

# **OakLeaf** **Golf Complex**



## **GOLF COMPLEX SERVICE PLAN**

**April 2026 to March 2027**



# 2026/27 OAK LEAF GOLF COMPLEX SERVICE PLAN

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# **1. INTRODUCTION AND EXECUTIVE SUMMARY**

Welcome to the 2026/27 Oak Leaf Golf Complex Service Plan.

The Oak Leaf Golf Complex is a facility provided by Great Aycliffe Town Council.

The facility is open 7 days a week, and comprises an 18-hole golf course, an 18-bay floodlit driving range, practice putting area, toilets, showers and changing rooms and a well-stocked golf shop, which offers a range of golfing equipment including clubs, bags, gloves, shoes and balls, as well providing a club custom fitting service.

The golf course was originally constructed in the 1970's and was developed into an 18-hole course in 1998. It is a short, well-maintained parkland course of 5,478 yards.

This Golf Complex Service Plan has been prepared in accordance with the requirements of the Council's Performance Management Framework and aims to demonstrate the links between the overall Strategic Aims and Targets of the Council, as set out in the Council's Service Delivery Plan, and the role carried out by the Oak Leaf Golf Complex in helping to achieve these objectives.

The purpose of this Service Plan is to define the external forces that work for and against the facility and put in place a mission statement, service aims and objectives, performance management arrangements, and an annual action plan to highlight what officers and staff will be doing to improve the Oak Leaf Golf Complex over the next year.

The delivery of the Service Plan during the year will help ensure the Oak Leaf Golf Complex contributes towards the achievement of the Council's Strategic Aims and Targets, deliver service improvements, and effectively meet, and hopefully exceed, the expectations of the members and users of the facility

The Service Plan also sets internal objectives and targets for the officers and staff working within and in support of the Golf Complex, and helps communicate to all other staff and Members of the Council how the Golf Complex contributes towards the Council's overall vision and strategic aims.

This Plan has been prepared for the purposes of the 2026/27 financial year and will be updated on an annual basis. The Plan will be reported to and approved by the Recreation Committee, and progress on the Action Plan will be monitored by the Head of Leisure and Events and Golf Administrator throughout the year.

The Plan will be updated on an annual basis to include the evaluation of performance against actions and targets, and to ensure that progress towards the achievement of the mission statement, and aims and objectives is maintained.

If you have any comments or feedback on the Service Plan, please feel free to forward these to the Head of Leisure and Events, who will ensure that any views are taken into account in future updates of the Service Plan.

## 2. GREAT AYCLIFFE TOWN COUNCIL STRATEGIC VISION AND AIMS

The Council has adopted a strategic mission statement, which is that Great Aycliffe Town Council aims to be:-

*“A proactive and responsive Council, working in partnership, listening to and speaking up for the community, contributing towards making Great Aycliffe an excellent place in which to live for all its residents.”*

In support of this mission statement, the Council agreed the following eight strategic aims:

1.	To provide good quality governance and management of the Council.
2.	To manage the Council’s finances and assets in a responsible manner.
3.	To provide accessible, affordable leisure facilities and opportunities.
4.	To provide pre-school education as appropriate in Great Aycliffe.
5.	To contribute to the environmental improvement of Aycliffe by managing and developing parks, play areas and green spaces.
6.	To help and encourage partnership working to improve the services and facilities for the residents of Great Aycliffe.
7.	To encourage the residents of Great Aycliffe to become involved in local democracy.
8.	To research information and make the case for Great Aycliffe.

Each of the aims is supported by targets found in the Town Council Service Delivery Plan and Service Plans.

## 3. CONTRIBUTION TO STRATEGIC AIMS

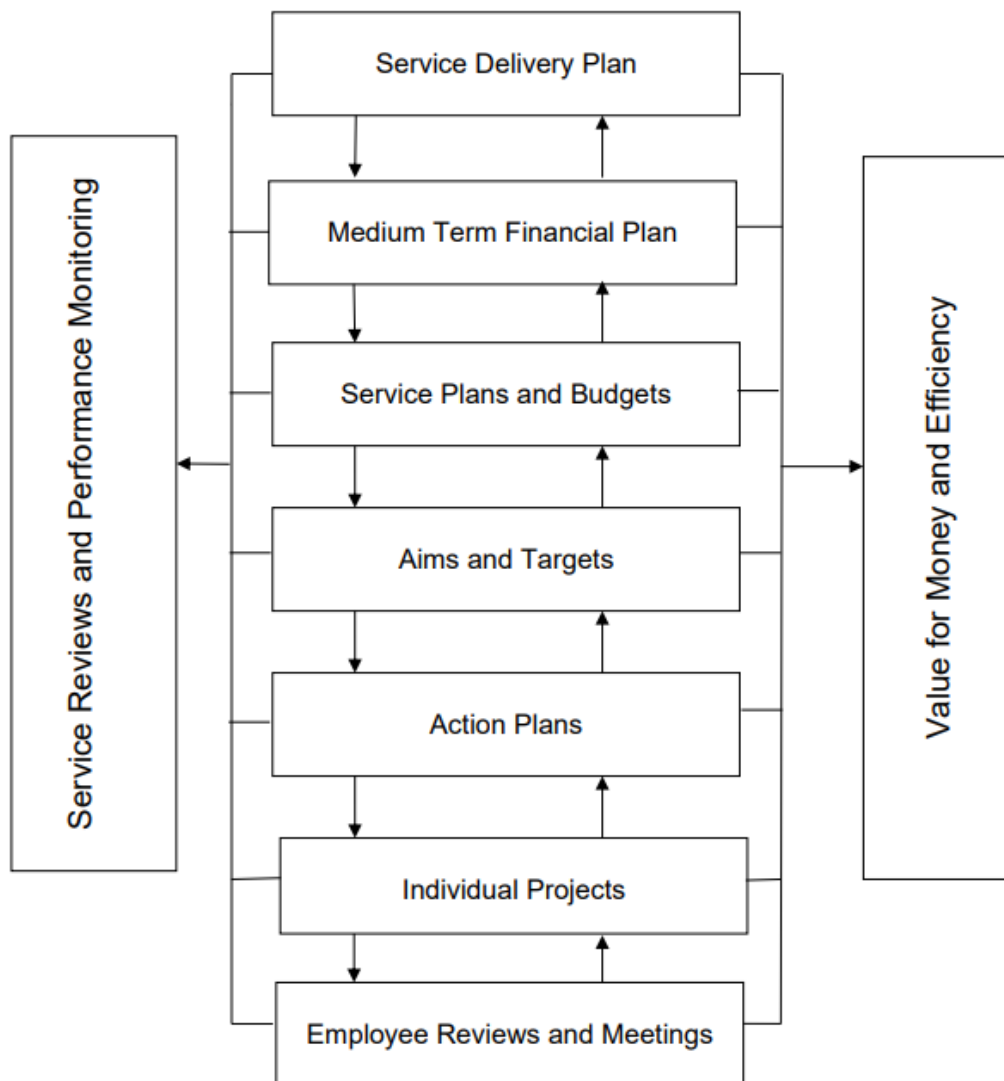
The Oak Leaf Golf Complex directly contributes towards three of the Council’s Strategic Aims:-

1. *To provide good quality governance and management of the Council.*
2. *To manage the council’s finances and assets in a responsible manner.*
3. *To provide accessible, affordable leisure facilities and opportunities.*

## 4. PERFORMANCE MANAGEMENT FRAMEWORK

The Council has in place an approved Performance Management Framework which helps to demonstrate how the Council’s Strategic Aims and Targets from the Service Delivery Plan link into the Council’s other strategies, and how they feed down into the aims and objectives of individual service areas and the day-to-day objectives of individual officers, and how these combine to help the Council deliver its aims.

The Performance Management Framework is summarised in the diagram on the following page:



## 5. PERFORMANCE MANAGEMENT ARRANGEMENTS

Monitoring and management of the performance of the Golf Complex is undertaken by the Head of Leisure and Events and Golf Administrator.

Monitoring and management of the maintenance of the golf course and driving range is undertaken by the greenkeeping and works maintenance teams and is overseen by the Grounds Maintenance Services Co-Ordinator and Works and Environment Manager.

An annual Action Plan is included within the Golf Complex Service Plan setting out specific actions that are planned during the year to improve the quality of the service.

This Service Plan and Action Plan will be monitored via:

- a) Six-monthly team meetings between management, golf shop and greenkeeping staff; and
- b) Reporting of the Service Plan to the Recreation Committee each year.

## **6. EQUALITIES STATEMENT**

Although this is an internal working document, this Service Plan is also available to anyone who may be interested in the work of the Oak Leaf Golf Complex.

Great Aycliffe Town Council, its employees and elected members are expected to treat each other and members of the public equally and with respect and are committed to the removal of all barriers preventing access to our services arising from age, disability, gender, ethnicity, race, religion, marriage and civil partnership, pregnancy and maternity special needs, language differences, learning difficulties, sexual orientation, or geographic location.

Information will generally be provided by the Council in English only. Where we are required under other statute to provide certain information in other languages, this information will be translated. You can request an alternative format copy by contacting Great Aycliffe Town Council on 01325 300700.

## **7. INVESTMENT IN EMPLOYEES**

It is recognised that employees are the Council's greatest asset in delivering services effectively, and investment in employees is therefore paramount in helping the Council to deliver its strategic aims and targets.

It is also acknowledged and recognised that the Oak Leaf Golf Complex is a customer-oriented service and as such should maintain a customer focused approach. It is therefore vitally important that the employees should have sufficient skills and training to meet customer expectations and requirements.

The Council is committed to investing in the training and development of all of its employees and operates a Performance and Development Appraisal Scheme which helps to monitor and improve the performance of all staff as well as identify training and personal development needs.

A training budget is in place for the Golf Complex staff to provide for any identified training needs.

The staffing structure relating to the Oak Leaf Golf Complex, split between the Golf Shop and Driving Range and the Greenkeeping Team, is included in this Service Plan.

A review of the golf shop staffing structure was undertaken during 2025/26 with a view to addressing the recruitment difficulties filling vacant posts, as well as the limitations of the staffing structure in ensuring the staffing of the golf shop seven days a week and addressing concerns around the level of staff cover available for sickness and holidays, range ball picking, custom fitting, stock control and administration.

A number of changes to the golf shop staffing structure were agreed by the Council to address these issues and the new staffing structure is working well and delivering improved levels of cover and service to users of the facility.

## 8. OAK LEAF GOLF COMPLEX SERVICE PROFILE

The Oak Leaf Golf Complex is a discretionary (non-statutory) service area.

The golf shop and driving range is managed and administered on a day-to-day basis by the Golf Administrator, supported by a team of golf shop assistants, and a part-time driving range ball picker, and is overseen by the Head of Leisure and Events.

The golf shop staff are responsible for opening and closing the premises, customer service and care, taking payments, cleaning, ordering and managing shop stocks, picking up balls on the range, organising coaching, marketing, and undertaking club repair services.

The maintenance and upkeep of the golf course and driving range is undertaken by the greenkeeping team and overseen by the Grounds Maintenance Services Co-ordinator. The golf course employs three permanent greenkeeping staff, with additional cover provided from the works section as and when required.

The various vehicles and machinery required to maintain the golf course and driving range are managed and maintained by the works section, and include fairways, tees and greens mowers, and the range ball collector, ball washer and ball dispenser.

The Golf Complex Budget provides for the costs of the golf shop and green keeping staff, the running costs of the golf complex building, incorporating the driving range, changing rooms, toilet facilities and golf shop, the running costs of the golf course irrigation system, equipment such as flags, range balls and nets, equipment maintenance, course maintenance materials, pesticide spraying works undertaken by external contractors, insurance, subscriptions, marketing, and scorecards.

The golf course had a total membership of 406 in 2025/26, which was up by 140 members or 35% on last year. This is largely due to the success of the discounted 19 to 30 membership category, a significant increase in junior members, and the closure of Hallgarth Hotel's 9-hole golf course which has seen a large number of members take out memberships at Oak Leaf. This significant increase in member numbers and in particular in junior memberships is a very positive development.

Usage of the facility by both members and green fee players increased this year with 13,735 rounds played on the golf course in 2025/26 compared to 13,125 in 2024/25. Usage can be broken down between member and casual rounds as follows:-

Member Rounds	8,988
Casual Rounds	4,747

Driving range usage increased with 17,340 baskets of balls sold in 2025/26, compared to 14,520 in 2024/25. This increase is mainly due to the facility being open more due to the success of the drainage improvements, the appointment of a dedicated range ball picker, and the purchase of a second ball dispenser machine.

A Golf Complex User Survey was undertaken in 2024/25 amongst members which provided some positive feedback as to public satisfaction with the golf complex, with 97% of respondents indicating that they would recommend the facilities to a friend.

A number of improvements have been implemented in response to issues raised in the survey including the improvement of the condition of greens via the purchase of a new top dresser machine and additional budget for top dressing, improved maintenance of bunkers, ditch clearance and improved drainage, installation of footpaths and addressing the health and safety issue of range balls exiting the fence onto the 17<sup>th</sup> fairway.

A further User Survey will be undertaken in 2026/27.

## **9. OAK LEAF GOLF COMPLEX MISSION STATEMENT**

The Oak Leaf Golf Complex has adopted the following statement as its mission statement:-

*“To ensure the provision of a high-quality, well-maintained and affordable golf course and driving range facility that meets the needs and aspirations of all users”.*

## **10. SERVICE AIMS AND OBJECTIVES**

In order to deliver the Golf Complex Mission Statement: *“to ensure the provision of a high quality, well-maintained and affordable golf course and driving range facility that meets the needs and aspirations of all users”*; the Oak Leaf Golf Complex has set the following key Service Aims and Objectives:-

### **Budget, Income and Usage**

1. To ensure the long-term financial viability of the Golf Complex by controlling costs, increasing income and undertaking capital investment to drive down the net cost of the service.
2. To provide value for money activities and facilities for all users of the facility.
3. To increase membership numbers.
4. To increase casual usage (green fees and visiting parties) of the golf course.
5. To increase usage of the driving range.
6. To increase golf shop sales.

### **Standard of Facilities**

7. To provide clean, safe and attractive golf shop and driving range facilities.
8. To maintain high standards of maintenance on the golf course.

### **Service Quality**

9. To provide a customer focussed, professional and friendly service.
10. To operate sound and consistent business practices.
11. To maintain or improve customer satisfaction to a high level.

### **Staff**

12. To provide a positive working environment for employees and maintain staff satisfaction.
13. To ensure that sufficient staffing resources are in place to effectively provide the service and deliver service improvements.

### **Young People**

14. To encourage young people's participation in sport.
15. To nurture talented athletes within available resources.

## **Health and Well Being Opportunities**

16. To provide opportunities to improve community health and well-being and increase wider community participation in physical activity.
17. To participate in sports development initiatives.
18. To ensure the Golf Complex plays a role in supporting sustainable communities and fosters social inclusion in partnership with other organisations.

## **Environment**

19. To manage the golf course land in an environmentally responsible manner to protect and promote biodiversity.
20. To protect and maintain the ancient ridge and furrow found on the course.

## **Oak Leaf Golf Club**

21. To maintain a positive, collaborative relationship with Oak Leaf Golf Club.

## **11. CHALLENGES AND CONSTRAINTS**

The following challenges and constraints have been identified in relation to the successful operation of the Oak Leaf Golf Complex:

1. Climate change and the increasingly wet weather and ground conditions.
2. The ongoing economic difficulties and reduced consumer confidence.
3. Increased public and member expectations.
4. Demographic issues, including an aging membership and high local levels of deprivation.
5. Budget pressures and restrictions on investment in the facility.
6. Asset management issues including an aging building and forthcoming machinery replacements.
7. Recruiting and retaining suitable staff and ensuring sufficient staff cover.
8. Staff capacities e.g. only one member of staff in the golf shop for a significant proportion of the opening times, no dedicated golf manager, and limits on greenkeeping capacity.

Please note that these issues are discussed in more detail in the Strengths, Weaknesses, Opportunities and Threats Analysis.

## **12. ACHIEVEMENTS DURING 2025/26**

2025/26 proved to be a successful year for the Oak Leaf Golf Complex, with the following key achievements last year:-

1. A significant increase in total membership numbers (up by 140 to 406 members).
2. A significant increase in junior member numbers (up by 55 to 107 members).
3. An increase in green fee income and member and non-member rounds.
4. Golf course remeasured and re-rated by Durham County Golf Union.
5. Investment in a top-dressing machine and improvements to greens.
6. Ditch clearance and drainage improvements on the golf course.
7. Further installation and improvement of golf course footpaths.
8. Significant tree planting undertaken on the golf course using grant funding from the North East Community Forest.
9. Continued increases in usage at the driving range and the addressing of the issue of shortages in range ball availability.

Section 15 provides further information on achievements in 2025/26 including details of actual performance against the targets set in the 2025/26 Service Plan.

### **13. POLITICAL, ECONOMIC, SOCIAL, AND TECHNOLOGICAL (PEST) ANALYSIS (EXTERNAL ENVIRONMENT)**

In analysing the external macro-environment, it is important to identify the factors that are likely to influence service planning, golf complex usage and income levels and costs.

Review of these external factors is undertaken via a Political, Economic, Social and Technological (PEST) Analysis which categorises external issues into those political, economic, social and technological forces that may impact on the work of the Oak Leaf Golf Complex.

The PEST Analysis for the Oak Leaf Golf Complex is detailed on the following pages.

## Political Factors:

Political Factors	Impact on Golf Complex	Potential Impact: High Medium Low Undetermined	Type: Strength Weakness Opportunity Threat	Impact: Increasing Unchanged Reducing Unknown	Importance: Critical Important Unimportant Unknown	Action
Government policy and new legislation	Impact on service planning	Medium	Opportunity / Threat	Unknown	Unknown	Keep up to date with legislation
National Living Wage Increases	Increased costs	High	Threat	Increasing	Important	Medium-Term Financial Planning

## Social Factors:

Social Factors	Impact on Golf Complex	Potential Impact: High Medium Low Undetermined	Type: Strength Weakness Opportunity Threat	Impact: Increasing Unchanged Reducing Unknown	Importance: Critical Important Unimportant Unknown	Action
Demographic changes	Affects demand for services and usage of facility	Medium	Opportunity / Threat	Unknown	Unknown	Monitor and react
Fads and trends	Changes in health and fitness priorities	Medium	Opportunity / Threat	Unknown	Important	Monitor and react
Relationship with Oak Leaf Golf Club	Impact on membership numbers and availability of competitive golf	Medium	Opportunity / Threat	Unchanged	Important	Golf Working Group
Member and customer perceptions e.g. that the golf course is always closed during wet weather	Affects usage of facility	High	Weakness	Reducing	Important	Less risk-averse policy, drainage improvements, footpaths and improvement and investment plan

## Economic Factors:

<b>Economic Factors</b>	<b>Impact on Golf Complex</b>	<b>Potential Impact: High Medium Low Undetermined</b>	<b>Type: Strength Weakness Opportunity Threat</b>	<b>Impact: Increasing Unchanged Reducing Unknown</b>	<b>Importance: Critical Important Unimportant Unknown</b>	<b>Action</b>
Cost-of-Living Crisis	Affects customer spending capacity and usage of facility	High	Weakness	Unchanged	Important	Pricing policy and promotions
Inflation	Increased costs	High	Weakness	Reducing	Important	Medium-Term Financial Planning
Local economy and unemployment	Affects customer spending and usage and impacts upon the availability of staff	High	Weakness	Increasing	Important	Pricing policy and promotions and recruitment policy

## Technological Factors:

Technological Factors	Impact on Golf Complex	Potential Impact: High Medium Low Undetermined	Type: Strength Weakness Opportunity Threat	Impact: Increasing Unchanged Reducing Unknown	Importance: Critical Important Unimportant Unknown	Action
Website	Up to date information on Golf Complex Website	Low	Opportunity	Unchanged	Important	Improve website content and keep up to date
Social Media	Bad publicity and lack of control over comments	High	Opportunity / Threat	Increasing	Critical	Improved use of social media to promote the facility in a positive way
Online bookings	Increasing expectation, particularly amongst the younger generations to be able to do everything online	Medium	Weakness	Increasing	Important	Online booking system implemented in 2025/26.
Computer Games	Younger generation spending more time spent sat at computers playing games	High	Threat	Increasing	Important	Targeted advertising via social media to reach younger audience

## 14. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS (INTERNAL ENVIRONMENT)

In order to improve services at the Oak Leaf Golf Complex it is important to analyse the existing strengths and weaknesses, opportunities and threats which may impact on service delivery.

<b>Strengths</b>	<b>Capitalise on Strengths</b>
Committed, knowledgeable, experienced and friendly staff	Continue to provide a positive working environment for employees and maintain staff satisfaction.
Good community networks established	Set target to promote new activities and programmes
Competitive pricing policy	Increase membership and usage
Positive and flexible approach to work	Continue to build on successes and encourage further improvement
Good range of shop stock and fitting service	Continue to build on successes and encourage further improvement
Good working relationship with suppliers	Continue to build on successes and encourage further improvement
Continuous review of service	Golf Service Review previously completed during 2024/25.
Improvement and Investment Plan in place	Continued implementation of priority works and investments
<b>Weaknesses</b>	<b>Address Weaknesses</b>
Stretched capacity of Golf Shop staffing team. Only one member of staff on shift most of the time	A review of the staffing structure was completed in 2025/26 and a new staffing structure has been implemented which has increased capacity for staff cover and cross over of shifts.
Stretched capacity of Greenkeeping Team particularly during the peak summer months	A seasonal green keeper is to be appointed for the April 2026 to September 2026 period using some of the additional income from 2025/26 from increased memberships and green fees.
Lack of investment over the years	Improvement and Investment Plan approved by the Council and investments being made. Top dresser machine in 2025/26. Shockwave machine planned for 2026/27.
Golf is very reliant on good weather and the changing climate is resulting in significantly wetter weather	Continued drainage improvements on golf course and driving range and installation of footpaths on the wettest areas of the golf course

<b>Opportunities</b>	<b>Maximise Opportunities</b>
Expanding community links and partnerships	Develop links with other agencies
Growing town	Promote facility in areas of new build and on the business park
Improved use of social media	Promote events and special offers and try to continue increasing followers and 'likes'
Offer a range of services which are user friendly for all ages and abilities	Continually review services provided and look for new opportunities
Increase efficiency in service delivery	Continue to review ways of working, monitor usage and financial data regularly
Partnership working with Oak Leaf Golf Club	Develop better links and partnership working with Oak Leaf Golf Club
Increased use of online bookings	Increased and easier access particularly among younger users
<b>Threats</b>	<b>Minimise Threats</b>
Competition from other facilities	Area has one other course (Woodham) plus competition in neighbouring towns. Ensure pricing is competitive and undertake effective promotion and marketing
Council Budget pressures	Continue to increase usage and income and minimise costs as far as possible
Supplier price increases	Monitor and test the market on a regular basis
Advances in computer games, lack of interest in sport	Marketing and promotion and provide a range of services and facilities
Cost-of-living crisis and reduced consumer spending power	Pricing policy and continue to promote special offers; taster sessions and working with partners

## 15. 2026/27 TARGETS AND ACTION PLAN

### Budget, Income and Usage

Ref	Description	2024/25 Actual	2025/26 Actual	2026/27 Target	Officer and Timescale	Comment(s)
1	Number of visits per annum	27,645	31,075	32,500	<b>March 2027</b> C. Lawson J. Thexton	
2	Net cost per visit £	£3.61	£1.08	£2.96	<b>March 2027</b> T. Woodhead	<i>2025/26 figure based on expected outturn</i>
3	Overall cost of running the Golf Course £	£96,462	£49,950	£102,950	<b>March 2027</b> T. Woodhead	<i>2025/26 figure based on expected outturn</i>
4	Overall cost of running the Driving Range and Golf Shop £	£3,256	(£16,300)	(£6,650)	<b>March 2027</b> T. Woodhead	<i>2025/26 figure based on expected outturn</i>
5	Number of Members	266	406	425	<b>March 2027</b> C. Lawson J. Thexton	

### Clean, Safe and Attractive Facilities

Ref	Description	2026/27 Target	Officer and Timescale	Progress / Comment(s)
6	Undertake an internal audit of Health and Safety	In house audit	<b>March 2027</b> J. Thexton C. Lawson	Review of Health and Safety File and Risk Assessments by Head of Leisure and Events.
7	Deliver in-house health and safety training for Golf Shop staff	4 per year	<b>March 2027</b> J. Thexton C. Lawson	Toolbox talks provided by Head of Leisure and Events.
8	Prioritise and implement works from the Golf Complex Improvement and Investment Plan	MTFP	<b>March 2027</b> L. Williams T. Woodhead	Purchase of a linear decompaction machine to improve drainage and turf health is the top priority for 2026/27.
9	Completion of improvements to footpaths to allow better access during wet conditions	Project Completion	<b>March 2027</b> L. Williams	Maintain and improve existing footpaths to manage access around the course.

<b>10</b>	Complete improvements to the standard of the golf course greens utilising the new top-dressing machine	Project Completion	<b>March 2027</b> L. Williams	Top dressing materials budget increased and new top dresser machine in use.
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### Service Quality and Staff Satisfaction

Ref	Description	2026/27 Target	Officer and Timescale	Comment(s)
<b>11</b>	Hold six monthly Management Team meetings	6-Monthly	<b>March 2027</b> D. Austin J. Thexton C. Lawson L. Williams	
<b>12</b>	Implement staff meetings to encourage staff involvement with the improvement of services	6-Monthly	<b>March 2026</b> J. Thexton C. Lawson	Regular meetings with golf staff
<b>13</b>	Appoint a seasonal greenkeeper for the April 2026 to September 2026 period.	Appointment	<b>April 2026</b> S. Cooper L. Williams	One-off for 2026/27 using additional income in 2025/26.
<b>14</b>	Deliver promotional events with sales partners	1 per year	<b>March 2027</b> C. Lawson A. Neasham	Taylor-made fitting day held
<b>15</b>	Review and develop visiting party package with a view to increasing usage	6 visiting parties per year	<b>March 2027</b> C. Lawson A. Neasham	8 visiting parties during 2025/26.
<b>16</b>	Introduce an annual customer survey feedback to run in May each year and report findings to Recreation Committee.	1 survey every two years	<b>Summer 2026</b> C. Lawson A. Neasham J. Thexton	Survey undertaken in 2025. Further survey this year.
<b>17</b>	Host the Durham County Golf Union Captains and Vice Captains Day		<b>May 2026</b> L. Williams C. Lawson	Due to be held on Sunday 3 <sup>rd</sup> May.

## Opportunities for Participation by Young People and Women

Ref	Description	2026/27 Target	Officer and Timescale	Comment(s)
18	Improve youth usage of driving range with schools, colleges and other groups	1 new initiative per year	<b>March 2027</b> J. Thexton C. Lawson	Not progressed during 2025/26 due to staff capacity.
19	Work with Oak Leaf Golf Club to increase engagement with lady members and increase usage of the facility by women golfers.	1 new initiative per year	<b>March 2027</b> J. Thexton C. Lawson	New target.

## Opportunities for Improvements to Health and Well Being

Ref	Description	2026/27 Target	Officer and Timescale	Comment(s)
20	Develop links with outside organisations such Durham County Council Sports Development Team and Aycliffe Business Park	1 new initiative per year	<b>March 2027</b> J. Thexton C. Lawson	Not progressed during 2025/26 due to staff capacity.
21	Work with Oak Leaf Golf Club to run regular competitions	2 competitions per year	<b>March 2027</b> C. Lawson A. Neasham	Full list of competitions agreed with Oak Leaf Golf Club for 2026/27.
22	Develop links and promotions with the Sports Complex	2 new initiatives per year	<b>March 2027</b> J. Thexton C. Lawson A. Clark	On-line booking system implemented and visiting party package.

## Environment

Ref	Description	2026/27 Target	Officer and Timescale	Comment(s)
23	To manage the course and land in an environmentally responsible manner to protect and promote biodiversity and protect and maintain the ancient ridge and furrow found on the course.	Project Completion	<b>March 2027</b> L. Williams	Major grant funded tree planting exercise with Phase 1 completed in March 2025, and Phase 2 completed in February 2026.

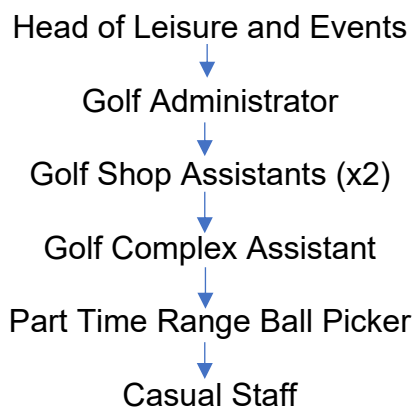
## 16. RISK ASSESSMENT

The achievement of the aims and objectives set out in this Service Plan has been subject to a risk assessment, and the following specific risks to the achievement of the Action Plan have been identified in the Council's Risk Register:-

Detail of Risk	Current Control	Likelihood	Impact	Score	Residual Impact
Failure to maintain golf course adequately	Improvement Plan and work schedule in place. Golf Working Group. Regular meetings with Golf Club.	1	3	Medium	Loss of reputation / revenue / customer satisfaction
Vandalism to golf greens	Regular checks undertaken	1	3	Medium	Loss of reputation / revenue / customer satisfaction
Failure of XN Leisure system	Additional security measures in place, cloud based system now in place, can revert to manual system.	1	2	Low	Loss of income/reputation
Lone working	Policies and procedures in place.	2	2	Medium	Accident/injury/ attack
Lack of staff cover	Staffing restructure. Casual staff in place. overtime and prioritisation of workloads.	2	2	Medium	Potential loss of income/reputation
Failure of Golf Club section	Temporary arrangements would be put in place via direct Council management	2	1	Low	May still occur
Delays in the supply of materials, equipment and services	Alternative suppliers and equipment considered where possible and appropriate	2	2	Medium	May affect service delivery
Closure of course due to flooding	Improvement plan in place. Drainage checked and maintained, drainage improvements undertaken	2	2	Medium	Loss of income
Failure to put in place additional measures to address the risks created by driving range balls exiting over the right-hand fence onto the 17th hole of the golf course	Internal out of bounds line to be put in place for trial period pending re-rating of course	2	2	Medium	May still occur

## 17. GOLF COMPLEX STAFFING STRUCTURE

### Golf Shop and Driving Range Team



### Greenkeeping Team

