



A NEW VISION FOR
KIRKBY VALLEY GOLF CLUB



**“Golf for all
is not just a slogan,
it’s a passion.”**

Georgia Ball

Allerton Manor Golf Club PGA Golf Professional
& England Ladies Golf Team Member

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CHAPTER

01

WHO WE ARE – GREEN CIRCLE

The logo for Green Circle, featuring the word "Green" in dark green and "Circle" in a lighter green, with a small green circle above the 'i' in "Circle".

“We value our partnership with Green Circle. It is a model for how working in partnership with the private sector, harnessing their expertise can lead to excellent outcomes and enhance community facilities. At a time when public finances are under extreme pressure, we have been able to deliver transformational improvements in our two public golf courses.”

Mike Kearney, Liverpool City Council





A TRUSTED TEAM, WITH A PROVEN TRACK RECORD

We are an innovative and progressive golf and leisure company, working with local authorities across the North West of England to provide high quality, accessible pay and play golf and family leisure facilities. Our background is in the development and management of a highly successful golf and leisure destination at Formby Hall Golf Resort and Spa on Merseyside. It's where we developed an understanding of the importance of quality, innovation and exceptional customer service.

We believe these standards and attention to detail can and should be embedded in a new model of public pay and play golf provision. We want to match these standards, but with a welcoming and accessible culture that is open to all. Today we are bringing these values into our cutting-edge partnerships with local authorities to deliver community leisure and sports facilities that match and exceed the highest standards of private sector provision.

At a time when local authorities have been under enormous financial pressure, and investment in public pay and play golf courses has been increasingly difficult, our mission is to bring private investment, innovation and operational expertise to realise the full potential of these valued public assets. Our aims are:

- To expand opportunities for participation in sport and to help develop talent and potential across the community
- To develop and manage the region's best public golf destinations and offer our customers the best possible golf experience at affordable prices
- To create vibrant, attractive and accessible golf and leisure destinations combining opportunities for sport, outdoor recreation with a broader family-friendly leisure and hospitality offer
- To be innovative, nimble and creative providing facilities and services that set new standards and respond to the needs and expectations of local communities
- To build positive and durable partnerships with local authorities that are commercially sustainable and promote shared commitments to social value and environmental sustainability whilst providing a secure revenue stream for the Local Authority
- To encourage and facilitate active outdoor exercise and sporting participation to help promote physical fitness, mental well-being and healthy life-styles

GREEN CIRCLE ESTATES THE TEAM



OUR PARTNERS



OUR CONSULTANTS



1.2

OUR MODEL A NEW KIND OF PARTNERSHIP

It's about golf!

Golf remains at the core of our vision and is the foundation for our commercial and wider social strategy. For Green Circle, the move from operating a successful private member's golf and leisure destination to a series of strategic partnerships with local authorities across the North West of England was more than a commercial opportunity. It is rooted in our passion for golf and our desire to grow and expand the game, to develop and nurture talent, to break down barriers to participation and encourage as many people as possible to participate in this enjoyable, healthy, challenging and occasionally frustrating sporting pursuit.

It's about making a destination!

It is also about applying our experience and expertise from running a successful private golf and leisure destination, to the challenge of sustaining and repositioning public pay and play golf provision. By diversifying the leisure and hospitality offer at our courses, we can create a broader and more attractive customer offer, but we can also ensure a more robust and sustainable revenue base upon which we can guarantee affordable high-quality golf for all.

It's about bespoke solutions!

We do not offer identikit or one-size fits all solutions for our partners and individual courses. Every course presents its own challenges and offers its own unique opportunities. Our approach envisages bespoke solutions and investment strategies for each course, informed by their specific characteristics, distinctive features and potential, location, market demographics and the aspirations of our partners and customers. Respect for the heritage, setting and sense of place of each course is integral to the experience and unique value of these important community assets.

It's about long term commitment and genuine partnership!

However, underpinning each strategy is a robust partnership model based on a long-term commitment from both Green Circle and the Local Authority. Underpinning that partnership is an institutional leasehold structure that enables Green Circle to access the necessary investment required to create attractive high-quality leisure destinations that are financially robust and sustainable. We have pioneered a new kind of private / public partnership founded on shared social and civic values, but supported by private sector entrepreneurialism, commercial acumen and investment. As a partner, Green Circle embrace Local Authority commitments to social value and environmental sustainability. Our recruitment and procurement processes focus on creating opportunities for local people, businesses and suppliers. We are committed to developing the skills and potential of all our staff through established relationships with training and education providers, including Myerscough College. Our approach to the management, planting and maintenance of our courses and parkland is designed to foster sustainability and bio-diversity.



“We have previously created and developed one of the region’s most successful and attractive private golf destinations at Formby Hall Golf Resort and Spa. Today we are bringing these values into our cutting-edge partnerships with local authorities to deliver community golf, leisure and wider sports facilities that match and exceed the highest standards of private sector provision.”

Yvonne Jackson, Operations Director,
Green Circle Estates

CHAPTER

CASE STUDY 01

1.3

ALLERTON MANOR, LIVERPOOL

“The transformational changes at Allerton Manor over the last 5 years have been incredible. From the condition and management of the course to the quality of the clubhouse, restaurant and changing facilities. There is a real focus on the customer and attention to detail. It feels like a high class golf club, but one that is open to everyone.”

Jorn Jensen, Captain of Allerton Manor Golf Club 21/22.

1.3

ALLERTON MANOR, LIVERPOOL

In partnership with
– Liverpool City Council



- Operated by Green Circle since 2015
- £10 million private investment to date on comprehensive upgrade of 18-hole golf course and the investment in the hospitality offer with new bars, restaurant and function spaces completed to date
- 30% growth in playing numbers since 2015
- Masterplan approved by Liverpool City Council to create Par-72 Championship Course, driving range, purpose-built golf pavilion with shop, locker rooms, indoor teaching space and golf simulator, an 18 hole Adventure Golf course and the restoration of Listed Manor House to create new 31-bed hotel and spa

In 2015 Green Circle was appointed by Liverpool City Council to operate Allerton Manor Golf Course.

Green Circle inherited a loss-making liability that had been starved of investment, and with Council-budgets under extreme pressure, was poorly maintained and struggling to survive. The clubhouse was neglected, the condition of the course was very poor and there was a real and imminent threat that this much-loved and valued public golf course could cease to exist.

Transforming the golf experience

Our key priority has been to improve the quality and playability of the Allerton Manor courses and the quality of the golf experience.

Key investments have included:

- Working with renowned international golf course design specialists, International Design Group (IDG), we have re-shaped and landscaped fairways on the 18-hole course to make it more attractive, challenging and playable during winter months.
- Created new championship tees and significant improvements to greens with a new high quality and professional greenkeeping regime, using state-of-the-art TORO greenkeeping machinery equipment, to ensure the course is maintained to the highest standards throughout the year.
- Introduced a new booking system and on-line booking facility to reduce waiting times, as well as proactive marketing and a new membership system to encourage wider and more frequent use of both the 18 and 9-hole courses.
- A thorough commitment to customer care and attention to detail, introducing buggy hire, improved signage and vastly improved changing and washing facilities for golfers.

These changes have helped to deliver consistent growth in golfing numbers since 2015 for pay and play and membership rounds, bucking the trend amongst most public and municipal course over the same time period.



“The transformational changes at Allerton Manor over the last 5 years have been incredible. From the condition and management of the course to the quality of the clubhouse, restaurant and changing facilities. There is a real focus on the customer and attention to detail. It feels like a high class golf club, but one that is open to everyone.”

Jorn Jensen - Captain of Allerton Manor Golf Club

1.3

ALLERTON MANOR, LIVERPOOL

A quality leisure and hospitality offer

At the same time as we focused on creating first-class golf facilities, we understood the need to raise the standard of the wider leisure and hospitality offer and realise the unique potential of the Allerton Manor estate.

- We fully restored the neglected grade II listed stable block to create a new golf shop, changing rooms and club facilities and **The Old Stables Restaurant**, as the first stage of an investment programme to enhance the customer offer and restore the site's important heritage assets
- The second phase of restoration saw the opening of **The Hay Loft**, a flexible events and function space that has become a popular venue for social gatherings, celebrations and business events
- Focusing on the potential of the formerly derelict Grade II Listed Manor House, we created a further addition to Allerton's hospitality offer with the opening of the **Fletcher's Sports Bar** whilst developing a vision for a more comprehensive and ambitious restoration of one of South Liverpool's most historic buildings

"The guiding principle for our operation and investment at Allerton Manor is to provide first class facilities and opportunities that can be accessed and enjoyed by the community. It's about realizing the potential of a unique asset and a special place. It's by talking and listening to our all our customers – the people who play at and visit Allerton Manor – that we have developed this vision and our future development plans."

- **David Goscombe**,
Golf Director, Green Circle

The future vision

The delivery of our long term vision was initially constrained by the short-term nature of the 25 year operating lease, however, following a new partnership concordat and subsequent completion of a new 150 year lease agreement with Liverpool City Council, we have developed an ambitious masterplan vision, and in September 2019 we secured planning permission for a major programme of investment and transformational improvements at Allerton Manor.

Key proposals include:

- The remodelling of the course to create a genuine par 72 Championship course, with a new driving range
- A new Golf pavilion, shop and training suite with improved locker rooms and changing facilities.
- A family friendly Adventure Golf facility

- The full restoration and conversion of the Grade II Listed Manor House to create a 31 bedroom boutique hotel, spa and events destination

With planning permission for the masterplan granted by Liverpool City Council in September 2019, work has now commenced on the £15 million investment strategy and will be delivered by Spring 2025.





CONSTRUCTION WORKS



COURSE UPGRADE



THE OLD STABLES RESTAURANT





NEW GOLF SHOP & LOCKER ROOM





THE HAY LOFT FUNCTION SUITE





FLETCHER'S
SPORTS BAR

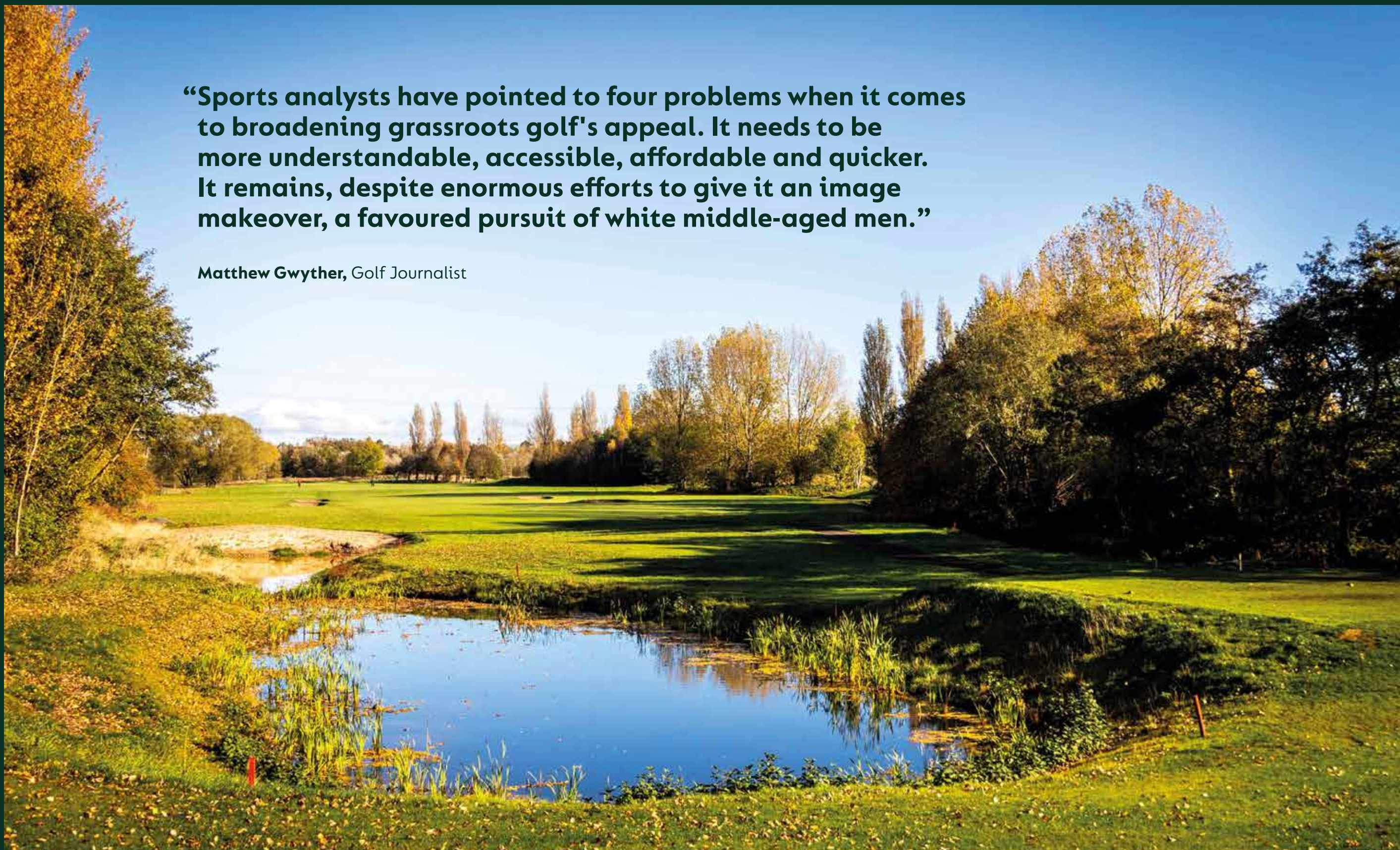
CHAPTER

02

OUR MISSION - TOTAL GOLF!

“Sports analysts have pointed to four problems when it comes to broadening grassroots golf's appeal. It needs to be more understandable, accessible, affordable and quicker. It remains, despite enormous efforts to give it an image makeover, a favoured pursuit of white middle-aged men.”

Matthew Gwyther, Golf Journalist





FORMBY HALL GOLF RESORT & SPA

“We have previously created and developed one of the region’s most successful and attractive private golf destinations at Formby Hall Golf Resort and Spa. Today we are bringing these values into our cutting-edge partnerships with local authorities to deliver community leisure and sports facilities that match and exceed the highest standards of private sector provision.”

Yvonne Jackson - Operations Director, Green Circle Estates



02

OUR MISSION - TOTAL GOLF!

In 2015 we decided to create a new business with a bold and distinctive vision. Our ambition was to build strategic partnerships with Local Authorities across the North West of England to re-imagine and revitalise municipal pay and play golf provision to promote accessible and affordable golf to all.

Each course presents a unique set of opportunities for investment and the improvement and expansion of golf and leisure opportunities. At the core of our strategy for each course is Green Circle’s TOTAL GOLF vision – a desire to expand the breadth and quality of opportunities for participation from all age groups and ability levels. This means rethinking and reconfiguring traditional public golf provision to create opportunities for participation, learning and enjoyment. TOTAL GOLF is about breaking down barriers, being innovative and offering everybody the chance to experience golf in all its formats:

- Making courses more interesting, more challenging and improving design, management and maintenance to guarantee all your round playability
- Encouraging younger and new golfers by providing shorter 9-hole Academy courses alongside more demanding 18-hole Championship courses
- Improving practice and learning opportunities through improved putting areas, state-of-the-art two-tier driving ranges, teaching areas and the latest golf simulator equipment
- Offering an introduction to golf in its most accessible and family-friendly format by providing hugely popular Adventure Golf courses to complement the more traditional golf offer
- Ensuring a consistent and exceptional level of customer service on a par with the best private sector golf clubs and courses

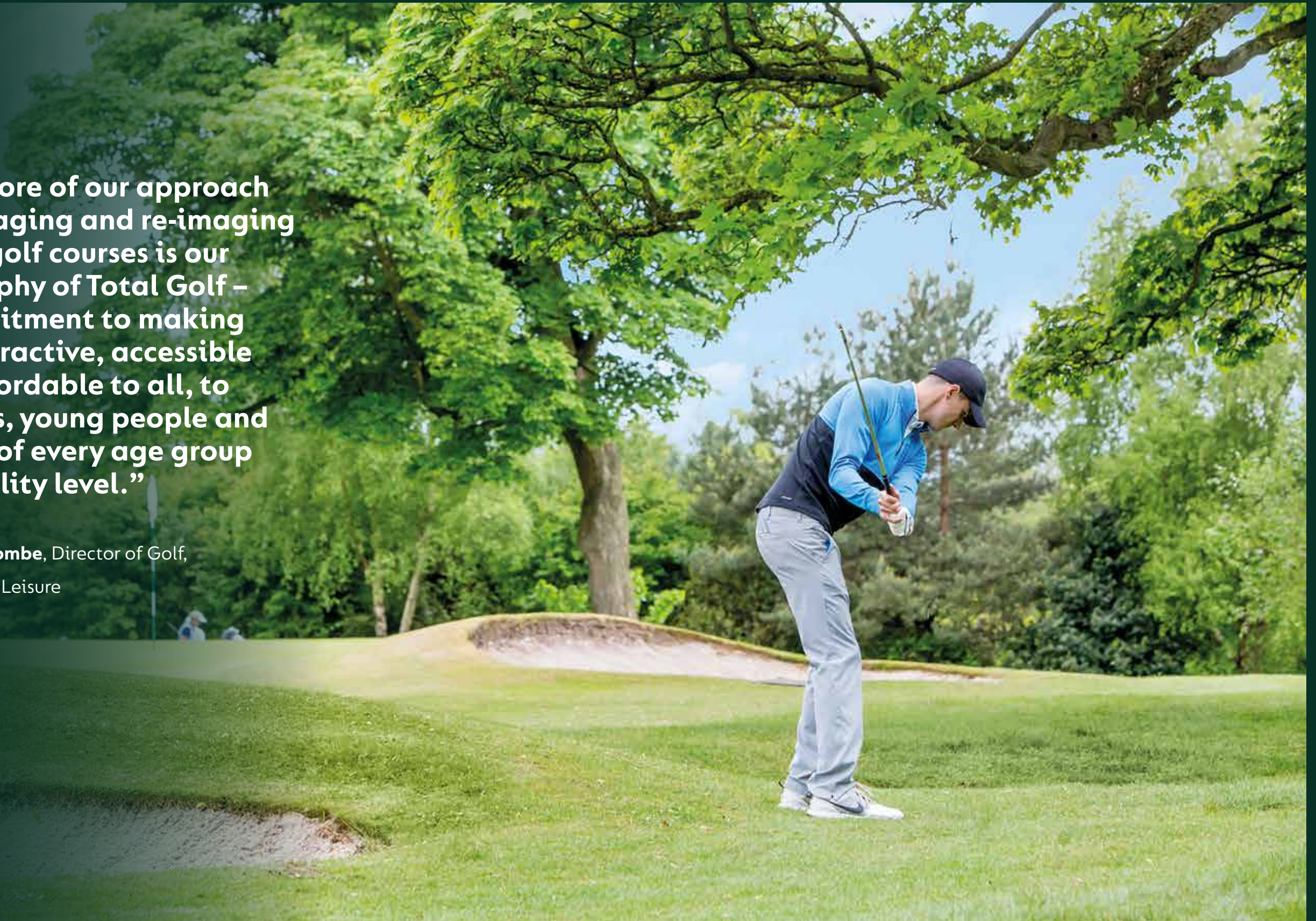
Alongside our TOTAL GOLF vision, we aim to create popular and sustainable family leisure destinations with opportunities to participate in other outdoor sporting activity, supported by an attractive family-friendly hospitality offer. At a time when public funds and public sporting facilities are under extreme financial pressure, Green Circle recognises our key responsibility to ensure the future of affordable access to sport and outdoor recreation for all.

At a time when both public courses and private golf clubs in the UK and internationally have been struggling for survival, Green Circle is leading the way in re-imagining public golf provision. Only by radically diversifying and enhancing the offer can golf courses develop new markets and create new and sustainable income streams.

For Green Circle, sourcing the investment to transform what are often cash-starved public assets into attractive and thriving family destinations, requires a robust business plan founded on new and multiple sources of revenue. Diversification is fundamental to the vibrancy and attractiveness of our facilities but is also essential to their viability and sustainability.

“At the core of our approach to managing and re-imaging public golf courses is our philosophy of Total Golf – a commitment to making golf attractive, accessible and affordable to all, to families, young people and golfers of every age group and ability level.”

David Goscombe, Director of Golf,
Green Circle Leisure



CHAPTER

03

A VISION FOR KIRKBY VALLEY

“Green Circle have significantly improved the condition of the golf course at Kirkby Valley beyond recognition. The maintenance and management of the enhanced course and facilities are exemplary, and we are looking forward to the granting of planning permission for next phase of investment. It will be a huge benefit for golfers and for everyone who will use the expanded and improved golf and leisure offer.”

John Schulz, Captain Kirkby Valley Golf Course

3.0

A VISION FOR
KIRKBY VALLEY

“Our vision for Kirkby Valley is to radically improve and expand the golf, and leisure offer, to establish Kirkby Valley as one of the best all-round golf and leisure destinations in the region. Beyond that, we see this £15 million investment as a massive regeneration boost that will create a wide variety of employment, learning and personal development opportunities for local people. It’s a game changer for this area.”

Michael Hanlon, Chief Executive
Green Circle Leisure.

Kirkby Valley in Knowsley is one of the two courses operated by Green Circle through our partnership with Liverpool City Council. Since taking over the course in 2015 we have delivered a programme of comprehensive improvements to the course and facilities at Kirkby Valley that have radically improved playing numbers.

From the outset we have envisaged a more radical and ambitious programme of investment to turn Kirkby Valley into a thriving centre for golf and family leisure through the delivery of our TOTAL GOLF vision. Following agreement with Liverpool City Council on a new extended lease in 2020, we are now able to commit to the level of investment required to transform Kirby Valley and fully exploit its potential and location.

Following a period of consultation and dialogue with our landlord, Liverpool City Council, and the planning authority Knowsley Council, we have devised an exciting masterplan vision to expand and further enhance the golf offer at Kirby Valley, with a supporting family leisure offer, to create widely expanded opportunities for participation, recreation and well-being.

We have developed an ambitious master plan for Kirkby Valley founded on our TOTAL GOLF vision and our golf for all philosophy. We envisage an expanded golf and leisure offer delivered through a £15 plus million investment that will create more than 100+ full-time permanent jobs and 150 plus additional construction jobs. These initial ideas have been developed in partnership with both Liverpool City Council and Knowsley Council, as well as inclusive consultation with our members, golfers and the wider community. The guiding principle has been to provide an integrated golf and leisure offer that meets identifiable community and market requirements. Kirkby Valley will become a thriving exemplar for our TOTAL GOLF vision – a hugely popular and successful destination for the people of Knowsley, Liverpool and the wider region.



3.1

ALL FOR GOLF AND GOLF FOR ALL

We are setting out a masterplan vision that seeks to reconfigure the existing estate to provide a better quality, more diverse and more challenging golf offer. Golf is a fast changing, dynamic game. It has been completely transformed by new equipment, new formats and a much more inclusive ethos. Green Circle's TOTAL GOLF vision is about offering golf challenge and experience relevant to today, not to how the game was played 100 years ago. Expanding and improving our offer requires a wider reconfiguration of the estate with a chance to radically improve and expand facilities for our existing and new golf customers. Through our ambitious and imaginative masterplan we intend to deliver every component of our TOTAL GOLF offer at Kirkby Valley.

The core elements of our new vision include:

An enhanced and reconfigured 18-hole course on a par with the region's best private courses.

Working with leading international golf course architects IDG, we have set them an ambitious brief to make Kirkby Valley one of the top public golf courses in the North of England. We will be delivering a comprehensive programme of improvements to the existing 18-hole course at Kirkby Valley. The improvements will include the reshaping of tees, green and bunkers with drainage and irrigation works designed to improve the quality of the course and ensure all-year-round playability.

A 9-hole academy golf course

In addition to an improved and reconfigured 18-hole Championship course at Kirkby Valley we will be creating a new 9-hole par 3 course as part of our commitment to promote participation and encourage golfers of different ages and ability levels. The academy course is a perfect introduction for younger players, beginners and those who want to enjoy a less technically and physically challenging game of golf. By intelligent and sensitive reconfiguration of the Kirkby Valley estate, our aim is to expand access, maximise participation and provide new and multiple opportunities to learn, play and enjoy golf.

A new Clubhouse, golf shop, restaurant and function space

The masterplan and reconfiguration of the course have provided us with an opportunity to deliver a new modern high-quality club house and shop with bar / restaurant and function suite. Our experience with Allerton Manor and Sherdley Park has demonstrated that the quality of ancillary and hospitality facilities is vitally important in attracting and retaining customers and providing them with a quality experience. It also helps to diversify income and underpin the sustainability of affordable pay and play golf for all. The new building will enable us to provide improved locker, changing and shower facilities as well as accommodating an attractive restaurant for the enjoyment of golfers and other visitors. The function suite will provide another important social and leisure dimension to the offer, providing a new and attractive facility for social events and family celebrations. Our aim is to create a vibrant and welcoming family leisure destination with a range of attractions and facilities that will encourage more people to visit, and more people to participate in healthy sport and recreational activity.

New Proposed Clubhouse



“We want to offer opportunities to everyone who is potentially excluded from sport and outdoor recreation including younger children – especially girls – and disability groups. Golf for all is not a slogan, it’s a passion.”

Georgia Ball (Golf & Community Development Manager and Great Britain Ladies Golf team member)

3.1

ALL FOR GOLF AND GOLF FOR ALL

A new state-of-the-art two-tier driving range

By reconfiguring the course, we can bring to Kirkby Valley a unique and exciting addition to our TOTAL GOLF offer. We propose a new state-of-the-art two-tier driving range that will be a key asset in teaching and encouraging more people to learn and play golf. The new modern driving range facility fits comfortably into the Kirkby Valley estate. Developing golf skills and potential is key to Green Circle's mission and purpose and the driving range building will also accommodate several golf simulator rooms and teaching spaces. This teaching and training hub alongside our Championship and Academy Courses will become a key asset for the delivery of our PGA accredited development programmes.

An 18-hole Adventure Golf course

Golf course operators need to be flexible and imaginative in the current market and the growth of Adventure Golf as a popular and fun family activity is not a threat but a huge opportunity. It is a new but vital ingredient in our TOTAL GOLF offer at Kirkby Valley. We see the inclusion of an 18-hole Adventure Golf attraction as a natural extension of the new Kirkby Valley offer to a broad family demographic. By integrating this innovative element within a broader golf offer, we are inviting and encouraging wider participation from families and many who would otherwise feel inhibited or excluded from full-scale or traditional golf. We believe that offering golf in its most accessible and fun format will be a positive way to encourage more people to progress to more traditional and challenging golf formats. It will also provide and generate additional commercial revenues that are vital to the success and sustainability of the TOTAL GOLF business model. Adventure Golf offer is not therefore an optional extra, but it is integral to the attractiveness of Kirkby Valley to a broad family market, and essential to the long-term future of a new golf and sporting destination.

Reaching Out

TOTAL GOLF is not just about creating attractive, accessible and affordable new facilities, it's about being proactive and taking the game out to the community - especially those who might otherwise feel or be excluded.

The redesign of the course and new facilities gives us the opportunity to review and improve all aspects of accessibility to all our buildings, sporting facilities and activities. The masterplan is a chance to configure the offer to align with our core values and vision, and to provide a mix of facilities and opportunities that will be accessible to all. Equally important as the new facilities will be our outreach, development and teaching programmes targeting young people, disability groups and all those who are often excluded from participation in sport and active recreation.

Following on from our pioneering work at Formby Hall with schools in Sefton, we will be launching an outreach initiative to schools in Knowsley and North Liverpool, offering teaching and sampler sessions to the golfers of tomorrow. We

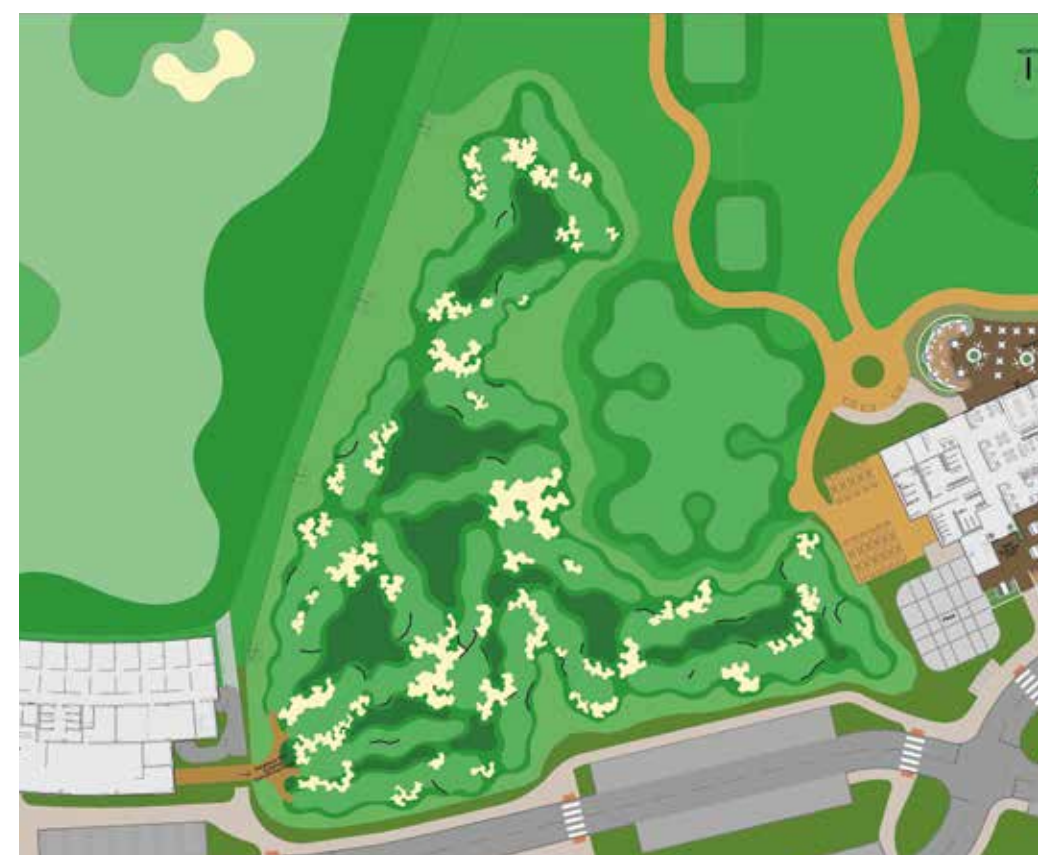
will work closely and collaboratively with Knowsley Council's Leisure and Education departments, as well as directly with local schools, to roll out an inclusive development and teaching programme. As part of a Section 106 agreement with Knowsley Council we would agree and commit to measurable outputs in terms of staff hours, outreach activity, tuition and playing sessions.

We recognise that our neighbouring communities of Kirkby and North Liverpool contain higher than average numbers of people experiencing economic disadvantage. It's why ensuring affordability remains a key objective in expanding the golf and leisure facilities at Kirkby Valley. In addition to pledging to keep green fees and charges at Kirkby Valley competitive and affordable with respect to other public pay and play courses in the region, we will work with Knowsley Council to offer packages and discounts to golfers and local residents at off-peak times.

New Proposed Driving Range



Kirkby Valley - Adventure Golf



CHAPTER

04

SPREADING THE BENEFITS

“Green Circle have significantly improved the condition of the golf course at Kirkby Valley beyond recognition. The maintenance and management of the enhanced course and facilities are exemplary, and we are looking forward to the granting of planning permission for next phase of investment. It will be a huge benefit for golfers and for everyone who will use the wider sporting and leisure offer.”

John Schulz, Captain Kirkby Valley Golf Course

4.1

EMPLOYMENT, SKILLS AND APPRENTICESHIPS

“Before Green Circle took over operation of Kirkby Valley the site supported 10 jobs, The proposed investment will create 100+ new jobs and will expand and diversify opportunities for people to develop skills and pursue careers in green keeping, retail and hospitality and construction. This is not just about creating a vibrant sport and leisure destination for the community, it’s a major investment in economic development for Kirkby.”

Michael J Hanlon, Chief Executive,
Green Circle Leisure

Green Circle has already invested substantially in the delivery of initial improvements to our courses at Kirby Valley and Allerton Manor’s golf and leisure offer creating additional jobs and hugely enhanced public facilities. Today we are committing a further £15 million pounds of private investment into a public asset to deliver an ambitious masterplan vision that will create 106 new jobs covering a diverse range of skills, sectors and career paths in retail, green keeping, hospitality, management and marketing. We have calculated the impact of the new employment created through this development will generate up to £3.1 million of GVA per annum into the local economy.

Through our relationship with the PGA we will continue to develop accredited apprenticeships in green keeping, and we will develop staff development programs across every strand and aspect of the Kirkby Valley operation. The overwhelming majority of our staff live and were recruited from the Liverpool City Region. Through our partnership with Liverpool City Council and our developing relationship with Knowsley Borough Council, we have a clear understanding of our broad civic responsibility and fully embrace the Local Authorities’ commitment to equal opportunity and social value. Green Circle

has already established relationships with social partners and training providers, Myerscough College and Transform Lives. We have already worked successfully with these partners in recruiting and designing bespoke training packages for two new apprentices at Kirkby Valley. We look forward to upscaling our partnerships and working closely with Knowsley Works and its recently launched Restart Initiative to maximise employment and training opportunities for local people especially those disadvantaged in the labour market. As part of our Social Value strategy, we have already committed to a partnership with Fusion 21 to deliver a comprehensive package of employment, apprenticeship and placement opportunities targeted at local unemployed adults and NEET’s.

Green Circle is willing to agree a comprehensive Section 106 agreement with Knowsley Council committing us to measurable outputs relating to local procurement, employment and apprenticeships, including;

- Percentage of local people employed during construction phase and post completion.
- Number of long term unemployed and persons with NEET status employed during and beyond construction

- Time and resource commitments relating to mentoring, work placement, schools visits / career advice sessions.
- Numbers and durations of apprenticeships during and post construction
- Total amounts spent in local supply chain and with VCSE's during construction

We envisage this masterplan as being about more than a transformational improvement in sporting and recreational facilities for Kirkby and North Liverpool; it is an opportunity to deliver similarly transformational life-changing opportunities for local people to access employment, training and skills.

Sport, leisure, tourism and retail are at the core of Liverpool and Knowsley’s plans for economic growth. Creating new high quality, attractive and accessible destinations like Kirkby Valley, has important indirect as well as direct economic benefits. It stimulates spend in the local economy and supply chain, encourages visitors and enhances the attractiveness of the area and the wider city to new residents and investors. Our parkland and public green spaces are vital assets and are as important as our town centres and employment areas to our long-

term prosperity and wellbeing. Using them imaginatively and sensitively can be one of the ways in which we make our City Region a better and healthier place for everyone.

Specifically, we believe there is strong synergy between our vision for Kirkby Valley and Knowsley's emerging vision for the wider regeneration of Kirkby. A high quality, accessible and affordable sporting and leisure destination will be a key component in Kirkby's place vision and will help underpin its attractiveness as a place to live, work and invest.



£2m

Invested so far

£15m

Proposed new investment

25

Jobs created to date

100+

New jobs to be created

150

Local construction jobs to deliver the project

20+

New quality apprenticeships to be created

4.2

HEALTH AND WELLBEING

“This is not just a community facility; we see it as a community business. The overwhelming majority of our staff are from the City and the local area. We recruit locally and we procure locally. Ensuring that our economic impact is maximized in Liverpool is one of our guiding principles. It also helps foster a real sense of togetherness and pride. We’re a team and we are proud to be part of a business and community asset that is giving value and enjoyment to the people of the city.”

Yvonne Jackson,
Operations Director,
Green Circle Leisure

One specific area where we see an immediate opportunity would be with respect to social prescribing initiatives being piloted by One Knowsley and Liverpool CCG. We see enormous opportunities to explore with prescribers opportunities to participate across the range of sporting and recreational activity envisaged in the masterplan.

The Kirkby Area Profile identifies high levels of ill-health including obesity, depression, respiratory disease, hypertension and COPD. It is a well-established fact that regular physical activity through sport is proven to improve physical health and mental wellbeing and is specifically recommended in The Chief Medical Officer’s Physical Activity Guidelines.

We see the masterplan as providing multiple opportunities to expand participation in healthy outdoor sport and recreational activity complementing and expanding the activities offered by Volair Kirkby at Cherryfield Drive. The range of activities provided through our TOTAL GOLF offer provides opportunities for a diverse range of age groups and people with differing levels of fitness and mobility.

In addition we also see the sporting and family leisure offer as providing spaces and activity to foster social engagement and interaction. The function and hospitality offer will provide new quality amenities for which there is clear need and demand from within Kirkby. Overall, we see the proposed investment and facilities as having an overwhelmingly positive impact on the health and wellbeing of the communities of Kirkby and North Liverpool.

Through our developing links with pioneering charities like Transform Lives and Care Merseyside, we are already scoping opportunities for social prescribing initiatives aimed at those facing mental health challenges, obesity and other conditions where sport, outdoor recreation and social interaction would be therapeutic. We are already planning a social prescribing pilot project with Kirkby-based charity, Care Merseyside for the existing course scheduled for autumn this year.

We have one simple measure of success – to get more people participating in golf, sport and healthy outdoor recreation – as a means of enjoyment but also as part of a more fundamental need to promote active life-styles, encourage exercise and boost health and well-being.



4.3

GREEN AND SUSTAINABLE



2 for 1

We will adopt a 2 to 1 replacement formula increasing both the number and ecological value of tree coverage in future years

Kirkby Valley sits within an important and strategic area of Greenbelt separating Kirkby and Liverpool. The future integrity of this important green lung can best be sustained by a successful and sustainable golf operation at Kirkby Valley.

Our master plan has been conceived to minimise the loss of green space whilst improving the quality and diversity of the golf, sport and leisure offer. Our design approach has focused on minimising the visual impact of development and preserving the openness and visual character of this Greenbelt site. Following dialogue with Knowsley planners we significantly amended the masterplan to protect openness. We have been able to minimise the impact of new facilities and structures through intelligent design, demolishing the existing clubhouse building and combining the driving range and teaching hub in one low-impact new building.

Similarly, we have designed a lighting strategy that will constrain light pollution and ensure the amenity of nearby residents. The car park and access road lighting will be designed in accordance with Society of Light and Lighting standards with height and orientation configured to contain light within the

site. The Adventure Golf lighting will be provided by low level bollard lighting and buried uplighters. The Driving Range will be illuminated by a buried “bern” lighting system which will eliminate any light pollution. In addition, we are proposing the planting of soft screening buffers along the River Alt to further minimise light pollution. All lighting will be controlled via photocell with manual overdrive and will be switched off outside hours of operation.

By reconfiguring the estate and diversifying the sporting and leisure offer we are helping to guarantee the green status of Kirkby Valley for future generations.

We have been careful also to minimise any adverse ecological impact, and instead we have set out to enhance local ecology and biodiversity. The planning application is accompanied by a comprehensive ecological report and habitat surveys that sets out how through sensitive planting of native species, landscape management and the creation of new habitats we will deliver a rich and flourishing natural environment. Existing habitats will be retained where possible, and compensation provided. Overall, there will be a net gain of 0.65 ha of new woodland, 550 trees and 0.84km supplementary

hedgerows and two new water habitats. A further 5.86ha out of play areas in the wider golf course will be allowed to grow as managed rough grassland and scrub to further diversify and enrich ecology.

A key part of our long-term management plan will be to continue to work with our social partners, Groundwork and Myerscough College, to involve local trainees and volunteers in the ongoing management and conservation of the site's diverse ecology.



30

The erection of 30 new bat boxes across the site to encourage roosting and achieve a net gain of suitable habitats

“The Kirkby Valley site has considerable ecology and landscape value. We respect and cherish the site’s ecology and have adopted an approach that seeks to enrich bio-diversity, create habitats and safeguard the site’s landscape value for future generations.”

Lyn Eccles-Sargeant, Ecology Services



4.4

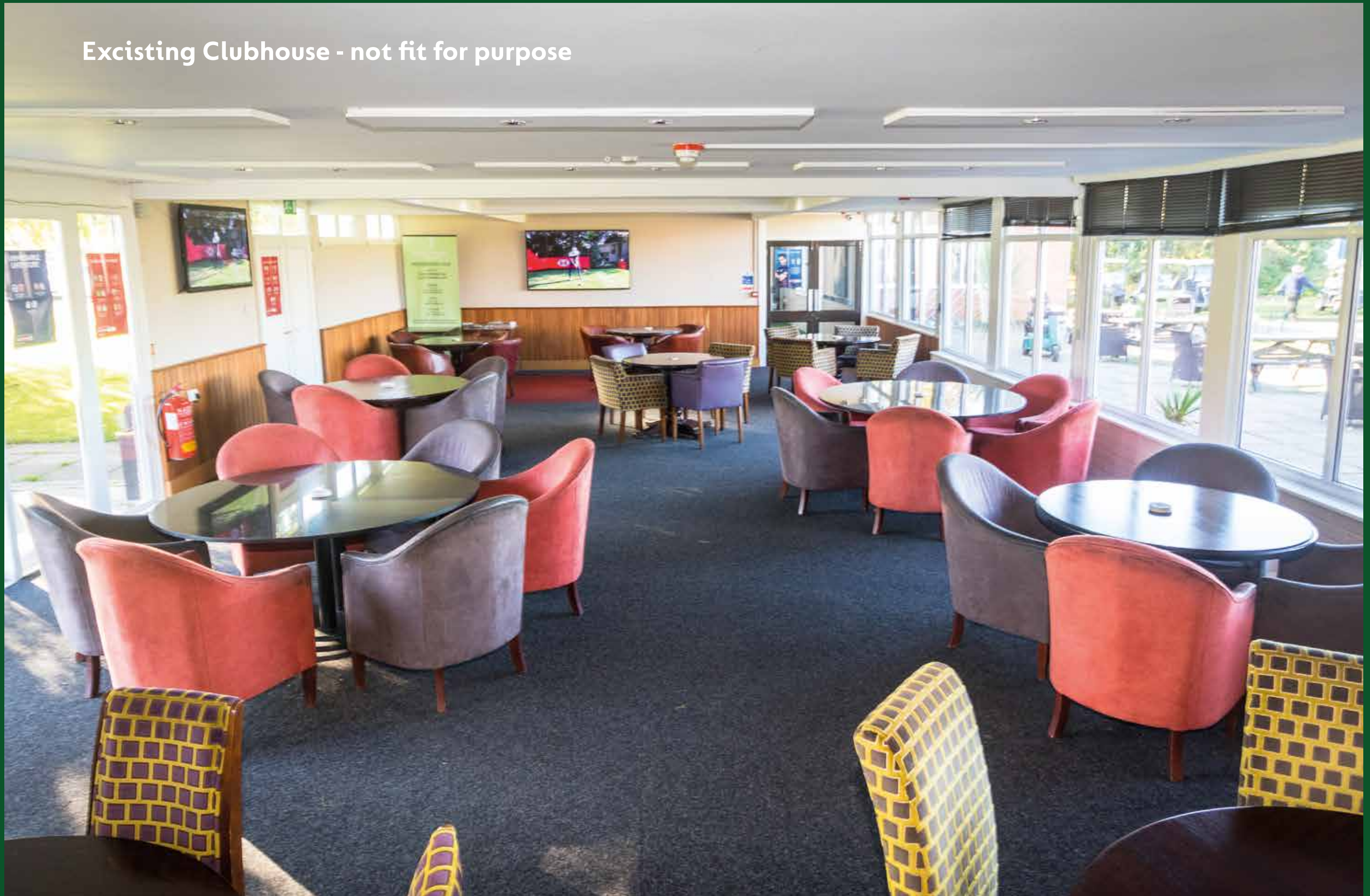
DELIVERING THE VISION

The guiding principle for our operation and investment at Kirkby Valley is to provide facilities and opportunities that can be accessed and enjoyed by the community. It's about realising the potential of a unique asset for the benefit of those who use it and the wider community. It's by talking and listening to our all our customers – the people who play golf at and visit Kirkby Valley and by understanding the needs and profile of the neighbouring communities in Knowsley and Liverpool – that we have developed this vision and our future investment plans.

We have submitted a planning application to Knowsley Borough Council to realise the masterplan vision set out in this document. The vision and planning applications have been developed by a highly skilled and professional team of golf course designers, architects, planners, ecologists and heritage specialists. We are the custodians of the Kirkby Valley, but ultimately its future belongs to the people who will enjoy, experience and visit its facilities. That's why we have developed a vision that respects local planning policy, seeks to enhance its ecology and long-term status as a green lung between Liverpool and Kirkby whilst maximising its value to the people of Liverpool and Knowsley as a fully accessible recreational and leisure asset. Over the coming weeks we will continue to engage with stakeholders. We have already substantially refined our plans to reflect suggestions from planners and other stakeholders.

This is a huge and exciting investment that will transform Kirkby Valley into a TOTAL GOLF destination and one of the best places to play, learn and enjoy all golf has to offer. We want to get it right and make the most positive possible impact on the lives and communities of Kirkby and North Liverpool.

Excisting Clubhouse - not fit for purpose



4.5

KEY BENEFITS

For too long Kirkby Valley Golf Course was an underperforming asset with unrealised potential. Through a unique partnership and dialogue with Liverpool City Council and Knowsley Borough Council, we have changed that. Now it's time to fully realise its potential and deliver an exciting and attractive Total Golf experience for the people of Knowsley and the wider Liverpool City Region.





- We will ensure accessible and affordable golf with an inclusive golf for all ethos.
- We will deliver pioneering training and teaching activity for children and disability groups as part of an inclusive and proactive community development programme.



- We will carry out a holistic planting and management plan that will protect the site's ecology and enrich biodiversity in the future.
- We will create 106 new permanent jobs in roles including, green-keeping, retail, hospitality, golf tuition, marketing and events management, delivering more than £3 million a year into the local economy.



- We will deliver an improved Championship golf Course at Kirkby Valley – that aims to be one of the best pay and play 18-hole courses in the North West of England.
- We will deliver an expanded golf-offer with improved facilities, including a new Adventure Golf course and new 9 hole Academy course and a unique two-tier Driving Range and reaching centre to attract more people and new golfers to widen participation.



- We will improve and enhance the hospitality and wider leisure offer to provide a new amenity and destination for the communities of Kirkby and North Liverpool.
- We will safeguard and underpin the green and open aspect of Kirkby Valley for future generations with a robust and economically sustainable vision.



- We will support the skills, potential and career development of our existing and future employees through accredited programmes and through our partnerships with Myerscough College and Transform Lives.
- We will commit to using local contractors and suppliers jobs during construction and agree measurable outputs for local jobs and apprenticeships with Knowsley Council, including targets for both long term and young employed local people.



- We will develop and nurture future talent through PGA accredited tuition and development programmes.
- We will support Liverpool and Knowsley's ambition to improve health and well-being by encouraging and enabling wider participation in sport and outdoor recreation.



- We will create positive opportunities for Knowsley and Liverpool residents to access training, volunteering opportunities and employment with our partners Myerscough College, Groundwork and Transform Lives.



“Public golf courses are vital to the future of the game and the development of world-class talent, but they are also places where everyone can learn, play and enjoy a great sport. Green Circle Estates are a company with a positive and progressive approach and their vision is a really exciting one. It’s about creating top-quality golf courses and the very best facilities whilst ensuring they remain affordable and accessible to all. I believe their innovative and imaginative approach is creating a new model that will help the success and growth of grassroots golf in the future.”

Phil Harvey - County Secretary, Lancashire Golf





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