



Expansion of Anfield Stadium for  
Liverpool Football Club

## Economic Impact Assessment

Liverpool Football Club

Economic Impact Assessment of an Expanded Anfield  
Stadium

May 2014

Regeneris Consulting Ltd  
[www.regeneris.co.uk](http://www.regeneris.co.uk)

## Contents Page

<b>1.</b>	<b>Introduction</b>	<b>1</b>
<b>2.</b>	<b>Approach to Assessing Socio-economic Impacts</b>	<b>3</b>
<b>3.</b>	<b>Current Economic Impacts of the Stadium</b>	<b>6</b>
<b>4.</b>	<b>Future Economic Impacts – Expansion of the Main Stand</b>	<b>14</b>
<b>5.</b>	<b>Future Economic Impacts – Expansion of the Main Stand and the Anfield Road Stand</b>	<b>24</b>
<b>6.</b>	<b>The Wider Regeneration Benefits of Stadium Expansion</b>	<b>32</b>

# 1. Introduction

- 1.1 Liverpool Football Club is one of England's most successful and well supported football clubs. The Club has a rich history of both domestic and European success, while the global reach of the English Premier League has led to the growth of a significant international fan base as well as reinforcing the Club's global football brand. Given the scale of the Club's domestic and international fan-base, the Club already plays an important economic role in supporting Liverpool's visitor economy.
- 1.2 In recent years the Club has been pursuing proposals for a stadium with increased seating capacity and enhanced facilities. The need for expansion is driven by demand from fans for tickets, as well as the commercial realities of competing in the Premier League and in European football competitions. The Club's current stadium is dated and does not provide the requisite scale of seating, operational floorspace, or the quality of experience the Club requires to meet its business objectives.
- 1.3 Regeneris Consulting was first commissioned by the Club in 2003 to assess the socio-economic impact of proposals to relocate the stadium to Stanley Park. Regeneris has been re-employed by LFC to assess the current proposals to expand the stadium. The purpose of this technical report is to provide an independent and robust assessment of the socio-economic impact of an expanded stadium. This is to inform the Club's planning application to Liverpool City Council. The outcomes from the assessment will also feed into the socio-economic chapter of the Environmental Statement, also prepared by Regeneris Consulting. The socio-economic impact assessment is based on the latest stadium design, related plans and the Club's business planning assumptions for an expanded stadium.
- 1.4 The socio-economic assessment of the expanded stadium takes into account the impacts associated with the expansion of the Main Stand (Phase 1- the Club are seeking full planning permission for this element of the expansion), as well as the combined socio-economic impacts associated with the expansion of both the Main Stand and the Anfield Road Stand (the Club is seeking outline planning permission for the expansion of the Anfield Road stand - Phase 2).
- 1.5 The proposed stadium expansion is coming forward alongside a collaborative approach to deliver the wider regeneration of the Anfield area of North Liverpool. Liverpool Football Club have been working closely with Liverpool City Council and Your Housing Group over the last two years to develop the Anfield Spatial Regeneration Framework (SRF). The SRF outlines a range of projects and actions, including the stadium expansion, which are important in delivering housing renewal and stimulating economic development locally. The SRF will effectively act as a guide for regeneration activities in the Anfield area in the short to medium term years.

## Structure of the Report

---

- 1.6 The remainder of the report is structured as follows:
  - Section 2 outlines our approach to assessing the economic impacts of the current stadium as well as the expansion.
  - Section 3 sets out a summary of the socio-economic impact of the existing stadium (this is essentially the baseline position upon which the economic impacts arising from the expanded stadium are judged against).
  - Section 4 sets out a summary of both the gross and net additional economic impacts arising from the expansion of the Main Stand.

## Economic Impact Assessment of an Expanded Anfield Stadium

- Section 5 sets out a summary of both the gross and net additional economic impacts arising from both the expansion of the Main Stand and the Anfield Road Stand (i.e. the impacts arising as a result of Phases 1 and 2).
- Section 6 considers the wider regeneration benefits for the local area arising as a result of the stadium expansion.

## 2. Approach to Assessing Socio-economic Impacts

- 2.1 The approach to estimating the socio-economic impact of the expanded stadium is broadly consistent with previous assessments Regeneris Consulting has undertaken for previous stadium proposals from Liverpool Football Club. The core approach is to compare the socio-economic impact of the current stadium in a base year (in this case, 25 games over the 2012/13 season) with those impacts arising from the expanded stadium in a typical operating year. For consistency and comparability a 25 game season has been modelled for the expanded stadium also (although in practice it could be greater than this if the Club qualifies for European competitions, or the Club has longer runs in domestic cup competitions with home games). The net additional impact of the expanded stadium is the difference between the two, after allowing for dynamic economic effects such as displacement, substitution and leakage.
- 2.2 The assessment of the economic impact of the expanded stadium has been informed using both existing and future business planning information provided to us by the Club, via consultations with Club officials and the completion of a data questionnaire. As well as consultations with the Club, consultations have also been undertaken with public sector organisations such as Liverpool City Council and Marketing Liverpool. These consultations were undertaken to provide additional contextual information on economic development plans and data to inform modelling assumptions. The assumptions which underpin the assessment are referenced directly within each chapter of the report.
- 2.3 Prior to outlining the various sources of economic impact, the types of impact assessed and the spatial impacts used in the assessment, it is helpful to briefly outline the proposed stadium expansion plans to get a sense of the scale of change proposed.

### The Proposed Expansion Plans

---

- 2.4 Liverpool Football Club's Anfield stadium currently has a licenced capacity of approximately 45,500 seats. The proposed expansion of the Main Stand would lead to a total stadium capacity of approximately 53,800 seats by August 2016 (the completion of Phase 1 of the Stadium's expansion). The total capacity of the Main Stand would increase by approximately 8,300 seats (or +68% within the Main Stand) to a total of 20,538 seats. Of these additional seats, approximately 4,600 seats (over half) would be allocated as Premium Seats, linked to hospitality packages sold by the Club which would utilise the significant increase in hospitality facilities designed within the expanded Main Stand. The remaining additional seats within the stand would be classified as General Admission seats. In total there will be approximately 15,900 General Admission seats in the Main Stand.
- 2.5 Further expansion of the Anfield Road Stand (Phase 2) would result in the total capacity of the Anfield Road Stand increasing by around 4,800 seats (+50%). While Phase 2 proposals are at an early stage, it is proposed that these seats will all be for General Admission. Taking the Main Stand and Anfield Road Stand expansion together, this would lead to an expanded stadium capacity of approximately 58,600 seats. The total increase in capacity at the expanded stadium would be in the order of approximately 13,100 additional seats.

### Sources of Impact

---

- 2.6 This assessment only considers the economic impacts arising as a result of the activities which take place in the stadium, or activities which are intrinsically linked to the operations of the stadium or

the fans which attend. This is therefore not an assessment of the economic impact of Liverpool Football Club in its entirety.

2.7 In assessing the scale of impacts associated with the proposals for an expanded stadium, the assessment makes a distinction between a number of sources of economic impact:

- **Direct stadium related impacts:** This is economic activity which arises directly as a consequence of the investment in and subsequent operation of the expanded stadium. Much of this is the direct responsibility of Liverpool Football Club, comprising jobs which are permanent, sub-contracted and casual. The vast majority of the jobs supported will be located within the stadium, with the remainder in close proximity to it (e.g. car park attendants). Some, but by no means all, of these jobs will be supported by the expenditure of fans on tickets, merchandising and other goods and services (e.g. food and drink, betting) available within stadium.
- **Indirect impacts – linked to LFC supply chain expenditure:** Indirect economic impacts arise in the economy in relation to the expenditure made by the Club on bought in goods and services which support the operation and maintenance of the stadium. This expenditure with suppliers, and subsequent rounds of expenditure in the supply chain, can support further economic activity, and hence indirect employment in the economy of Liverpool and the Liverpool city region.
- **Indirect impacts – linked to off-site visitor expenditure and visitor related supply chain expenditure:** The expansion of the stadium will lead to a significant increase in capacity, across both general admission seats and premium seats within the stadium. These additional visitors to the stadium, both domestic and international fans, will deliver indirect economic impacts in the economy as a result of an increase in off-site expenditure, both pre and post-match, as well as a result of non-match day visitors (i.e. those attending the Club's museum and stadium tour). As well as these impacts, further indirect supply chain economic impacts can also be supported in the economy via visitor-related businesses and service providers making supply chain purchases to support their own activities.
- **Induced impacts:** Induced economic impacts arise as a consequence of those people whose jobs are supported directly and indirectly as a result of the stadium, spending their income in the economy and therefore supporting further economic impacts.
- **Temporary construction related economic impacts:** The expansion of the stadium will also lead to temporary construction employment impacts arising.

2.8 The focus of the assessment on these sources of impact is mainly upon employment impacts (i.e. jobs and employment income created and supported). These employment impacts are presented as 'full time equivalent' (FTE) jobs, an approach which converts part-time and full-time jobs into a common basis to allow comparison.

2.9 As well as these sources of impact, the assessment also considers the wider regeneration benefits, or 'uplift effects', that the stadium expansion brings to the Anfield area. The expansion of the stadium is coming forward in line with a co-ordinated approach by Liverpool City Council to guide the regeneration of the Anfield area through the development of the Anfield Spatial Regeneration Framework (SRF).

## Impact Areas

2.10 The assessment looks at the impact of the expanded stadium on two main spatial levels, namely Liverpool and the Liverpool city region. For context, impacts are also presented for the UK economy as a whole. In addition, while the assessment considers the quantitative impacts at these spatial

levels, we also comment on the potential impacts within the local Anfield area, as well as discuss the wider regeneration benefits that the stadium can deliver locally. The rationale for the section of Liverpool and the city region impact areas is as follows:

- **Liverpool impact area:** the Liverpool local authority area is considered a meaningful economic area in which to assess socio-economic impacts for the expanded stadium. It is meaningful as it is the spatial scale in which it would be expected that a concentration of economic activity associated with the Club would arise (e.g. in terms of direct employment and visitor related expenditure impacts). This local authority based impact area also coincides with the Liverpool City Council planning authority area, which will determine the Club's planning application.
- **Liverpool city region impact area:** the football club also has an important socio-economic reach outside of the Liverpool City Council boundary, and out across the city region area. The city region area has also grown in relevance in policy and economic terms in recent years, as this spatial area represents the functional economic area of the Liverpool city region. The Local Enterprise Partnership (LEP) area, with its economic strategy and priorities, is also based on this spatial area. For the purposes of this assessment, the city region represents a meaningful area to assess socio-economic impacts of an expanded stadium. It is an area in which it would be expected a concentration of economic activity associated with the Club would arise (e.g. in terms of employment and supply chain impacts). It also has an important alignment with economic development policy, given the focus on city-region wide economic development priorities and strategy.



### 3. Current Economic Impacts of the Stadium

- 3.1 The first step in estimating the potential net additional economic impact of an expanded stadium is to understand the economic impact generated by the current stadium. This chapter of the report assesses the current economic impacts of the existing stadium. The analysis has been informed using information provided to us by the Club, via consultations with Club officials and the completion of a data questionnaire. This assessment is based on data from the 2012/13 season where LFC hosted 25 home games<sup>1</sup>.

#### Direct Stadium Related Economic Impacts

- 3.2 We estimate the current stadium directly supports 1,790 jobs. However, given the limited hours of some of these jobs, it is important to consider the composition of this total. The jobs are a combination of permanent jobs, match-day related jobs, as well as jobs which are temporary non-match day related or those which are sub-contracted<sup>2</sup>. Using information provided by the Club on employee residence, around 90% of all jobs supported at the stadium are taken by residents from within Liverpool, with 97% of all jobs taken by residents from within the Liverpool city region.

Table 3.1 Stadium Related Direct Employment by Place of Residence, 2012/13

	UK	Liverpool City Region	Liverpool
Permanent staff	125	109 (87%)	93 (74%)
Temporary match-day staff	1,505	1,475 (98%)	1,400 (93%)
Sub-contracted and temporary non-match day staff	160	144 (90%)	136 (85%)
<b>Total</b>	<b>1,790</b>	<b>1,728 (97%)</b>	<b>1,628 (91%)</b>

Source: LFC; Regeneris Consulting

- 3.3 Around 7% of all jobs supported (125 jobs) at the stadium are permanent employees of Liverpool Football Club. These jobs are predominantly full-time (c.80%) and are concerned with a wide range of operational and maintenance activities at the stadium<sup>3</sup>. Of these, around three-quarters are taken by Liverpool residents, and 87% by residents from within the Liverpool city region.
- 3.4 Temporary match day staff account for just under 85% of all employment (c.1,500 temporary jobs) supported at the stadium. These jobs cover a wide range of roles<sup>4</sup> and are predominantly taken by Liverpool residents (1,400 or 93%), or by residents from across the city region (1,475 jobs or 98%). Given the temporary nature of the jobs and the working hours required, this geographical spread in close proximity to the stadium is not surprising. Temporary workers in ground catering and hospitality roles account for around 60% (878 jobs) of all temporary match day jobs, while stewards (crowd control) account for around 30% (440 jobs).

<sup>1</sup> The Club competed in 19 home premier league games and 6 domestic or European cup games. The Club have provided information on attendances for each competition and aggregated these for total season attendance. Information on the proportion of home fans and away fans has also been provided.

<sup>2</sup> Sub-contracted roles are included here (and not in the supply chain indirect employment assessment) as they relate to full-time hours roles for security staff and cleaners at the stadium.

<sup>3</sup> These roles include: stadium management and operation; stadium and pitch maintenance and repair; ticketing; ground catering; retail and merchandising; museum and tour; conferencing and banqueting.

<sup>4</sup> These roles include: ticketing, ground catering, turnstile operators, car parking attendants, stewards, betting kiosks, security, cleaners, hospitality and banqueting, and retail sales advisors.

- 3.5 Analysis of current employee postcodes provided by the Club highlights that around 2% of current permanent staff reside within Anfield and Everton wards, rising to around 8% within wards in a 3km radius of the stadium. For all temporary staff the proportions were higher, at around 10% in Anfield and Everton wards and 33% within wards in 3km of the stadium.
- 3.6 While the stadium provides direct employment of various kinds for around 1,790 people, the employment impacts of the current stadium should typically be assessed in terms of full-time equivalent (FTE) jobs supported. This is helpful for comparative purposes when assessing the expanded stadium. An assessment of the scale of FTE jobs supported at the stadium is helpful in putting the impact of the stadium into context, given the high number of temporary staff employed to support the stadium's operations.
- 3.7 Based on information provided by the Club on average hours worked for different categories of workers, we estimate that stadium activities currently support around 271 FTE jobs. Of these 84% (226 FTE jobs) are taken by Liverpool residents, while 92% (249 FTE jobs) are taken by residents from across the city region.

Table 3.2 Stadium Related Direct Employment (Total Jobs and FTE Jobs), 2012/13

	UK Jobs	UK FTE Jobs	Liverpool City Region FTE Jobs	Liverpool FTE Jobs
Permanent staff	125	113	98 (87%)	84 (74%)
Temporary match-day staff	1,505	108	105 (98%)	100 (93%)
Sub-contracted and temporary non-match day staff	160	50	45 (90%)	43 (85%)
<b>Total</b>	<b>1,790</b>	<b>271</b>	<b>249 (92%)</b>	<b>226 (84%)</b>

Source: LFC; Regeneris Consulting

- 3.8 Employment supported at the stadium equates to gross annual employment income (employee earnings) of approximately £5.1m per annum. Just over half of this is attributable to the permanent staff employed by the Club, while the remainder is earned by temporary or sub-contracted staff. Around 80% of these earnings are paid to staff residing within Liverpool and around 90% to staff residing within the city region. Those earnings which leak-out of the city region, £0.5m, are paid to staff members who typically live in other parts of the North West or North Wales.

Table 3.3 Annual Employment Income Supported (£m), 2012/13

	UK	Liverpool City Region	Liverpool
Permanent Staff	£2.81	£2.44	£2.08
Temporary Match Day Staff	£1.50	£1.47	£1.40
Sub-contracted and Non-match day Staff	£0.82	£0.74	£0.70
<b>Total Stadium Related Impacts</b>	<b>£5.13</b>	<b>£4.66</b>	<b>£4.18</b>

Source: LFC; Regeneris Consulting

## Indirect Impacts – LFC Supply Chain Expenditure

- 3.9 Indirect economic impacts arise in the economy in relation to the expenditure made by the Club on bought in goods and services which support the operation and maintenance of the stadium. This expenditure with suppliers, and subsequent rounds of expenditure in the supply chain, can support further economic activity, and hence indirect employment in the economy of Liverpool and the Liverpool city region.
- 3.10 In the 2012/13 season the Club spent approximately £12.1m on bought in goods and services to support the operation and maintenance of the stadium<sup>5</sup>. However, in assessing the indirect economic impacts associated with this expenditure (i.e. indirect employment and employment income), some selected expenditure items were excluded from the analysis (e.g. business rates and expenditure on contracts for security and cleaning). The contracts for security and cleaning were excluded to avoid the issue of double-counting in the assessment. The employment supported via these contracts has been assessed as part of the direct stadium impacts. Given the way business rates are collected locally, transferred to central government, and paid back to local authorities as part of their settlements, we have not included the impact of this expenditure in the assessment.
- 3.11 Following this adjustment, it is estimated that the Club spent approximately £9.1m on bought in goods and services. Following discussions with the Club on the geographical spread of their supplier base, assumptions have been made regarding the proportion of this expenditure within Liverpool and the Liverpool city region. The Club currently spends around £4.0m per annum with suppliers based in Liverpool, and £5.3m annually with suppliers in the city region to support the operation and maintenance of the stadium.
- 3.12 We estimate that within Liverpool the Club's expenditure supports around 56 FTE jobs with their suppliers and in their suppliers' supply chains<sup>6</sup>. Across the city region, 78 FTE jobs are supported in the supply chain<sup>7</sup>. This scale of indirect employment supports £1.4m of employment income in Liverpool and £1.9m across the city region<sup>8</sup>.

Table 3.4 LFC Supply Chain Economic Impacts, 2012/13

	UK	Liverpool City Region	Liverpool
Total Supply Chain Expenditure (£m)	£9.13	£5.31	£3.99
Total FTE Indirect Jobs Supported	134	78	56
Employment Income Supported (£m)	£3.55	£1.91	£1.47

Source: LFC; Regeneris Consulting

<sup>5</sup> This expenditure covers a wide range of items. Examples include: building maintenance, catering suppliers, office supplies, cleaning, security, public relations and communications, ticketing, merchandising, business rates.

<sup>6</sup> Indirect multipliers of 1.3 (national), 1.15 (city region) and 1.1 (Liverpool) have been used to assess the subsequent effects within the indirect supply chain (i.e. further rounds of expenditure).

<sup>7</sup> Supply chain employment estimated based on turnover per FTE job estimates calculated using the ONS Annual Business Survey (ABS) for the North West (lowest spatial area available). Turnover per FTE estimates have been estimated for each broad item of supply chain expenditure by matching the item to relevant sectors.

<sup>8</sup> Indirect employment income is estimated by using median full-time earnings from the ONS Annual Survey of Hours and Earnings (ASHE) for the UK, Liverpool city region, and Liverpool.

## Indirect Impacts – Visitor Expenditure

- 3.13 Indirect economic impacts can also arise in the economy in relation to the expenditure made by visitors to the stadium. The expenditure of visitors outside of and beyond the stadium can support further economic activity and indirect employment in the economy, particularly within Liverpool and the city region, but also more locally within the Anfield area.
- 3.14 Whilst the majority of off-site visitor expenditure is associated with fans attending LFC games, expenditure will also be made by visitors drawn to Anfield on non-match days to visit the Club's museum, stadium tour and shop, while some expenditure may also arise from other sporting and non-sporting events held at the stadium. As well as the immediate indirect employment which is supported via visitor expenditure, further indirect supply chain employment will also be supported by these businesses expenditure with their supply chains. This is due to visitor-related businesses and service providers making supply chain purchases to support their own activities.
- 3.15 The assessment of indirect impacts is focussed on the off-site expenditure made by fans, both home and away, attending LFC football matches (25 home fixtures) in the 2012/13 season (it is these visitors that will generate the most significant levels of off-site expenditure). It also considers the off-site expenditure made by non-match day visitors to the Club museum and tour<sup>9</sup>, as well as an assessment of visitor-related supply chain employment impacts. An explanation of how their off-site expenditure has been assessed is provided below.
- 3.16 We have not modelled any off-site visitor expenditure impacts associated with other non-match day activities at the stadium. The Club currently uses hospitality space within the stadium to host business meetings, conferences and events, as well as other activities such as weddings and other functions (approximately 230 events and 37,600 attendees in 2012/13). While stadium related direct employment associated with all non-match day activities has been assessed, indirect employment impacts are more challenging to rigorously assess for this category. While we understand the range and number of events hosted by the Club, and the services provided by the Club to their guests (which may actually limit the opportunities for visitors to spend off-site, given the services provided within the stadium e.g. food and drink), we cannot be certain about the composition of visitors or the extent to which visitors may spend money off-site which can be attributable to the hosting of the event at the stadium.
- 3.17 In assessing the potential scale of off-site expenditure from fans attending football matches, the Club provided information on total attendance in the 2012/13 season by home and away fans<sup>10</sup>, data on attendances by competition, as well as data on the resident composition of their fan-base for both weekend and weekday matches (e.g. Liverpool, city-region, rest of the UK and international)<sup>11</sup>.
- 3.18 Average visitor expenditure benchmarks, based on a previous survey of 800 visitors to the stadium, have been used to inform the assessment of annual off-site visitor expenditure<sup>12</sup>. The survey distinguished between home fans from Liverpool and those from outside of Liverpool, however it

<sup>9</sup> Approximately 135,500 visitors came to the stadium solely to visit the museum and the stadium tour in 2012/13.

<sup>10</sup> Total attendance at Anfield in 2012/13 seasons across the 25 matches was 1.05m.

<sup>11</sup> This is the best available information from the football club based on information provided by their ticketing database. The composition of the fan base, and hence visitor expenditure, does alter depending on whether the match is played at the weekend or on a weekday (e.g. there is an increase in the proportion of Liverpool and Liverpool city region fans attending weekday matches in comparison to weekend matches). The modelling of visitor expenditure impacts within the assessment reflects this.

<sup>12</sup> Average off-site expenditure estimates have been adjusted to 2012 prices.

did not break this down by the rest of the city region, by the rest of the UK, or by international fans. For the purposes of this assessment average off-site expenditure benchmarks for match-day visitors have been assumed for those fans from Liverpool, the rest of the city region and the rest of the UK<sup>13</sup>, while we have used an alternative visitor expenditure benchmark for the Club's international visitors<sup>14</sup>.

- 3.19 An adjustment has also been made to account for the current levels of premium seating within the stadium (predominantly in the Centenary Stand with around 2,600 seats). Given the hospitality offer provided to visitors by the Club (including food and drink services open several hours before the match (and post-match), as well as car-parking arrangements) the application of the average off-site expenditure benchmark per visitor would lead to an over-estimate, as a significant proportion of these visitors' expenditure will be spent on-site, in the stadium. For these premium seats, it has been assumed that only 50% of the average off-site expenditure would arise<sup>15</sup>.
- 3.20 Total off-site visitor expenditure is estimated to be approximately £50.4m for the 2012/13 season, with around £50.1m attributable to match-day fans. International fans contribute around 45% of all of this impact. Total UK indirect employment (FTE jobs) and associated employment income have been estimated<sup>16</sup>, with an assessment made as to the scale of indirect employment and employment income supported in Liverpool and the Liverpool city region<sup>17</sup>. We estimated that this expenditure supports around 411 FTE jobs and £10.8m in employment income per annum in the UK. Approximately 287 FTE indirect jobs are in Liverpool, supporting £7.6m of employment income. While around 329 FTE indirect jobs will be supported in the Liverpool city region, supporting £8.1m in employment income.

<sup>13</sup> Liverpool based fans spend, on average, £19.80 off-site; Non-Liverpool based fans spend, on average, £33.80 off site; while non-match day visitors to the museum spend, on average, £2.80 off-site.

<sup>14</sup> Tourism (STEAM) data provided by Marketing Liverpool was analysed. However, this data could not distinguish between domestic and international visitors average length of stay or spend. This survey suggested an average length of stay of 2.4 days and an average expenditure per head of £360 for staying visitors. Given that a significant proportion of Liverpool's international fans who regularly attend matches travel from Ireland and some Scandinavian countries, a more conservative estimate of 1 night/2 day stay was judged to be more appropriate. An assumed expenditure per head of £200 has been applied (£80 accommodation costs and £60 per day on subsistence), but we also deducted the average 'in-stadium' spend of non-Liverpool based fans from the survey from this so an estimate of international fans' off-site visitor expenditure can be estimated.

<sup>15</sup> It is assumed that the geographical spread of these visitors reflects the average for LFC matches (i.e. from Liverpool, city region, rest of UK, and International).

<sup>16</sup> Indirect employment based on an average turnover per FTE job within the UK general economy of £122,800 in 2012 prices. Indirect employment income is estimated by using median full-time earnings from the ONS Annual Survey of Hours and Earnings (ASHE) for the UK, Liverpool city region, and Liverpool.

<sup>17</sup> It has been assumed that 70% of indirect employment impacts associated with visitor expenditure are captured within Liverpool and 80% within the city region.

Table 3.5 Visitor Related Expenditure Impacts, 2012/13

	UK		Liverpool City Region		Liverpool	
	FTE Jobs	Employment Income (£m)	FTE Jobs	Employment Income (£m)	FTE Jobs	Employment Income (£m)
Impacts supported by LFC Match Visitor Expenditure	408	£10.71	326	£7.99	285	£7.50
Impacts supported by Non-Match Visitor Expenditure	2.9	£0.08	2.3	£0.06	2.0	£0.05
<b>Total</b>	<b>411</b>	<b>£10.79</b>	<b>329</b>	<b>£8.05</b>	<b>287</b>	<b>£7.55</b>

Source: Regeneris Consulting

- 3.21 As well as the indirect impacts associated with visitor expenditure, there will also be further supply chain impacts which arise following this initial expenditure by visitors. This analysis takes account of the employment and employment income impacts within the supply chains of those businesses with which fans spend their money as part of their visit to watch a match.
- 3.22 We estimated that off-site visitor expenditure associated with LFC fans also supports a further 123 FTE indirect jobs in the UK supply chain, with approximately 29 FTE indirect jobs supported in Liverpool and 49 FTE jobs in the city region<sup>18</sup>.

Table 3.6 Visitor Expenditure Supply Chain Impacts, 2012/13

	UK	Liverpool City Region	Liverpool
Total FTE Indirect Jobs Supported	123	49	29
Total Employment Income Supported	£3.24	£1.21	£0.76

Source: Regeneris Consulting

## Induced Economic Impacts

- 3.23 Induced employment impacts arise as a result of direct and indirect employees spending their earnings within the economy. It is estimated that a further 469 FTE induced jobs are supported as a result of this effect in the UK. Induced economic impacts in Liverpool are in the order of 90 FTE jobs and £2.4m of employment income, while in the city region this rises to 141 FTE jobs and £3.5m of employment income.<sup>19</sup>

Table 3.7 Induced Economic Impacts, 2012/13

	UK	Liverpool City Region	Liverpool
Total Direct and Indirect Employment	939	705	598
Total Induced Employment	469	141	90
Induced employment Income (£m)	£12.42	£3.45	£2.36

Source: Regeneris Consulting

<sup>18</sup> Indirect multipliers of 1.3 (national), 1.15 (city region) and 1.1 (Liverpool) have been used to assess the subsequent effects within the indirect supply chain (i.e. further rounds of expenditure).

<sup>19</sup> Induced multipliers of 1.5 (national), 1.2 (city region) and 1.15 (Liverpool) have been used to assess the induced employment impacts.

## Overall Economic Impact

---

- 3.24 This analysis of the current economic impact of the Club's existing stadium demonstrates the significant role the Club plays in the economy of Anfield, Liverpool and the city region. The Club is one of the largest employers in this area of north Liverpool and in the city, supporting around 1,790 jobs.
- 3.25 The stadium provides a mix of both permanent and temporary employment opportunities. On match days approximately 1,500 temporary match day staff are employed, with around a third of all temporary workers drawn from wards within 3km of the stadium. Employment opportunities are diverse across different operational areas of the stadium, they offer flexibility for some labour market cohorts, while also providing staff training (e.g. customer services, health and safety).
- 3.26 The Club is also an important supporter of local and city-region based businesses via its stadium expenditure. Where possible, the Club aims to buy in goods and services from within the city-region to maximise this impact. We estimate that stadium-related expenditure in the city-region is of the order of £5m per annum. As well as a significant purchaser, the stadium also stimulates significant levels of annual off-site visitor expenditure (c£50m in total), much of which gets spent within Liverpool and the city region, as well as with businesses in the Anfield area (e.g. pubs, food establishments), which supports further indirect employment in the economy.
- 3.27 In summary, the existing stadium has a:
- Total direct, indirect and induced employment impact of 1,408 FTE jobs in the UK, supporting a gross employment income of £35.1m per annum.
  - Total direct, indirect and induced employment impact of 846 FTE jobs in Liverpool city region (approximately 60% of all employment impact), supporting a gross employment income of £19.3m per annum.
  - Total direct, indirect and induced employment impact of 688 FTE jobs in Liverpool (approximately half of all the employment impact), supporting a gross employment income of £16.3m per annum.

Table 3.8 Total Economic Impact of Current Stadium, 2012/13

	UK		Liverpool City Region		Liverpool	
	Jobs (FTEs)	Gross Employment Income (£m)	Jobs (FTEs)	Gross Employment Income (£m)	Jobs (FTEs)	Gross Employment Income (£m)
<b>Stadium Supported Employment</b>						
Permanent Staff	113	£2.8	98	£2.4	84	£2.1
Temporary Match Day Staff	108	£1.5	105	£1.5	100	£1.4
Sub-contracted & Non-match day Staff	50	£0.8	45	£0.7	43	£0.7
<b>Sub-total</b>	<b>271</b>	<b>£5.1</b>	<b>249</b>	<b>£4.7</b>	<b>226</b>	<b>£4.2</b>
<b>External Visitor Expenditure Impacts</b>						
LFC Match Visitor Expenditure Supported	408	£10.7	326	£8.0	285	£7.5
Non-LFC Match Visitor Expenditure Supported	3	£0.1	2	£0.1	2	£0.1
<b>Sub-total</b>	<b>411</b>	<b>£10.8</b>	<b>329</b>	<b>£8.0</b>	<b>287</b>	<b>£7.6</b>
<b>Supply Chain Impacts</b>						
LFC Supply Chain Expenditure Supported	134	£3.5	78	£1.9	56	£1.5
Visitor Expenditure Supply Chain Supported	123	£3.2	49	£1.2	29	£0.8
<b>Sub-total</b>	<b>257</b>	<b>£6.8</b>	<b>127</b>	<b>£3.1</b>	<b>85</b>	<b>£2.2</b>
<b>Induced</b>						
Supported through direct and indirect effects	469	£12.4	141	£3.5	90	£2.4
<b>Sub-total</b>	<b>469</b>	<b>£12.4</b>	<b>141</b>	<b>£3.5</b>	<b>90</b>	<b>£2.4</b>
<b>Total Impact</b>	<b>1,408</b>	<b>£35.1</b>	<b>846</b>	<b>£19.3</b>	<b>688</b>	<b>£16.3</b>

Source: Regeneris Consulting



## 4. Future Economic Impacts – Expansion of the Main Stand

- 4.1 This chapter of report presents the assessment of future economic impacts associated with the expansion of the stadium, via the expansion of the Main Stand. The expansion of the Main Stand would lead to a total stadium capacity of approximately 53,800 seats by August 2016 (the completion of Phase 1 of the Stadium's expansion). The total capacity of the Main Stand would increase by approximately 8,300 seats (or +68%).
- 4.2 The approach to the assessment of the economic impact of the expanded stadium is consistent and comparable with the approach taken in Chapter 3 for assessing the economic impact of the existing stadium<sup>20</sup>. However, the assessment of future economic impacts is presented in the following ways:
- The gross economic impacts of the expanded stadium - i.e. the gross employment (FTE jobs) and employment income impacts that arise as a result of the expansion of the Main Stand and the increase in capacity.
  - The gross additional economic impacts of the expanded stadium – i.e. the gross employment (FTE jobs) and employment income impacts that arise as a result of the expansion of the stand and the increase in capacity over and above the impacts of the existing stadium.
  - The net additional economic impacts of the expanded stadium – i.e. the net additional employment (FTE jobs) and employment impacts that arise once dynamic employment effects such as substitution, leakage and displacement have been considered.
  - The temporary construction related employment impacts that could arise as a result of the expansion of the Main Stand.
- 4.3 As with the assessment of the current impact of the stadium, the Club provided insights and information regarding their business planning for the operation and maintenance of an expanded stadium (Phase 1 Main Stand). The information was collated on a consistent basis to that collated for the current stadium assessment. The following highlights some important information provided by the Club and its relevancy to the assessment of future economic impacts:
- Stadium related employment – further information has been provided by the Club, via their business planning process, on the scale of permanent and temporary staff that would be required to operate an expanded stadium. This level of employment is driven by the development of a larger capacity (seating) stand, a significant increase in hospitality floorspace, as well as increased retail and other operational floorspace.
  - LFC supply chain expenditure - further information has been provided by the Club, via their business planning process, on the likely future level of annual stadium expenditure on bought in goods and services once the expansion of the Main Stand has been completed. They expect that they will spend £12.9m per annum, an additional £3.7m per annum compared to the current position (+40%).

<sup>20</sup> For consistency with the baseline assessment of the current stadium, the assessment of the expanded stadium is based on a 25 game season which excludes European competition. This is in line with the Club's current business planning. However, if the Club are involved in European club competitions, with further home games, the economic impact (direct, indirect and induced economic impacts) arising from an expanded stadium would be greater. In particular, the addition of European football would result in additional international fan visitor expenditure in the city, while also helping to promote the city of Liverpool internationally.

- LFC premium seating – around 4,600 premium hospitality seats will be available within the expanded Main Stand. This will account for around 55% of all new seating in the stand. The scale of this seating is a significant increase on existing provision within the stadium. Given the hospitality offer proposed for these fans (both pre and post-match) there will be limited opportunities for these fans to make substantive off-site expenditure, unless they are international fans. As such, when estimating the scale of off-site visitor expenditure, we have applied the same assumption used in the current impact assessment that these fans spend 50% of the average off-site expenditure. In their business planning, the Club has also assumed the same geographic origin assumptions for its fans in the future. Given the limited available information on the likely residency of premium seat fans at this juncture, we have applied the Club's geographic origin assumptions to both premium seats and general admission seats in this assessment.
- Other non-match day visitors – the Club also expect to see an increase in 10% of non-match day visitors to the museum and stadium tour (149,000 visitors per annum). As with the current impact assessment, these visitors' off-site expenditure has been considered in the assessment. The Club also expects to see an increase of 25% in visitors for business and other events utilising the much improved and enhanced hospitality provision at the expanded stadium (47,000 visitors per annum). The expanded stadium will allow a much broader range of events to be hosted within the stadium, including hospitality facilities with pitch views. However, in line with the rationale for not assessing their off-site expenditure impacts in the current impact assessment, the same has been applied in this assessment. It should be noted though that the uplift in direct stadium employment (permanent and temporary) and supply chain expenditure reflects this shift in the Club's business model for non-match day activities.

## Gross Economic Impacts

- 4.4 While FTE jobs are an important measure of economic impact, the following table presents a summary of both the gross jobs and gross FTE jobs supported directly at the stadium once the expansion of the Main Stand is completed (post August 2016). As in the baseline assessment, the same assumptions have been used to assess the scale of these employment impacts across Liverpool and the city region. We estimated that the expanded stadium would support 2,311 jobs (351 FTE jobs), with 84% of jobs taken by residents in Liverpool and 92% by residents across the city region.

Table 4.1 Gross Stadium Related Employment Impacts (Phase 1 Main Stand)

	UK Jobs	UK FTE Jobs	Liverpool City Region FTE Jobs	Liverpool FTE Jobs
Permanent staff	165	148	129	110
Temporary match-day staff	1,964	142	139	132
Sub-contracted and temporary non-match day staff	182	61	55	52
<b>Total</b>	<b>2,311</b>	<b>351</b>	<b>323 (92%)</b>	<b>294 (84%)</b>

Source: LFC; Regeneris Consulting

- 4.5 Analysis of current employee postcodes provided by the Club shows that around 2% of current permanent staff reside within Anfield and Everton wards, rising to around 8% within wards in a 3km radius of the stadium. For temporary/casual staff the proportions were higher at around 10% in Anfield and Everton wards and 33% within wards in 3km of the stadium. Assuming this level of

take-up rate remains constant, and the capacity within the local labour market remains similar to now, it would be anticipated that:

- A small number (4) of permanent jobs would be taken by residents in Anfield and Everton wards, rising to 13 jobs taken by residents within wards in 3km from the stadium.
- A significant number of temporary match and non-match day jobs (215 jobs) would be supported in Anfield and Everton wards, rising to 710 jobs taken by residents within wards in 3km from the stadium.

4.6 The approach taken by the Club and other stakeholders towards local recruitment policies at the expanded stadium could, if deployed effectively, potentially lead to higher levels of local recruitment and economic benefit for local residents. This would require some collaborative partnership working between the Club and other stakeholders, at an early stage in the process, similar to that undertaken by the Club and Liverpool City Council when the new stadium proposals were proposed.

4.7 The following summary table presents the gross total FTE employment and employment income impacts associated with an expanded stadium (Phase 1). The summary includes direct stadium related employment, indirect impacts (driven by visitor expenditure and supply chain expenditure), and induced impacts. In total it is estimated that the expanded stadium could support:

- 1,822 FTE direct, indirect and induced jobs (£45.4m of employment income) in the UK as a whole
- 1,083 FTE direct, indirect and induced jobs would be supported in the city region (£24.6m of employment income)
- 876 FTE direct, indirect and induced jobs would be supported in Liverpool (£20.7m of employment income).

4.8 The section on gross additional impacts will provide an overview of the gross uplift in economic impacts arising as a result of the expanded stadium, compared to the current position.

## Economic Impact Assessment of an Expanded Anfield Stadium

**Table 4.2 Gross Future Economic Impacts From Expanded Stadium (Phase 1 Main Stand)**

	UK		Liverpool City Region		Liverpool	
	Jobs (FTEs)	Gross Employment Income (£m)	Jobs (FTEs)	Gross Employment Income (£m)	Jobs (FTEs)	Gross Employment Income (£m)
<b>Stadium Supported Employment</b>						
Permanent Staff	148	£3.63	129	£3.16	110	£2.68
Temporary Match Day Staff	142	£1.96	139	£1.92	132	£1.82
Sub-contracted & Non-match day Staff	61	£1.03	55	£0.92	52	£0.87
<b>Sub-total</b>	<b>351</b>	<b>£6.62</b>	<b>323</b>	<b>£6.00</b>	<b>294</b>	<b>£5.38</b>
<b>External Visitor Expenditure Impacts</b>						
LFC Match Visitor Expenditure Supported	491	£12.89	387	£9.49	340	£8.94
Non-LFC Match Visitor Expenditure Supported	3.2	£0.08	2.5	£0.06	2.2	£0.06
<b>Sub-total</b>	<b>494</b>	<b>£12.98</b>	<b>390</b>	<b>£9.55</b>	<b>342</b>	<b>£9.00</b>
<b>Supply Chain Impacts</b>						
LFC Supply Chain Expenditure Supported	221	£5.85	131	£3.22	92	£2.41
Visitor Expenditure Supply Chain Supported	148	£3.89	58	£1.43	34	£0.90
<b>Sub-total</b>	<b>369</b>	<b>£9.74</b>	<b>190</b>	<b>£4.65</b>	<b>126</b>	<b>£3.31</b>
<b>Induced</b>						
Supported through direct and indirect effects	607	£16.07	181	£4.42	114	£3.00
<b>Sub-total</b>	<b>607</b>	<b>£16.07</b>	<b>181</b>	<b>£4.42</b>	<b>114</b>	<b>£3.00</b>
<b>Total Impact</b>	<b>1,822</b>	<b>£45.40</b>	<b>1,083</b>	<b>£24.62</b>	<b>876</b>	<b>£20.69</b>

Source: Regeneris Consulting

## Gross Additional Economic Impacts

- 4.9 This analysis presents the gross additional economic impacts associated with the expansion of the stadium over and above the current economic impact of the stadium. However, before presenting a summary of the total gross additional economic impacts associated with the stadium's expansion, it is useful to summarise those employment impacts which are gross additional and directly stadium related.
- 4.10 The expanded stadium would directly support in the order of 520 gross additional jobs (or 81 FTE jobs) over and above the current employment levels<sup>21</sup>. Assuming a similar distribution of employment to that which currently exists, around 84% of these gross additional jobs would be taken by residents in Liverpool and 92% by residents across the city region. Of the increase in permanent jobs (+40 jobs), the Club expect to see further recruitment mainly of retail, ground catering and ticketing staff. The largest increases in temporary match-day staff are expected to be within stewarding, hospitality and retail<sup>22</sup>.

Table 4.3 Gross Additional Stadium Related Employment Impacts (Phase 1 Main Stand)

	UK Jobs	UK FTE Jobs	Liverpool City Region FTE Jobs	Liverpool FTE Jobs
Permanent staff	40	35	30	26
Temporary match-day staff	459	35	34	32
Sub-contracted and temporary non-match day staff	22	11	10	9
<b>Total</b>	<b>521</b>	<b>81</b>	<b>74</b>	<b>67</b>

Source: LFC; Regeneris Consulting

- 4.11 A proportion of the gross additional employment impacts could arise within the local area. While this is not guaranteed, assuming a similar distribution of local employment to that which currently exists, the gross additional permanent employment would lead to modest additional impacts within the wards of Anfield and Everton, and across wards within 3km of the stadium (c.1-3 gross additional permanent jobs). However, the gross additional employment impact from temporary/casual jobs would be in the order of 48 jobs within the wards of Anfield and Everton, and 158 jobs within wards within 3km of the stadium.
- 4.12 The following summary table presents the gross additional total FTE employment and employment income impacts associated with an expanded stadium (Phase 1). The summary includes direct stadium related employment, indirect impacts (driven by visitor expenditure and supply chain expenditure), and induced impacts. In total it is estimated that the expanded stadium could support the following gross additional economic impacts:
- 414 FTE direct, indirect and induced jobs (£10.3m of employment income) in the UK as a whole

<sup>21</sup> The stadium related employment impacts are mainly driven by the use of a significant proportion of floorspace within the new Main Stand for hospitality purposes (i.e. business planning undertaken by the Club means that they will not be fitting out all of the available floorspace within the new stand). However, the Club may be able to support a further increase in employment in the future, depending on the Club's operational needs and future successes on the pitch, if this floorspace is brought into active use for hospitality.

<sup>22</sup> The expanded stadium will include two shops, with a new shop in the Main Stand in addition to the existing shop in the Kop stand. On average, each shop will require 40-50 match day sales advisors.

## Economic Impact Assessment of an Expanded Anfield Stadium

- 237 FTE direct, indirect and induced jobs (57%) would be supported in the city region (£5.3m of employment income)
- 188 FTE direct, indirect and induced jobs (46%) would be supported in Liverpool (£4.4m of employment income).

4.13 While the direct stadium related employment impacts are a significant contributor to the total scale of gross additional economic impact of the expanded stadium, it is the indirect employment impacts, driven by higher levels of supply chain expenditure on bought in goods and services by the Club (+40%) and increased off-site visitor expenditure by new fans (£10.2m or +20%), that delivers a high proportion of the overall gross additional economic impact.

Table 4.4 Gross Additional Economic Impacts From Expanded Stadium (Phase 1 Main Stand)

	UK		Liverpool City Region		Liverpool	
	Jobs (FTEs)	Gross Employment Income (£m)	Jobs (FTEs)	Gross Employment Income (£m)	Jobs (FTEs)	Gross Employment Income (£m)
<b>Stadium Supported Employment</b>						
Permanent Staff	35	£0.82	30	£0.71	26	£0.60
Temporary Match Day Staff	35	£0.46	34	£0.45	32	£0.43
Sub-contracted & Non-match day Staff	11	£0.21	10	£0.19	9	£0.18
<b>Sub-total</b>	<b>80</b>	<b>£1.48</b>	<b>74</b>	<b>£1.35</b>	<b>67</b>	<b>£1.21</b>
<b>External Visitor Expenditure Impacts</b>						
LFC Match Visitor Expenditure Supported	83	£2.18	61	£1.50	55	£1.44
Non-LFC Match Visitor Expenditure Supported	0.3	£0.01	0.2	£0.01	0.2	£0.01
<b>Sub-total</b>	<b>83</b>	<b>£2.19</b>	<b>61</b>	<b>£1.50</b>	<b>55</b>	<b>£1.44</b>
<b>Supply Chain Impacts</b>						
LFC Supply Chain Expenditure Supported	87	£2.30	53	£1.30	36	£0.94
Visitor Expenditure Supply Chain Supported	25	£0.66	9	£0.23	6	£0.14
<b>Sub-total</b>	<b>112</b>	<b>£2.96</b>	<b>62</b>	<b>£1.53</b>	<b>41</b>	<b>£1.09</b>
<b>Induced</b>						
Supported through direct and indirect effects	138	£3.65	40	£0.97	25	£0.64
<b>Sub-total</b>	<b>138</b>	<b>£3.65</b>	<b>40</b>	<b>£0.97</b>	<b>25</b>	<b>£0.64</b>
<b>Total Impact</b>	<b>414</b>	<b>£10.28</b>	<b>237</b>	<b>£5.34</b>	<b>188</b>	<b>£4.38</b>

Source: Regeneris Consulting

## Net Additional Economic Impacts

- 4.14 The net additional economic impact considers the impact from the expanded stadium once other dynamic effects such as deadweight, substitution, leakage and displacement effects have been considered. Adjustments are made to the gross additional economic impacts from the expanded stadium to take account for these effects.
- 4.15 The following table sets out a summary of the key considerations made in adjusting from gross to net additional economic impacts. However, the effect of leakage is not included in the summary table below. This effect has already been considered in the assessment framework for all types of impacts, given the spatial areas considered (i.e. UK impact and impacts within Liverpool and Liverpool city region).

Table 4.5 Adjusting impacts for dynamic effects

Type of Impact	Comment on Relevancy for Assessment
Direct impacts – stadium related employment	<ul style="list-style-type: none"> <li>Deadweight: this effect adjusts for what would have happened anyway in the absence of the proposed project. This has been considered in the assessment as the gross employment associated with the expanded stadium has been subtracted from the current employment supported by the stadium.</li> <li>Substitution: this arises where the Club's new staff join from other local employers (although they could also be previously unemployed), giving rise to the potential for negative substitution effects. However, there is sufficient slack in the labour market, in terms of the supply of workers exceeding the supply, that this is not considered to be a major consideration. It has therefore not been factored into the assessment.</li> </ul>
Indirect impacts – LFC supply chain expenditure	<ul style="list-style-type: none"> <li>Deadweight: as noted above, this has already been factored into the analysis through the consideration of baseline assessment.</li> <li>Displacement: this arises where the Club's additional demand for goods or services displaces the provision of these goods and services of other businesses in the impacts areas. However, given the relatively modest scale of additional demand and spread across a range of good and services (in the context of the size of the economies), that it has not been assessed.</li> <li>Substitution: linked to the displacement factor noted immediately above, there is the potential for labour market substitution associated with the increased workforces of the Club's supply chain. For the same reasons, this is not considered of sufficient magnitude to assess here.</li> </ul>
Indirect impacts – Visitor related expenditure & visitor related supply chain expenditure	<ul style="list-style-type: none"> <li>Deadweight: as noted above, this has already been factored into the analysis through the consideration of baseline assessment.</li> <li>Visitor Expenditure Displacement: this effect is a relevant consideration given the additional capacity within the expanded stadium once operational. It is important to consider that the additional fans would have spent some proportion of their off-site expenditure on other activities anyway if they were not attending the football match. A displacement factor of 60% has been applied to the estimated off-site expenditure by the additional fans coming to the match. This factor is based on a medium-high judgement of displacement, informed by benchmark evidence from the 2014 HCA Additionality Guide (p30). This displacement factor has been applied at all spatial scales (UK, city region and Liverpool).</li> <li>It is possible that the increased turnover and employment associated with this net increase in visitor expenditure (allowing for displacement), could give rise to product market displacement and labour market substitution effects. But these</li> </ul>

	are not considered to be on a sufficient scale to merit their inclusion in the assessment.
Induced Impacts	<ul style="list-style-type: none"> <li>The induced impact calculation in this assessment is based on the adjusted direct and indirect impacts.</li> </ul>

Note: For the assessment of leakage, the main assessment is not based on residence of employees, but where impacts arise outside of the impact area. However, for the stadium related impacts residency information was available. Source: Regeneris Consulting

- 4.16 The net additional impact assessment of the expanded stadium demonstrates the scale of impacts that could be delivered once the Main Stand becomes operational. The expanded stadium would directly support in the order of 520 net additional jobs (or 81 net additional FTE jobs) over and above current employment levels – this is a 30% increase in total jobs. In line with existing employment patterns at the Club, a high proportion of these stadium-related jobs are likely to be taken by residents in Liverpool and from across the city region, while third of temporary match day jobs could be taken by residents from wards within 3km of the stadium.
- 4.17 While the net additional stadium related employment impacts are important, the expansion of the stadium also reinforces the Club's important role as a purchaser in the local economy. The stadium expansion could also lead to a significant increase in the Club's supply chain expenditure (+40%) which will be of benefit to Liverpool and city region based suppliers, and stimulate further indirect employment. The additional capacity at the stadium will also stimulate further net additional off-site visitor expenditure, which is a significant contributor to further indirect employment impacts.
- 4.18 The following summary table presents the net additional total FTE employment and employment income impacts associated with an expanded stadium (Phase 1 Main Stand). The summary includes direct stadium related employment, indirect impacts (driven by visitor expenditure and supply chain expenditure), and induced impacts. In total it is estimated that the expanded stadium could support the following net additional economic impacts:
- 349 FTE direct, indirect and induced jobs (£8.6m of employment income) in the UK as a whole.
  - 205 FTE direct, indirect and induced jobs (59%) would be supported in the city region (£4.6m of employment income)
  - 162 FTE direct, indirect and induced jobs (47%) would be supported in Liverpool (£3.7m of employment income).



## Economic Impact Assessment of an Expanded Anfield Stadium

**Table 4.6 Net Additional Economic Impacts From Expanded Stadium (Phase 1 Main Stand)**

	UK		Liverpool City Region		Liverpool	
	Jobs (FTEs)	Gross Employment Income (£m)	Jobs (FTEs)	Gross Employment Income (£m)	Jobs (FTEs)	Gross Employment Income (£m)
<b>Stadium Supported Employment</b>						
Permanent Staff	35	£0.82	30	£0.71	26	£0.60
Temporary Match Day Staff	35	£0.46	34	£0.45	32	£0.43
Sub-contracted & Non-match day Staff	11	£0.21	10	£0.19	9	£0.18
<b>Sub-total</b>	<b>80</b>	<b>£1.48</b>	<b>74</b>	<b>£1.35</b>	<b>67</b>	<b>£1.21</b>
<b>External Visitor Expenditure Impacts</b>						
LFC Match Visitor Expenditure Supported	50	£1.31	37	£0.90	33	£0.86
Non-LFC Match Visitor Expenditure Supported	0.2	£0.05	0.1	£0.04	0.1	£0.03
<b>Sub-total</b>	<b>50</b>	<b>£1.36</b>	<b>37</b>	<b>£0.93</b>	<b>33</b>	<b>£0.90</b>
<b>Supply Chain Impacts</b>						
LFC Supply Chain Expenditure Supported	87	£2.30	53	£1.30	36	£0.94
Visitor Expenditure Supply Chain Supported	15	£0.39	6	£0.14	3	£0.09
<b>Sub-total</b>	<b>102</b>	<b>£2.69</b>	<b>59</b>	<b>£1.44</b>	<b>39</b>	<b>£1.03</b>
<b>Induced</b>						
Supported through direct and indirect effects	116	£3.07	35	£0.86	23	£0.60
<b>Sub-total</b>	<b>116</b>	<b>£3.07</b>	<b>35</b>	<b>£0.86</b>	<b>23</b>	<b>£0.60</b>
<b>Total Impact</b>	<b>349</b>	<b>£8.61</b>	<b>205</b>	<b>£4.58</b>	<b>162</b>	<b>£3.73</b>

Source: Regeneris Consulting

## Temporary Construction Impacts

- 4.19 The expansion of the stadium will also lead to temporary construction employment impacts. The Club have commissioned quantity surveyors to help inform their assessment of the likely construction costs of expanding the Main Stand. This cost exercise is currently under further review as the Club moves towards the contract tendering process. An indicative construction cost estimate has been provided for the purposes of estimating the potential construction employment associated with the expansion of the Main Stand. However, given commercial sensitivities surrounding this (pre-tender) estimation, we have not referred to this here, or our construction turnover per FTE job benchmark used to estimate construction employment.
- 4.20 It is estimated that the expansion of the Main Stand could support 1,000 person years of employment across the UK, or the equivalent of just under 600 temporary construction jobs per annum (based on a 20 month construction timeline from January 2015 to August 2016)<sup>23</sup>. Not all of these jobs would be construction jobs supported on-site, given there will be significant expenditure within the supply chain (e.g. pre-fabricated materials). It is understood that further work may be put out to tender by the Club to support the fit-out of the stand. These estimated costs have not been included in this assessment. However, there is potential for further temporary employment to be secured as a result of this expenditure.
- 4.21 It is likely that a single main contractor would be appointed to undertake the expansion, while this contractor will most likely develop a range of sub-contracted work packages. While it is early on in the contract tendering process, it is challenging to estimate the extent to which businesses and contractors within the local area, in Liverpool, and across the city region could access these contract opportunities. However, the Club have stated that they would intend to insert clauses within the main construction contract to ensure that, where reasonably possible, local contractors and suppliers are given due consideration. In line with this approach, the Club could also work closely with other stakeholders to raise awareness of both contract and potential employment opportunities that will arise. This approach could be particularly important in maximising the extent of local and city-wide construction economic impacts.
- 4.22 In light of these considerations, and the current information available on costs, the composition of construction activity required to expand the stadium, the construction business and supplier base within Liverpool and across the city region, it is estimated that suppliers and contractors within the city region could potentially capture around half of this employment (c. 300 temporary FTE jobs per annum), while in Liverpool this could be around a third (c. 200 temporary FTE jobs per annum)<sup>24</sup>.

<sup>23</sup> This estimate of employment is based on the estimated costs associated with the main construction works (excludes inflation allowances, but includes a 10% contingency).

<sup>24</sup> These are indicative temporary construction employment estimates within Liverpool and the city region for the construction of the Main Stand. Much will depend on the main contractor's approach to procuring suppliers for construction materials, as well as their approach to sub-contracting and the use of local labour.

## 5. Future Economic Impacts – Expansion of the Main Stand and the Anfield Road Stand

- 5.1 This chapter of the report presents the assessment of total future economic impacts associated with the expansion of the stadium. This would be via the expansion of both the Main Stand and the Anfield Road Stand (Phases 1 and 2). The expansion of the Anfield Road Stand (by a further 4,800 seats), in addition to the Main Stand, would lead to an expanded stadium of approximately 58,600 seats (+13,100 seats) by the completion of Phase 2 of the stadium<sup>25</sup>.
- 5.2 The assessment of impacts presented here is consistent with the approach presented in Chapter 4. As such, we do not repeat the key points and assumption used again. However, in light of the expansion of the Anfield Road Stand, and the associated increase in capacity that this delivers, the following are key factors in driving further economic impact:
- Increase in stadium related employment - the Club have not yet undertaken any substantive business planning which includes the expansion of the Anfield Road Stand. As such, the additional operational match-day employment for the expanded stand has been estimated by a pro-rata assessment of capacity and existing staffing levels and roles in the stand, and applying this to the expanded capacity.
  - Increase in capacity – the increased capacity of 4,800 seats will all be for general admission fans. There will be no premium seats in this expanded stand. As such, the same geographic origin applied in the Main Stand assessment has also been applied to these fans, as have the average fan off-site expenditure benchmarks. No adjustments have been made for non-match day visitors to the museum and stadium tour. The Club has not provided any updated forecasts on this, so these remain consistent with the Main Stand assessment.
  - Supply chain expenditure – the expansion of the Anfield Road Stand will not include provision of any hospitality floorspace, only kiosks for ground catering. While there is likely to be some increase in supply chain expenditure related to these kiosks, without further business planning we have not included any further adjustments to the Club's supply chain expenditure. In practice, any additional supply chain expenditure is likely to deliver only relatively modest additional economic impacts.
- 5.3 The assessment of the future economic impacts arising from an expanded stadium, with a new Main Stand and Anfield Road stand, are presented in the following ways:
- The gross economic impacts of the expanded stadium - i.e. the gross employment (FTE jobs) and employment income impacts that arise as a result of the expansion of the Main Stand and Anfield Road Stand and the increase in capacity.
  - The gross additional economic impacts of the expanded stadium – i.e. the gross employment (FTE jobs) and employment income impacts that arise as a result of the expansion of the stands and the increase in capacity, over and above the impacts of the existing stadium.
  - The net additional economic impacts of the expanded stadium – i.e. the net additional employment (FTE jobs) and employment impacts that arise once dynamic employment effects such as substitution, leakage and displacement have been considered.

<sup>25</sup> Outline planning permission is being sought by the Club for Phase 2. As no timeframe has been put on the development timeframe for this stand, only indicative information has been provided by the Club on further operational employment requirements arising as a result of the expansion of this stand.

- The temporary construction related employment impacts that could arise as a result of the expansion of the Main Stand and Anfield Road Stand.

## Gross Economic Impacts

- 5.4 The expansion of the stadium, via additional capacity within an expanded Anfield Road Stand, would lead to 2,386 permanent or temporary jobs being supported at the Stadium. The increase in 75 jobs associated with the Anfield Road Stand expansion would be within temporary match day roles. The expanded stadium would support 356 FTE jobs, with a further 5FTE jobs attributable to the expansion of the Anfield Road Stand. As in earlier modelling, it would be expected that the majority of stadium-related jobs would be taken by residents within Liverpool and the city region, as well as residents from within the local area.

Table 5.1 Gross Stadium Related Employment Impacts (Phases 1 & 2)

	UK Jobs	UK FTE Jobs	Liverpool City Region FTE Jobs	Liverpool FTE Jobs
Permanent staff	165	148	129	110
Temporary match-day staff	2,039	147	144	137
Sub-contracted and temporary non-match day staff	182	61	55	52
<b>Total</b>	<b>2,386</b>	<b>356</b>	<b>328 (92%)</b>	<b>298 (84%)</b>

Source: LFC; Regeneris Consulting

- 5.5 Analysis of current employee postcodes provided by the Club shows that around 2% of current permanent staff reside within Anfield and Everton wards, rising to around 8% within wards in a 3km radius of the stadium. For temporary/casual staff the proportions were higher at around 10% in Anfield and Everton wards and 33% within wards in 3km of the stadium. Assuming this level of take-up rate remains constant, and the capacity within the local labour market remains similar to now, it would be anticipated that:
- A small number (4) of permanent jobs would be taken by residents in Anfield and Everton wards, rising to 13 jobs taken by residents within wards in 3km from the stadium.
  - A significant number of temporary match and non-match day jobs (222 jobs) would be supported in Anfield and Everton wards, rising to 733 jobs taken by residents within wards in 3km from the stadium.
- 5.6 The following summary table presents the gross total FTE employment and employment income impacts associated with an expanded stadium (Phases 1 & 2). The summary includes direct stadium related employment, indirect impacts (driven by visitor expenditure and supply chain expenditure), and induced impacts. In total it is estimated that the expanded stadium could support:
- 1,920 FTE direct, indirect and induced jobs (£47.9m of employment income)
  - 1,136 FTE direct, indirect and induced jobs would be supported in the city region (£25.9m of employment income)
  - 920 FTE direct, indirect and induced jobs would be supported in Liverpool (£21.8m of employment income).
- 5.7 The section on gross additional impacts will provide an overview of the gross uplift in economic impacts arising as a result of the expanded stadium, compared to the current position.

## Economic Impact Assessment of an Expanded Anfield Stadium

**Table 5.2 Gross Economic Impacts From Expanded Stadium (Phases 1 & 2)**

	UK		Liverpool City Region		Liverpool	
	Jobs (FTEs)	Gross Employment Income (£m)	Jobs (FTEs)	Gross Employment Income (£m)	Jobs (FTEs)	Gross Employment Income (£m)
<b>Stadium Supported Employment</b>						
Permanent Staff	148	£3.63	129	£3.16	110	£2.68
Temporary Match Day Staff	147	£2.04	144	£2.00	137	£1.89
Sub-contracted & Non-match day Staff	61	£1.03	55	£0.92	52	£0.87
<b>Sub-total</b>	<b>356</b>	<b>£6.69</b>	<b>328</b>	<b>£6.08</b>	<b>298</b>	<b>£5.45</b>
<b>External Visitor Expenditure Impacts</b>						
LFC Match Visitor Expenditure Supported	537	£14.11	421	£10.31	371	£9.74
Non-LFC Match Visitor Expenditure Supported	3.2	£0.08	2.5	£0.06	2.2	£0.06
<b>Sub-total</b>	<b>541</b>	<b>£14.20</b>	<b>424</b>	<b>£10.38</b>	<b>373</b>	<b>£9.79</b>
<b>Supply Chain Impacts</b>						
LFC Supply Chain Expenditure Supported	221	£5.85	131	£3.22	92	£2.41
Visitor Expenditure Supply Chain Supported	162	£4.26	64	£1.56	37	£0.98
<b>Sub-total</b>	<b>383</b>	<b>£10.11</b>	<b>195</b>	<b>£4.77</b>	<b>129</b>	<b>£3.39</b>
<b>Induced</b>						
Supported through direct and indirect effects	640	£16.94	189	£4.64	120	£3.15
<b>Sub-total</b>	<b>640</b>	<b>£16.94</b>	<b>189</b>	<b>£4.64</b>	<b>120</b>	<b>£3.15</b>
<b>Total Impact</b>	<b>1,920</b>	<b>£47.93</b>	<b>1,136</b>	<b>£25.86</b>	<b>920</b>	<b>£21.78</b>

Source: Regeneris Consulting

## Gross Additional Economic Impacts

- 5.8 The expanded stadium, based on the expanded Main Stand Anfield Road Stand, would support just under 600 gross additional jobs (or 85 FTE jobs) over and above the current employment levels. Assuming a similar distribution of employment to that which currently exists, around 84% of these gross additional jobs would be taken by residents in Liverpool and 92% by residents across the city region. Of the increase in permanent jobs (+40 jobs), the Club expect to see further recruitment mainly attributable to retail, ground catering and ticketing staff. The largest increases in temporary match-day staff are expected to be within stewarding, hospitality staff, and in retail sales advisors.

Table 5.3 Gross Additional Stadium Related Employment Impacts (Phases 1 & 2)

	UK Jobs	UK FTE Jobs	Liverpool City Region FTE Jobs	Liverpool FTE Jobs
Permanent staff	40	35	30	26
Temporary match-day staff	534	40	39	37
Sub-contracted and temporary non-match day staff	22	11	10	9
<b>Total</b>	<b>596</b>	<b>85</b>	<b>79</b>	<b>72</b>

Source: LFC; Regeneris Consulting

- 5.9 A proportion of the gross additional employment impacts are likely to arise within the local area. Assuming a similar distribution of local employment to that which currently exists, the gross additional permanent employment would lead to very modest impacts within the wards of Anfield and Everton, and across wards within 3km of the stadium (c.1-3 gross additional permanent jobs). However, the gross additional employment impact from temporary/casual jobs would be in the order of 55-183 jobs within the wards of Anfield and Everton and across wards within 3km of the stadium.
- 5.10 The following summary table presents the gross additional total FTE employment and employment income impacts associated with an expanded stadium (Phases 1 & 2). The summary includes direct stadium related employment, indirect impacts (driven by visitor expenditure and supply chain expenditure), and induced impacts. In total it is estimated that the expanded stadium could support the following gross additional economic impacts:
- 512 FTE direct, indirect and induced jobs (£12.8m of employment income)
  - 290 FTE direct, indirect and induced jobs (57%) would be supported in the city region (£6.6m of employment income)
  - 232 FTE direct, indirect and induced jobs (45%) would be supported in Liverpool (£5.5m of employment income).
- 5.11 While the direct stadium related employment impacts are a significant contributor to the total scale of gross additional economic impact of the expanded stadium, it is the indirect employment impacts, driven by higher levels of supply chain expenditure on bought in goods and services by the Club and increased off-site visitor expenditure by new fans (£15.9m or +32%), that delivers a high proportion of the overall gross additional economic impact.

## Economic Impact Assessment of an Expanded Anfield Stadium

**Table 5.4 Gross Additional Economic Impacts From Expanded Stadium (Phase 1 & 2)**

	UK		Liverpool City Region		Liverpool	
	Jobs (FTEs)	Gross Employment Income (£m)	Jobs (FTEs)	Gross Employment Income (£m)	Jobs (FTEs)	Gross Employment Income (£m)
<b>Stadium Supported Employment</b>						
Permanent Staff	35	£0.82	30	£0.71	26	£0.60
Temporary Match Day Staff	40	£0.53	39	£0.52	37	£0.50
Sub-contracted & Non-match day Staff	11	£0.21	10	£0.19	9	£0.18
<b>Sub-total</b>	<b>85</b>	<b>£1.56</b>	<b>79</b>	<b>£1.42</b>	<b>72</b>	<b>£1.28</b>
<b>External Visitor Expenditure Impacts</b>						
LFC Match Visitor Expenditure Supported	130	£3.40	95	£2.32	85	£2.24
Non-LFC Match Visitor Expenditure Supported	0.3	£0.01	0.2	£0.01	0.2	£0.01
<b>Sub-total</b>	<b>130</b>	<b>£3.41</b>	<b>95</b>	<b>£2.33</b>	<b>85</b>	<b>£2.24</b>
<b>Supply Chain Impacts</b>						
LFC Supply Chain Expenditure Supported	87	£2.30	53	£1.30	36	£0.94
Visitor Expenditure Supply Chain Supported	39	£1.02	14	£0.35	9	£0.22
<b>Sub-total</b>	<b>126</b>	<b>£3.32</b>	<b>68</b>	<b>£1.65</b>	<b>44</b>	<b>£1.17</b>
<b>Induced</b>						
Supported through direct and indirect effects	171	£4.51	48	£1.18	30	£0.79
<b>Sub-total</b>	<b>171</b>	<b>£4.51</b>	<b>48</b>	<b>£1.18</b>	<b>30</b>	<b>£0.79</b>
<b>Total Impact</b>	<b>512</b>	<b>£12.80</b>	<b>290</b>	<b>£6.58</b>	<b>232</b>	<b>£5.48</b>

Source: Regeneris Consulting

## Net Additional Economic Impacts

---

- 5.12 The net additional impact assessment of the expanded stadium demonstrates the scale of impacts that could be delivered once the Main Stand and Anfield Road Stands become operational. The expanded stadium alone would support in the order of 600 net additional jobs (or 85 net additional FTE jobs) over and above current employment levels – this is a 33% increase in total jobs supported directly at the stadium. In line with existing employment patterns at the Club, a high proportion of these stadium related jobs are likely to be taken by residents in Liverpool and from across the city region, while third of temporary match day jobs could be taken by residents from wards within 3km of the stadium.
- 5.13 The following summary table presents the net additional total FTE employment and employment income impacts associated with an expanded stadium (Phase 1 & 2). The summary includes direct stadium related employment, indirect impacts (driven by visitor expenditure and supply chain expenditure), and induced impacts. In total it is estimated that the expanded stadium could support the following net additional economic impacts:
- 410 FTE direct, indirect and induced jobs (£10.2m of employment income) in the UK as a whole
  - 239 FTE direct, indirect and induced jobs (58%) would be supported in the city region (£5.4m of employment income)
  - 191 FTE direct, indirect and induced jobs (46%) would be supported in Liverpool (£4.4m of employment income).



## Economic Impact Assessment of an Expanded Anfield Stadium

**Table 5.5 Net Additional Economic Impacts From Expanded Stadium (Phase 1 & 2)**

	UK		Liverpool City Region		Liverpool	
	Jobs (FTEs)	Gross Employment Income (£m)	Jobs (FTEs)	Gross Employment Income (£m)	Jobs (FTEs)	Gross Employment Income (£m)
<b>Stadium Supported Employment</b>						
Permanent Staff	35	£0.82	30	£0.71	26	£0.60
Temporary Match Day Staff	40	£0.53	39	£0.52	37	£0.50
Sub-contracted & Non-match day Staff	11	£0.21	10	£0.19	9	£0.18
<b>Sub-total</b>	<b>85</b>	<b>£1.56</b>	<b>79</b>	<b>£1.42</b>	<b>72</b>	<b>£1.28</b>
<b>External Visitor Expenditure Impacts</b>						
LFC Match Visitor Expenditure Supported	78	£2.04	57	£1.39	51	£1.34
Non-LFC Match Visitor Expenditure Supported	0.2	£0.05	0.1	£0.04	0.1	£0.03
<b>Sub-total</b>	<b>78</b>	<b>£2.09</b>	<b>57</b>	<b>£1.43</b>	<b>51</b>	<b>£1.38</b>
<b>Supply Chain Impacts</b>						
LFC Supply Chain Expenditure Supported	87	£2.30	53	£1.30	36	£0.94
Visitor Expenditure Supply Chain Supported	23	£0.61	9	£0.21	5	£0.13
<b>Sub-total</b>	<b>110</b>	<b>£2.91</b>	<b>62</b>	<b>£1.51</b>	<b>41</b>	<b>£1.08</b>
<b>Induced</b>						
Supported through direct and indirect effects	137	£3.62	41	£1.00	27	£0.70
<b>Sub-total</b>	<b>137</b>	<b>£3.62</b>	<b>41</b>	<b>£1.00</b>	<b>27</b>	<b>£0.70</b>
<b>Total Impact</b>	<b>410</b>	<b>£10.18</b>	<b>239</b>	<b>£5.36</b>	<b>191</b>	<b>£4.43</b>

Source: Regeneris Consulting

## Construction Impacts

---

- 5.14 The Club's surveyors have also provided a very early estimate for the potential costs of expanding the Anfield Road Stand. This estimate has been treated with caution, but has been used to provide an indicative assessment of temporary construction employment. In summary, the expansion of the Stadium could potentially deliver the following temporary construction impacts:
- It is estimated that the expansion of the Main Stand could support 1,000 person years of employment across the UK, or the equivalent of just under 600 temporary construction jobs per annum (based on a 20 month construction timeline from January 2015 to August 2016).
  - It is estimated that the expansion of the Anfield Road Stand could support 640 person years of employment across the UK, or the equivalent of 385 temporary construction jobs per annum (based on a 20 month construction timeline).
  - Based on assumptions made with the Main Stand construction, it is estimated that contractors within the city region could capture around half of this employment (c. 190 temporary FTE jobs per annum), while in Liverpool this would be around a third (c. 130 temporary FTE jobs per annum<sup>26</sup>).
- 5.15 As noted earlier, not all of these jobs would be construction jobs supported on-site, given there will be significant expenditure within the supply chain across the UK and within Liverpool and the city region. Again, further work may also be required to maximise the extent of local construction economic impacts as a result of the expansion of the Anfield Road Stand.

<sup>26</sup> These are indicative temporary construction employment estimates within Liverpool and the city region for the construction of the Anfield Road stand. Much will depend on the main contractor's approach to procuring suppliers for construction materials, as well as their approach to sub-contracting and the use of local labour.

## 6. The Wider Regeneration Benefits of Stadium Expansion

- 6.1 Liverpool Football Club and its Anfield stadium has been part of the physical, social and sporting fabric of the Anfield neighbourhood since the late 1800s. While Anfield was once a vibrant and self-sustaining neighbourhood of North Liverpool, the area has suffered from a wide range of social, demographic and economic challenges over the last 50 years, many of which have been related to the wider economic fortunes of the city during this period.
- 6.2 While the football club continues to be a success story for the local area – being a significant employer, investor, purchaser and attractor of visitors to the area - the wider Anfield neighbourhood is one of Liverpool's and England's most deprived neighbourhoods. The area has suffered from housing market failure<sup>27</sup>; dereliction and abandonment; a lack of investment in housing, businesses and the environment; a lack of confidence to invest; as well as high levels of unemployment and economic inactivity.
- 6.3 The football club is committed to staying in Anfield and their stadium expansion plans are coming forward in conjunction with Liverpool City Council's development of the Anfield Spatial Regeneration Framework (SRF). The SRF, which will become a supplementary planning document when adopted by the City Council, is a framework for the comprehensive and sustainable regeneration of the Anfield area. Working with the Club and social housing group, Your Housing Group, the City Council aims to use the SRF to bring forward a number of current and new proposals in a co-ordinated and comprehensive manner. The ambition is to deliver lasting social, economic and environmental regeneration of the neighbourhood.
- 6.4 The SRF outlines a number of opportunities for regeneration in the local area and several projects which City Council and partners are working together on<sup>28</sup>. As well as the stadium proposals, key components of the SRF include:
- Housing renewal: the creation of a high quality residential neighbourhood, with a wide choice of housing stock set within a quality environment, will be a key driver in supporting the regeneration of the local area. Housing renewal will improve the available housing choices locally, and act as both a retainer and attractor of working age residents.
  - Stanley Park: an opportunity to complete the restoration of the eastern part of the park, through better integration with the stadium and Walton Breck Road for access routes and environmental improvements, but also through the potential introduction of new uses within the park and around its edges.
  - Walton Breck Road: new sustainable uses along the road corridor through the consolidation of ownerships – there is currently a vacancy rate in units of around 25%<sup>29</sup>. The high street frontage is key to establishing a thriving match day and non-match day area,

<sup>27</sup> Driven by a number of factors including, de-population and lack of demand, poor quality housing stock, as well as series of wider social and environmental issues.

<sup>28</sup> No assessment has been undertaken by the City Council and its consultants on the economic impacts of the projects identified within the SRF. If this was undertaken it would be important if assessing the combined economic impact of the SRF (i.e. including the expanded stadium) to not double count some impacts. It would be necessary to distinguish that some of the economic impacts (predominantly through off-site visitor expenditure, supply chain and induced impacts) would have already been assessed in this assessment.

<sup>29</sup> Data from consultation with Liverpool City Council.

with diverse uses. The road and sites along it also provides opportunities for new public spaces and improvements to pedestrian access in and around the stadium.

- Other Opportunity sites: the development of other sites for new uses in the local area, including the former comprehensive school site near to Stanley Park.
- Training Hotel: a project supported by Your Housing Group, local colleges and the City Council to deliver a new hotel in close proximity to the stadium. The hotel will meet some of the accommodation needs of visitors to the area, but will be operated as an 'on the job' training facility for hospitality workers. The training of local people in hospitality skills also has close linkages with the needs of the football club and their future demands for hospitality staff. The Club aims to work closely with partners to ensure that employment opportunities at the Club can be accessed by trainees.
- Business Hub and Your Housing Group Headquarter Office: Your Housing Group will relocate their Merseyside headquarter office to Anfield as part of the business hub proposed on Walton Breck Road. The introduction of new office space to the area will be a new addition to the area and improve the mix of uses locally. Your Housing Group's 150 staff will also be an important addition of non-match day related footfall for other local businesses.
- Food Hub: a project to develop a Food Hub has been proposed which would support community food growing, as well as commercial food preparation and event space. This project is considered more nascent in its development, with further work on-going to test feasibility and deliverability.
- Equestrian/Education Centre: a project to develop an equine and education centre in Anfield. Again, this is considered more nascent in its development, with further work on-going to test feasibility and deliverability.

6.5 With these opportunities and projects at the fore, the SRF seeks to capitalise and maximise the wider regenerative benefits, or uplift effects, for the local area which can potentially arise from the Club's intention to expand its existing stadium and to remain in Anfield. We judge that the stadium project does bring with it a series of wider regeneration benefits which support and reinforce the aims of the SRF and its identified opportunities and projects, while also offering the potential to enhance benefits locally. The following provides an overview of the wider benefits that the advancement of the stadium expansion project can deliver within Anfield.

- **Image and environment:** The Club's proposals include the wholesale expansion and redevelopment of the football stadium. While two of the stands will be expanded, the design of the stands will also be much improved compared to the existing facilities, presenting a modern stadium exterior and image. Aligned with the new look stands, the significant environmental improvements within the expanded stadium boundary will present a much improved public façade for the Club within Anfield. These improvements, much as they were important for other Clubs, such as Manchester United's stadium expansion, can also contribute towards changing perceptions of the surrounding area and stimulate other public and private sector investment in the locality. The integrated approach being taken by partners as part of the SRF process, will result in a co-ordinated and complimentary programme of stadium and adjacent environmental improvements (e.g. through '96 Avenue' and improved walkways in Stanley Park). The key benefit will be a holistic outcome which improves the overall image and environment of the local area.
- **Footfall and visitor expenditure:** The expansion of the stadium to approximately 58,600 seats brings with it a significant increase in match-day visitors to the local area and an increase in off-site visitor expenditure. There will also be an increase in footfall associated

with non-match day visitors (e.g. linked to museum and stadium tours, improved retail). Non-match day visitors could increase further, depending on the successes of the football club on the pitch<sup>30</sup>. Having the right mix of amenities within the local area will be critical to enabling local businesses to tap into this expenditure, capture the economic benefits, and be sustainable. The proposals within the SRF for a commercially sustainable Walton Breck Road, and improved public realm, reflects that partners recognise this point. Our assessment indicates that around 50 net additional FTE jobs could be supported in Liverpool as a result of off-site visitor expenditure linked to an expanded stadium. The proportion of this impact that can be captured locally within Anfield will very much depend on having the right offer for both match and non-match day visitors. Football related visitor expenditure is an important component in securing the long-term sustainable regeneration of the high street in Anfield. This expenditure will sustain businesses and services which will also serve the residential and business community in the area.

- **Funding for other projects:** The development agreement reached by the Club, the City Council and Your Housing Group will result in the funds from the Club's land purchases being used as a catalyst to contribute towards the funding of other projects in the local area. While the scale of this funding remains confidential at this stage, discussions with the City Council indicate that this funding has the potential to enable them and their partners to bring forward some of their current projects to a different scale, quality and timeline than may have been the case without the expansion of the stadium (e.g. the development of the Training Hotel, the Business Hub off Walton Breck Road), and will enable partners to develop new projects such as the proposed Food Hub.
- **Investor confidence:** The Club's decision to remain at Anfield and expand the stadium is a significant statement of intent by the Club of its long-term commitment to the local Anfield area. The Club's decision to invest in the multi-million pound stadium expansion programme immediately provides an economic development project which can play a role in anchoring the future economic prosperity of the area. The Club's decision gives greater certainty to others, both in the residential and business investor community locally, as well as the City Council, to develop the identified regeneration framework for the area and to be able to begin to implement their own investment strategies for housing and business opportunities with much greater confidence.

- 6.6 The development of the SRF has been a positive and collaborative process led by the City Council in conjunction with partners, including the Club. The stadium is an important spatial and economic anchor for the Anfield neighbourhood, given the dominance of the stadium on the local landscape and the role of the Club as an employer, purchaser, and attractor of visitors. Consequently, the Club's stadium expansion proposals are a strategically important component in achieving the SRF's objectives for re-shaping the physical and economic trajectory of the Anfield area to deliver sustainable regeneration.
- 6.7 While the SRF includes a diverse mix of activities and projects, our consultations highlighted that it is likely some SRF projects would still come forward in the absence of an expanded stadium. However, while some housing renewal, business regeneration and environmental improvements could take place within the Anfield area anyway, the absence of the stadium project is likely to lead to a weakened approach to the holistic and sustainable regeneration of the Anfield area. There could also be greater uncertainty around the deliverability and funding required to support some projects, as well as a potentially reduced level of investor confidence in the absence of additional

<sup>30</sup> The example of Manchester United is a useful comparator. The number of domestic and international fans which visit Old Trafford on non-match days contributes towards ranking Old Trafford as one of the North West's major visitor attractions.

footfall and the Club's stadium proposals. In summary, the Club's stadium expansion proposals clearly support an important set of wider regeneration benefits for the Anfield area.

