffing: Yes ☐ No ☒

Details:

There are no human resource issues arising directly out of this report.

On behalf of the Head of Paid Service

DECISION INFORMATION

Is the decision a Key Decision? A Key Decision is an executive decision which has a significant impact on two or more District wards, or which results in income or expenditure to the Council above the following thresholds: Revenue - £75,000 ☒ Capital - £150,000 ☐ ☒ <i>Please indicate which threshold applies</i>	Yes
Is the decision subject to Call-In? <i>(Only Key Decisions are subject to Call-In)</i>	Yes

District Wards Significantly Affected	None
Consultation: Leader / Deputy Leader ☐ Executive ☐ SLT ☐ Relevant Service Manager ☐ Members ☐ Public ☐ Other ☐	Details: Portfolio Holder for Finance

Links to Council Ambition: Customers, Economy, and Environment.

DOCUMENT INFORMATION	
Appendix No	Title
1	Detail of recommended write-offs over £2,500.

Background Papers
<i>(These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Executive, you must provide copies of the background papers).</i>
None

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Detail of recommended write-offs over £2,500

Council Tax		£
Pinxton	Bankrupt	5,578.25
Blackwell	No Trace	2,719.51
Bolsover	No Trace	11,870.22
Clowne	No Trace	9,169.52
Elmton with Creswell	No Trace	10,233.97
Pinxton	No Trace	14,886.03
Shirebrook	No Trace	29,520.92
South Normanton	No Trace	5,617.04
Whitwell	No Trace	9,833.14
Langwith	No Trace	2,540.05
Elmton with Creswell	Unable to Recover	5,798.38
Council Tax Total		107,767.03
Total write-offs across all classes of debt		107,767.03