



---

**Great Aycliffe**



**Town Council**

**Works and  
Environmental  
Service Plan  
2026/2027**

---

## Table of Contents

|      |  |    |
|------|--|----|
| 1.0  | Executive Summary.....                             | 4  |
| 2.0  | Great Aycliffe Town Council.....                   | 4  |
| 3.0  | Contribution to Council’s Strategic Aims.....      | 5  |
| 4.0  | Equalities Statement.....                          | 5  |
| 5.0  | Investment in Employees.....                       | 5  |
| 6.0  | Performance Management Framework.....              | 6  |
| 7.0  | Works and Environmental Section Profile.....       | 7  |
| 7.1  | Mission Statement .....                            | 7  |
| 7.2  | Service Aims and Objectives .....                  | 7  |
| 8.0  | Areas of Responsibility.....                       | 10 |
| 8.1  | Parks.....   | 10 |
| 8.2  | Play Areas.....                                    | 10 |
| 8.3  | Open Spaces .....                                  | 10 |
| 8.4  | Cemeteries.....                                    | 10 |
| 8.5  | Allotments .....                                   | 10 |
| 8.6  | Sports Pitches.....                                | 10 |
| 8.7  | Golf Facilities .....                              | 10 |
| 8.8  | Bus Shelters, Seats Litter Bins and Dog Bins ..... | 10 |
| 8.9  | Woodlands.....                                     | 10 |
| 8.10 | Environmental Areas.....                           | 10 |
| 8.11 | Buildings .....                                    | 10 |
| 9.0  | What we achieved last year.....                    | 11 |
| 10.0 | P.E.S.T. ANALYSIS.....                             | 11 |
| 11.0 | S.W.O.T Analysis.....                              | 16 |
| 12.0 | Action Plan.....                                   | 17 |
| 13.0 | Risk Analysis.....                                 | 20 |

Oakleaf Golf Course



Cemeteries



Park's



Play areas



## 1.0 Executive Summary

The Works and Environmental Services Section provides a range of skilled services to the Council covering the management and maintenance of parks, cemeteries, open spaces, play areas, golf course, sports pitches, allotments, trees and woodlands, buildings, bus shelters, street furniture and the Christmas lighting display.

In addition, the Works and Environmental Services Section supports other areas within the Council such as the Driving Range, Pre-School Learning Centres, capital works and improvement projects, Great Aycliffe Way, Aycliffe Nature Park and School Aycliffe Wetlands, as well as assisting with all outside events.

Effectively, the Works and Environmental Services Section service provision has links to and an impact on most Council services.

The overall aim is to deliver services in a cost effective, efficient, and timely manner.

## 2.0 Great Aycliffe Town Council

The Council agreed a strategic mission statement, which is that Great Aycliffe 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 statement, the Council agreed the following 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.

### **3.0 Contribution to Council's Strategic Aims**

The development of the Works and Environmental Services Section and the services it provides will assist in achieving the Council's Strategic Aims 1, 2, 3, 5, 6 and 8.

To ensure the adequate provision and management of well-maintained and accessible environmental areas, allotments, cemeteries, golf course, sports pitches, parks and play areas which meet the needs of all the community, the Works and Environmental Services Section will strive to:

- Deliver the actions from the Annual Action Plan.
- Demonstrate value for money by achieving continuous improvement.

### **4.0 Equalities Statement**

Although this is primarily an internal working document the Works and Environmental Service Plan will be published on the Council Website for anyone who may be interested in finding out more about environmental and grounds maintenance work within Great Aycliffe.

All employees and Elected Members of the Council are expected to treat each other and members of the public equally and with respect regardless of – Age; Disability; Gender; Marriage and Civil Partnership; Pregnancy and Maternity; Race; Religion and Belief; or Sexual Orientation.

Information will generally be provided by the Council in English only. Where 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.

### **5.0 Investment in Employees**

It is clearly acknowledged and recognised that the Works and Environmental Services Section work within a customer-oriented service and as such should maintain a customer focused approach. It is therefore vitally important that the employees delivering front line services should have sufficient skills and training to meet customer expectations and requirements.

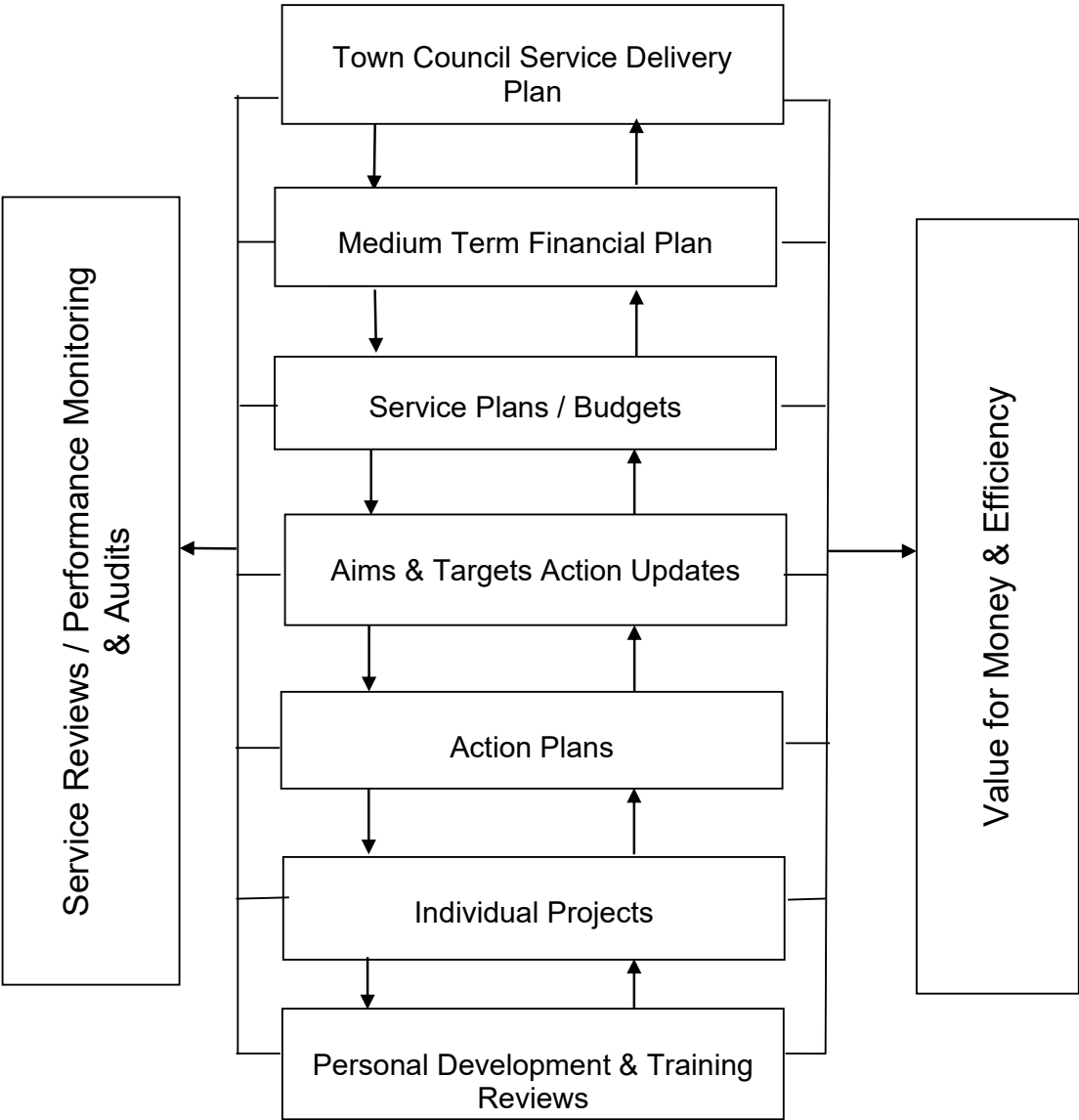
Additionally, it is recognised that the employees are the Council's greatest asset in delivering services in the manner intended, and investment in employees is therefore paramount in achieving this aim.

The Works Department Budget provides significant resources for the training of staff in line with requirements and priorities identified via the Performance and Development Appraisal Scheme.

## 6.0 Performance Management Framework

The Council's approved performance management framework, shown below, helps to demonstrate how the Council's Strategic Aims and Targets from the Service Delivery Plan link to the Council's other strategies and how they feed down into the aims and objectives of individual service areas, down to the objectives of individual officers, and how these combine to help the Council deliver its aims.

### Performance Management Framework



## 7.0 Works and Environmental Section Profile

### 7.1 Mission Statement

To ensure the adequate provision and management of safe, well maintained and accessible environmental areas, allotments, cemeteries, golf, course, sports pitches, parks and play areas which meet the needs of all the community.

### 7.2 Service Aims and Objectives

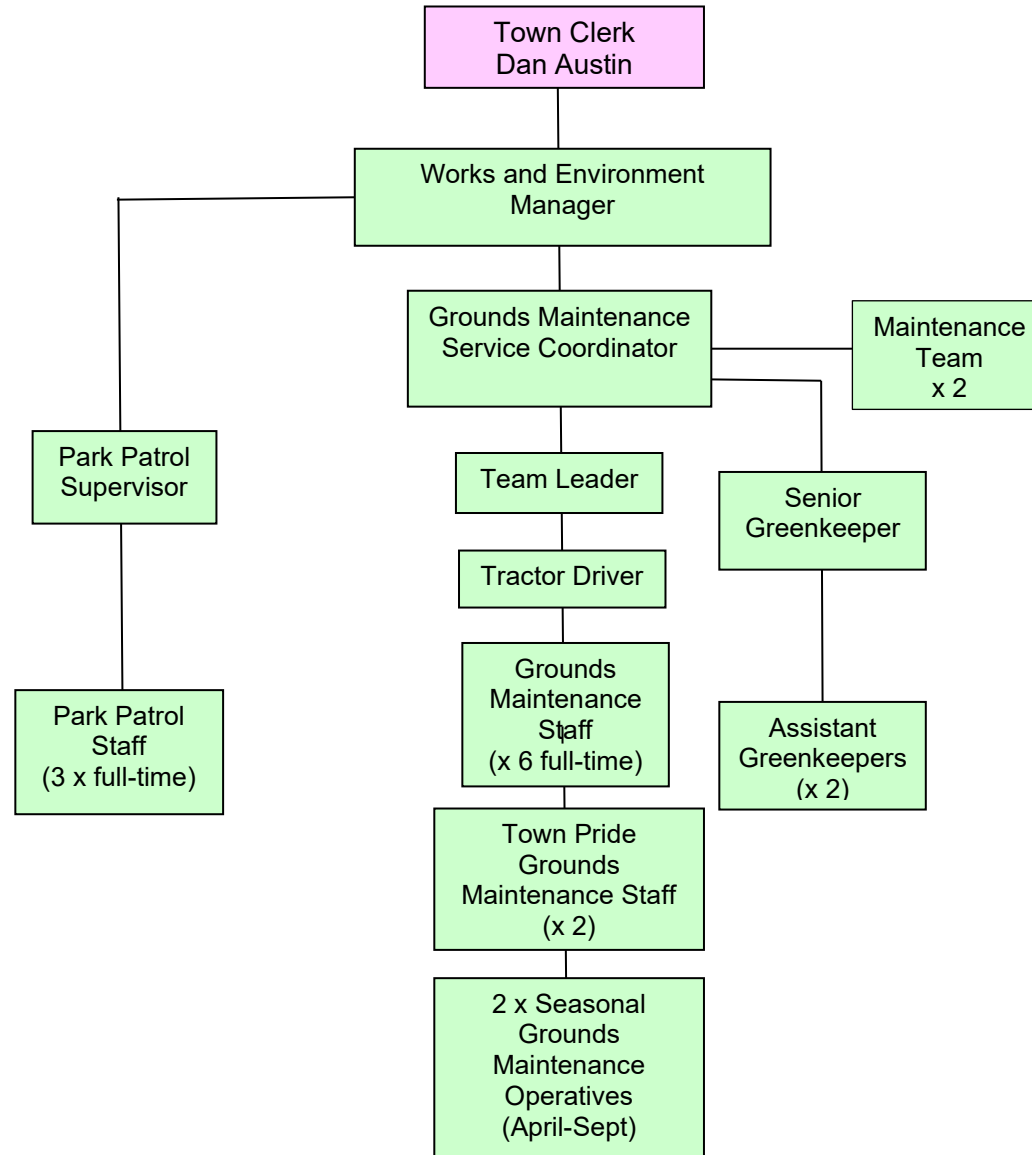
The Works and Environmental Section provide the necessary staffing, skills, experience and other resources to achieve the following service aims and objectives:

- Grass cutting of all Council land.
- Design, planting and maintenance of annual floral bedding displays.
- Management, inspection and maintenance of amenity trees.
- Management, inspection and maintenance of woodlands.
- Management and maintenance of shrub beds and perennial borders.
- Operational management and maintenance of the Oakleaf Golf Course and Driving Range.
- Management, associated record keeping, burial service, inspection and maintenance of two cemeteries located at West Cemetery and Stephenson Way.
- Maintenance and burial service at Aycliffe Village Churchyard.
- Management, associated record keeping, inspection and maintenance of five allotment sites located at: -
  - Aycliffe Village
  - Byerley Park
  - Clarence Chare
  - Finchale Road
  - St. Oswald's
- Management, inspection, maintenance, and renewal of play equipment and associated furniture of seven parks, and six standalone play areas.
- Maintenance and inspection of Council buildings and property.
- Maintenance and inspection of Council access roads and footpaths.
- Maintenance and inspection of bus shelters, litter bins and public seating.

- Provide expertise and assistance in setting up and staging Council run community events.
- Management, setting up, inspection and maintenance of the annual Christmas lighting display.
- Management of the community enhancement award scheme (floral displays, festive lighting and allotment awards).
- Work in partnership with other agencies to enhance and improve other amenity areas not under the ownership of Great Aycliffe Town Council.
- Provide and manage a park patrol service.
- Provide an 'out of hours' service for emergency call outs in relation to security or health and safety issues.
- Supply and maintain sufficient plant, vehicles, machinery, and equipment required to undertake the above services.
- To carry out operational duties in a safe manner by employing safe working practices and undertaking risk assessments to ensure the health and safety and welfare of staff and the general public.
- To work with schools to encourage environmental awareness.
- To work with and facilitate community groups for environmental awareness.
- To manage and maintain wild flower areas and wetlands.
- To undertake the grounds maintenance and associated functions within budget and in a timely manner.



# Works Team Structure



## **8.0 Areas of Responsibility**

### **8.1 Parks**

St. Oswald's Park, Town Park, Moore Lane Park, Horndale Park, West Park, Simpasture Park, and Woodham Park.

### **8.2 Play Areas**

School Aycliffe, Aycliffe Village, Scott Place, Oakleaf Sports Complex, St. Oswald's Park, Town Park, Moore Lane Park, Horndale Park, West Park, Simpasture Park, Woodham Park, Byerley Park, and Cobblers Hall.

### **8.3 Open Spaces**

Aycliffe Village, Woodham, Horndale, and Woodham Burn.

### **8.4 Cemeteries**

Stephenson Way, West Cemetery, plus burials and grounds maintenance at Aycliffe Village (St Andrew's Church).

### **8.5 Allotments**

Clarence Chare, Byerley Park, Finchale Road, St. Oswald's, Aycliffe Village, including pigeon, poultry and bee keeping plots.

### **8.6 Sports Pitches**

Oakleaf Sports Complex, Simpasture Park, and Moore Lane Park.

### **8.7 Golf Facilities**

Oakleaf Golf Course and Driving Range.

### **8.8 Bus Shelters, Seats Litter Bins and Dog Bins**

57 bus shelters at various locations throughout the town plus associated public seating and litter and dog bins.

### **8.9 Woodlands**

South Agnew Plantation, Cobblers Hall, Rear of Greathead Crescent, Seven Hills, and School Aycliffe tree belt.

### **8.10 Environmental Areas**

Nature Park, Woodham Burn, School Aycliffe Wetlands, Seven Hills and Byerley Park Local Nature Reserve, plus the Newt Ponds near Millennium Way.

### **8.11 Building Maintenance**

Simpasture Pavilion, Moore Lane Pavilion and Eco Centre, St. Oswald's Park Pavilion and Pre-Schools, Council Offices, Horticultural Depot and Vehicle Storage Depot, Town Park Pavilion, Stephenson Way Cemetery, West Cemetery, Sports Complex Football Changing Rooms, Oak Leaf Sports Complex, Golf Complex and Driving Range.

The Works and Environmental Services Section employs 21 full time staff plus two seasonal operatives (one for the golf course and one on open spaces).

## 9.0 What was achieved last year

### Works and Environmental Services – Key Achievements

#### 1. Operational Delivery and Service Performance

- Delivered the full grounds maintenance programme on time and within budget.
  - Maintained provision of Park Patrol Services, enhancing public safety and site oversight and security.
  - Ensured availability of sports facilities, including football pitches and changing rooms at Sports Complex, Simpasture, and Moore Lane.
  - Continued establishment of a summer football pitch for over-35s at Moore Lane.
  - Facilitated maintenance of St Oswald's Pre-School buildings and grounds.
  - Provided rapid response to public complaints relating to litter and fly tipping through the Town Pride Team.
- 

#### 2. Workforce Management and Training

- Successfully managed key staffing changes, including recruitment and onboarding of multiple operatives.
  - Delivered extensive staff training programmes, including:
    - Woodchipper and stump grinder operation
    - Chainsaw certification and LOLER training
    - Highway and asbestos awareness
    - Playground inspection and pesticide handling
    - Advanced tractor driving
    - Counter-terrorism awareness
  - Provided refresher first aid training to designated staff.
- 

#### 3. Asset Management, Inspection and Compliance

- Conducted routine inspections of footpaths, seating, bus shelters, and play equipment.
  - Completed annual and independent safety audits of play areas.
  - Undertook comprehensive tree safety inspections, including ongoing ash dieback monitoring.
  - Delivered remedial works following five-year electrical installation inspections.
  - Completed PAT testing across Council electrical equipment.
  - Undertook Memorial Safety Inspections at West Cemetery.
- 

#### 4. Infrastructure Improvements and Capital Projects

- Completed multiple infrastructure upgrades, including:
  - Bus shelter roof replacements
  - Play area improvements (e.g., swings, slides, safety surfacing and climbing frame repairs)
  - Drainage improvements at West Cemetery, Stephenson Way Cemetery, and Simpasture Football Pitches
  - Footpath repairs across key locations
- Delivered building improvements, including window and door replacement at St Oswald's Pre-School and internal decoration of the Council Offices.
- Installed security enhancements at Oakleaf Sports pitches, including boundary ditching and improved CCTV.
- Invested in operational vehicles and machinery, including:
  - Electric e-Berlingo vehicle
  - Top dresser and replacement ride-on mower

---

## **5. Environmental Management and Sustainability**

- Established a new wildflower meadow at Horndale with external funding support.
- Delivered large-scale tree planting initiatives:
  - Approximately 1,000 trees planted in various locations with volunteers and community groups
  - Nearly 2,500 trees planted on the golf course via North East Community Forest funding
- Managed invasive species control programmes, including Himalayan Balsam, Japanese Knotweed, and Giant Hogweed.
- Secured Environment Agency licences and delivered treatment works for invasive plants near watercourses.
- Collaborated with Tees River Trust to identify untreated invasive species on private land.

---

## **6. Partnerships and External Collaboration**

- Worked in partnership with Durham County Council to deliver:
  - Winter maintenance services (snow clearance, gritting, and servicing of 72 salt bins)
  - Maintenance and monitoring of sections of the Great Aycliffe Way
- Collaborated with Police, enforcement teams, Livin Housing, and other agencies to address anti-social behaviour.
- Worked with the Probation Service on community improvement initiatives.
- Entered partnership with Newton Aycliffe Sports Club and Durham FA to secure funding for pitch improvements.

---

## **7. Community Engagement and Events**

- Organised and delivered key community initiatives and events, including:
  - Christmas Lighting Displays and Awards
  - Garden Enhancement Awards
  - Annual Allotments Meeting
  - Environment Week for local primary schools
- Supported and facilitated community events such as:
  - Fireworks Display
  - Santa Tours
  - Fun in the Parks
  - Remembrance Sunday and VE Day celebrations
- Delivered a successful community litter-picking initiative with volunteer participation.

---

## **8. Public Safety, Enforcement and Emergency Response**

- Responded rapidly to storm damage, clearing debris and making hazardous trees safe.
- Supported multi-agency responses to traveller encampments and off-road bike issues.
- Implemented target hardening measures to reduce anti-social behaviour in key locations.

---

## **9. Additional Service Delivery (Ad Hoc and Responsive Works)**

- Undertook a wide range of responsive maintenance and environmental works as required, ensuring service flexibility and responsiveness to emerging issues.

## **10.0 P.E.S.T. ANALYSIS**

In analysing the macro-environment, it is important to identify the factors that might in turn affect several vital variables that are likely to influence the operation of the Works and Environmental Services Section.

This Political, Economic, Social and Technological (PEST) analysis is merely a framework that categorises environmental issues as political, economic, social and technological forces.

This analysis is not a set of rigid compartments into which ideas need to be sorted it is best thought of as a set of information on what is happening externally that will or may affect the service.

| <b>PEST ANALYSIS FACTORS</b>   | <b>NOTES</b><br>How might the factors on the left impact on our business   | <b>POTENTIAL IMPACT</b><br>High<br>Medium<br>Low<br>Undetermined | <b>IMPLICATION</b><br><i>Type:</i><br>Strength<br>Weakness<br>Opportunity<br>Threat | <b>AND</b><br><i>Impact:</i><br>Increasing<br>Unchanged<br>Reducing<br>Unknown | <b>IMPORTANCE</b><br><i>Importance:</i><br>Critical<br>Important<br>Unimportant<br>Unknown | <b>ACTION</b>  |
|--|--|--|---|--|--|--|
| <b>POLITICAL:</b> <ul style="list-style-type: none"> <li>• Changes in government policies</li> <li>• Employment law</li> <li>• County Council funding cuts</li> </ul>  | <p>Determines the priorities for local authorities</p> <p>Affects the hours staff can work. Knock on effects such as flexible working requests</p> <p>Knock on effect to services for Town Council</p> | <p>High</p> <p>Medium</p> <p>Medium</p>                          | <p>Threat</p> <p>Weakness</p> <p>Threat</p>   | <p>Increasing</p> <p>Unknown</p> <p>Reducing</p>                               | <p>Important</p> <p>Unknown</p> <p>Important</p>   | <p>Keep up to date with legislation</p> <p>Keep up to date with legislation</p> <p>Make a case for Great Aycliffe at every opportunity</p> |
| <b>ECONOMIC:</b> <ul style="list-style-type: none"> <li>• Lack of funding, grants and initiatives</li> <li>• Inflation/interest rates</li> <li>• Employment</li> </ul> | <p>Affects the secondary spend capacity</p> <p>Affects the staffing resources available</p>  | <p>Medium</p> <p>High</p> <p>High</p>                            | <p>Weakness</p> <p>Threat</p> <p>Weakness</p>                                       | <p>Increasing</p> <p>Increasing</p> <p>Reducing</p>                            | <p>Important</p> <p>Important</p> <p>Important</p>   | <p>Develop partnerships and bid for funding wherever possible</p> <p>Follow Council's budget setting protocols</p>                         |

|  |  |                |             |            |           |  |
|--|--|----------------|-------------|------------|-----------|--|
| <ul style="list-style-type: none"> <li>• Energy use and costs</li> </ul>                   | Instability of pricing   | Medium         | Threat      | Unknown    | Important | Obtain best energy prices available                            |
| <ul style="list-style-type: none"> <li>• Ash Tree Die Back</li> </ul>                      | Cost to make safe existing trees and replanting costs                  | High to Medium | Threat      | Increasing | Important | Implement Action Plan, regular inspections, Budget established |
| <b>SOCIAL</b>  |  |                |             |            |           |  |
| Health / Obesity   | Unwilling/unable to take part in exercise                              | Low            | Opportunity | Increasing | Important | Continue to provide a range of free outdoor activities         |
| <b>TECHNOLOGICAL:</b>  |  |                |             |            |           |  |
| <ul style="list-style-type: none"> <li>• Advances in computerised games systems</li> </ul> | More time spent sat at computers/phones playing games                  | Medium         | Weakness    | Increasing | Important | Publicise facilities<br>Keep up to date                        |
| <ul style="list-style-type: none"> <li>• Social Media</li> </ul>                           | Users can leave unwarranted comment/opinion, without a right to reply. | Medium         | Threat      | Unchanged  | Important |  |

## 11.0 S.W.O.T Analysis

In order to improve Works and Environmental Services Section services, it is important to analyse the existing internal strengths and weaknesses, opportunities and threats which may impact on service delivery.

### Works and Environmental Services Section

|  |  |
|--|--|
| <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Committed, well trained and multi-skilled staff.</li> <li>• Flexible approach to work.</li> <li>• Good team work.</li> <li>• Vast local knowledge</li> <li>• Room for expansion</li> <li>• Modern machinery and depot facilities.</li> <li>• Constantly reviewing service delivery.</li> <li>• Experienced workforce</li> <li>• Management structure</li> </ul> | <p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Some work is weather dependant</li> <li>• Attracting skilled replacement staff.</li> <li>• Wage compatibility with other local authorities.</li> <li>• Age of workforce</li> </ul> |
| <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Developing partnerships</li> <li>• Improved communications</li> </ul>   | <p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Changes in Government legislation and funding</li> <li>• Cost of Living Crisis and increasing inflation.</li> <li>• Ash Tree Dieback Disease</li> </ul>                               |

## 12.0 2026/27 Action Plan

| Action   | Outcome  | Responsible Officer (s) | By            |
|--|--|-------------------------|---------------|
| <b>Works Service</b>   |  |                         |               |
| Undertake grounds maintenance and associated duties on time and within designated budget                                   | High level of satisfaction and the creation of a pleasant environment for all to enjoy                       | SC/LW                   | March 2027    |
| Provide a Parks Patrol Service   | To provide a safe environment and discourage anti-social behaviour on council owned land                     | SC/LW/EB<br>Park Patrol | Ongoing       |
| Identify and deliver staff training requirements   | Staff are developed to their full potential  | SC/LW/All staff         | March 2027    |
| Review and work in partnership with Durham County Council to improve snow clearing and gritting services in Great Aycliffe | Improvements in Winter maintenance.  | SC/LW                   | March 2027    |
| <b>Special Events</b>  |  |                         |               |
| Facilitate with Fun in the Parks, Firework Display, Christmas Santa Tours and other Council Events                         | To ensure the smooth running of the event and compliance with health and safety requirements.                | SC/LW                   | December 2026 |
| Organise Christmas lighting display  | Improving and enhancing the Christmas experience for residents and visitors                                  | SC/LW                   | November 2026 |
| Organise Community Enhancement Award scheme  | The opportunity for residents to nominate gardens and Christmas Light displays that enhance their local area | SC/LW                   | December 2026 |

| <b>Action</b>  | <b>Outcome</b>   | <b>Responsible Officer (s)</b> | <b>By</b>      |
|--|--|--------------------------------|----------------|
| <b>Parks</b>   |  |                                |                |
| Undertake repairs to the safety surfacing at various parks                     | Provide safe play areas                                    | SC/GP                          | Ongoing        |
| Pursue external funding with view to upgrade Simpasture junior play area.      | Provide updated play facilities                            | SC/GP                          | March 2027     |
| Continue programme of footpath repairs on Town Council owned land              | Ensure a safe surface is provided                          | SC/JE                          | March 2027     |
| <b>Health and Safety</b>   |  |                                |                |
| Carry out PAT testing of Town Council appliances                               | A safe environment is provided for staff and visitors      | GP/JT                          | March 2027     |
| Carry out inspection of footpaths  | A safe environment is provided for users                   | SC/LW/JE                       | September 2026 |
| Carry out inspections of play equipment  | A safe environment is provided for users                   | LW/GP                          | March 2027     |
| Carry out annual safety audit of play equipment                                | A safe environment is provided for users                   | SC/LW                          | May 2026       |
| Provide first aid refresher training to designated first aid staff             | To meet first aid requirements in the workplace.           | SC/LW                          | Ongoing        |
| <b>Allotments</b>  |  |                                |                |
| Continue with 6-weekly inspections of allotment sites                          | Sites are maintained to a suitable standard                | SC/LW                          | Ongoing        |
| Hold allotment representatives meeting every 6 weeks during the growing season | Tenants' views and comments can be aired and considered    | SC/LW                          | March 2026     |
| Hold Allotments AGM in November  | Tenants' views and comments can be aired and considered    | SC/LW                          | November 2025  |
| <b>Golf Complex</b>  |  |                                |                |
| Continue access and drainage improvements to Oakleaf Golf Course               | Improve access to course, to reduce days closed and income | LW/SC                          | March 2027     |

| Action   | Outcome  | Responsible Officer (s) | By         |
|--|--|-------------------------|------------|
| <b>Environment</b>   |  |                         |            |
| Deliver an environmental maintenance programme and improvements of natural areas in Great Aycliffe through the Town Pride Team   | Increased level of customer satisfaction and awareness amongst general population of environmental issues and actions possible to improve the environment. | SC/LW/Town Pride        | March 2027 |
| Provide limited public/community countryside events and activities<br><br>Provide limited environmental workshops for local schools  | Increased level of customer satisfaction and awareness amongst general population of environmental issues  | SC/LW                   | March 2027 |
| Organise the litter picking campaign - Environment Pride week with all local schools   | Increased awareness amongst general population of environmental issues   | SC/LW/Town Pride        | July 2026  |
| Develop partnership working with the Police, Youth Offending Team, Probation Service, local colleges, scouts, guides etc to provide opportunities and diversionary activities for those at risk of offending | Action possible to improve the environment   | SC/LW/Town Pride        | Ongoing    |
| Provide rapid response to customer complaints regarding litter and fly tipping on Council owned land through the Town Pride Team, ensuring a safe environment  | Ensuring a safe environment  | SC/LW                   | Ongoing    |
| Manage DCC natural green areas in accordance with agreed environmental plan  | Ensuring a safe environment  | SC/LW                   | Ongoing    |
| Continue Partnership Working Arrangements with Durham County Council and other agencies to deliver environmental improvements in Great Aycliffe  | Improve the bio-diversification of the landscape in Great Aycliffe.  | DA/SC/LW                | Ongoing    |

## 13.0 Risk Analysis

This year's plan has taken an innovative approach to service delivery and could possibly be affected by the risks shown as identified in the Council's risk register.

| Detail of Risk  | Current Control  | Level  |
|---|--|--------|
| Falling behind with grass cutting schedule  | Schedule in place.<br>Machinery maintained and serviced  | Low    |
| Sabotage of equipment   | Hire equipment. Daily checks   | Low    |
| Pollution of West Park lakes  | Use of specialist contractors to clear lakes   | Low    |
| Burial in wrong grave   | Registers/maps kept up to date.<br>Checking procedures in place  | Low    |
| Headstone erected on wrong grave  | Cemeteries officer present prior to fitting<br>Registers/maps up to date                                   | Low    |
| Unsafe headstones leading to accident   | Stonemason registration scheme<br>Appropriate fixing method<br>Annual inspections                          | Low    |
| Play equipment not maintained   | Maintenance and inspection programmes.<br>Annual independent inspections                                   | Low    |
| Failure to maintain golf course adequately  | Work schedule in place.<br>Monthly meetings with Golf Club committee. Golf Working Group.                  | Medium |
| Vandalism to golf greens  | Regular checks undertaken  | Medium |
| Closure of golf course due to flooding  | Drainage checked and maintained<br>Drainage improvements undertaken  | Medium |
| Risk of Legionella  | Checks in place  | Medium |
| Lack of action on Ash Dieback disease   | Trees currently monitored<br>Action plan in place<br>Staff trained in use of chain saws<br>Public informed | Medium |
| Unauthorised access by individuals on Council land  | Regular patrols and maintenance<br>Option of legal action<br>Target hardening in place                     | Medium |
| Dumping illegal/toxic substances on Town Council land   | Regular patrols  | Low    |
| Delays in the supply of materials, equipment and services   | Alternative suppliers and equipment considered where possible and appropriate                              | Medium |
| Failure to put in place additional measures to address risks created by driving range balls exiting over the right-hand fence onto the 17 <sup>th</sup> hole of the golf course | Internal out of bounds line put in place for trial period, pending re-rating of course                     | Medium |

This list is not exhaustive and health and safety risk assessments are undertaken in detail and reviewed on a regular basis.