

**Oxford United Football
Club (OUFC) Stadium
Economic Benefits
Statement
February 2024**





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Executive Summary

OUFC Stadium Proposals

Proposed Stadium Development

 16,000 Capacity Stadium	 180 Hotel beds
 New pedestrian and cycle links	 New and extended bus services

Local Drivers for Change

-  Highly accessible and well-connected Site
-  Local employment growth lagging behind the wider economy
-  Identified need to improve activity & vitality in and around Kidlington local centre
-  Potential to improve local identity and tourism facilities in Kidlington
-  Local pockets of deprivation, particularly around education, skills & training

Construction Impacts over 2 years (gross impacts)

 £113m Investment in construction over 2 years	 210 Jobs Construction jobs supported annually (on and off-site)	 £20m Annual GVA impact	 At least 10 apprenticeships Local recruitment and employment support
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Operational and Fiscal Impacts (gross impacts)

 320 Jobs Direct FTE jobs supported & retained	+	 160 Jobs Indirect & induced FTE jobs supported & retained	→	 £28.7m GVA p.a. Direct and indirect impact (inc. retained)
 £5.8m p.a. Off-site football supporter spending	→	 95 Jobs FTEs supported by off-site football supporter spending	 £280k p.a. in business rates revenue	 Section 106 contribution (to be agreed)

Working in Partnership with Local Organisations to Deliver:

 Local resident employment & training opportunities	 Local business supply chain opportunities	 Improvements to local community sports facilities	 Prioritising accessibility and active travel options	 Improvements in local well-being through OU in the Community
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Please note that the Benefits Statement reports on **gross figures** in terms of the economic impacts. The Socio-economic ES Chapter which accompanies this, sets out the gross and **net** economic impact of the scheme (taking into account displacement, leakage and so on). As a result, the numbers reported may vary but both are correct.

1 Introduction

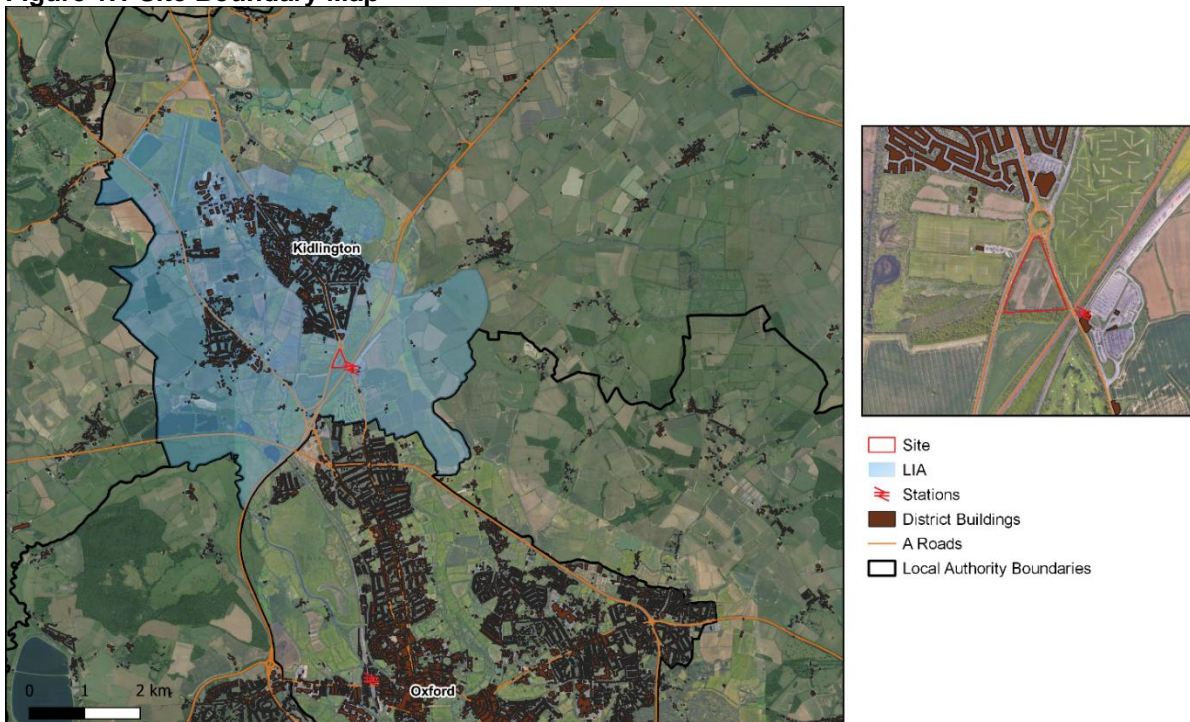
Scheme and Context

This Socio-economic Benefits report has been prepared on behalf of Oxford United Football Club (OUFC: 'the Applicant') in respect of a planning application for a new stadium development at Land East of Stratfield Brake, Kidlington ('the Site'). A full planning application is being submitted for the following:

'erection of a stadium (Use Class F2) with flexible commercial and community facilities and uses including for conferences, exhibitions, education, and other events, club shop, public restaurant, bar, health and wellbeing facility/clinic, and gym (Use Class E/Sui Generis), hotel (Use Class C1), external concourse/fan-zone, car and cycle parking, access and highway works, utilities, public realm, landscaping and all associated and ancillary works and structures'

The site which is approximately 7.2ha in size is located north of Summertown and south of Kidlington between the A4260 and Oxford Road on land known as the Triangle. It is 6km to the north of Oxford at the gateway of Kidlington.

Figure 1.1 Site Boundary Map



The Proposed Development comprises of the following:

- 16,000 capacity stadium (including Sky Boxes and flexible lounge spaces for match and non-match day uses including community and events)
- 180-bed hotel for visitors
- A variety of commercial spaces opening out onto a new plaza and community park, such as:
 - Public Restaurant & Bar
 - Gym
 - Health and well-being Centre
 - OUFC Shop

ekosgen has been appointed to provide an independent assessment of the socio-economic and regeneration benefits of the Proposed Development. The remainder of this Statement includes the following:

- An overview of the local socio-economic and regeneration context;
- An assessment of the socio-economic benefits of the Proposed Development, including:
 - Construction benefits – temporary employment and expenditure;
 - Operational benefits – employment, spending and GVA; and
- An overview of the wider regeneration and community benefits.

2 Socio-economic Context

This section sets out the socio-economic context for the scheme. It provides an overview of the policy context for the proposals, with reference to the key economic and social policies which the scheme will support. It also summarises key data sets to understand the characteristics of the population, the employment and business base, and the economic contribution of the area.

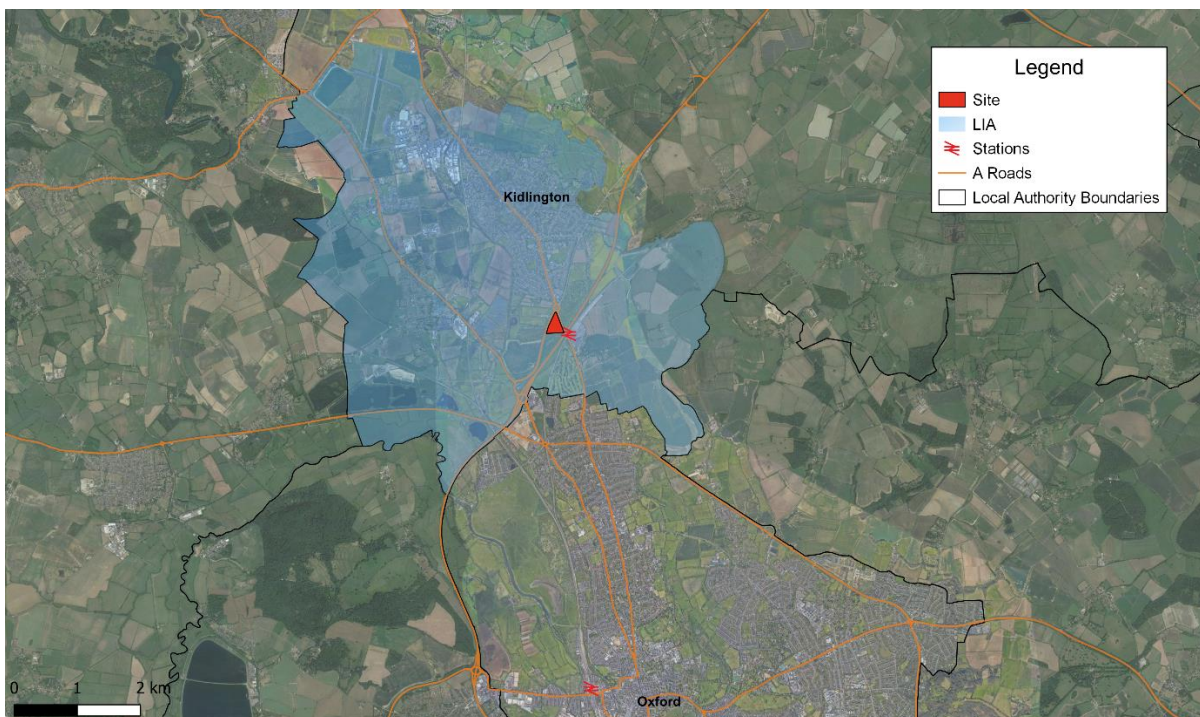
The analysis sets the basis for the assessment of the social and economic impacts that the OUFC stadium offers will bring to the area.

Local Economic and Regeneration Context

The Site is situated on land known as ‘the Triangle’ and is located east of Frieze Way and south of the Kidlington roundabout. It is approximately 5 hectares in size and is close to Oxford Parkway station and the park and ride at Water Eaton. It is currently let to a single leaseholder and there is no current public access.

A Local Impact Area (LIA) has been selected to help inform the data analysis. This comprises of the wards Kidlington East and Kidlington West. This is shown on Figure 2.1 below.

Figure 2.1 Site Context Map



The local economic and regeneration context is described below, drawing on Cherwell District’s Local Plan and other local documents. The context is supportive of the development proposals and it is clear there are a number of ways in which the Proposed Development will help meet town-wide, local and neighbourhood objectives and priorities for regeneration and growth.

Key Policies

This section reviews key policy documents at a local (Cherwell), regional (Oxfordshire) level. The focus is on economic and social policies which are of relevance to the proposed scheme and the local area.

Local Policies

The adopted **Cherwell Local Plan 2011-2031**¹ sets out in broad terms how the district will grow and change in the period up to 2031. The vision for Cherwell District is an “*area where all residents enjoy a good quality of life. It will be more prosperous than it is today. Those who live and work here will be happier, healthier and feel safer*”. The Plan outlines the need to strengthen Kidlington’s centre, with its important economic role to be widened. The Proposed Development will contribute to this strengthening and development of Kidlington through the development of a major leisure attraction as well as the creation of employment, helping to further connect the area with the Oxford economy, aligning with point B.35 of the Local Plan. The Proposed Development also aligns with multiple Strategic Objectives for Developing a Sustainable Local Economy. SO1 seeks to “*facilitate economic growth and employment and a more diverse local economy*” and SO5 seeks to “*encourage sustainable tourism*”.

The Proposed Development will facilitate economic growth and employment through the development of the stadium and the other uses proposed (such as conferencing facilities and a hotel). It will also encourage tourism to the area from Oxford, as well as from around the country as supporters visit the stadium and the surrounding area. They are more likely to stay and make use of Kidlington’s due to the inclusion of a new hotel on site. The Proposed Development also aligns with point B.62 of Policy SLE3 Supporting Tourism Growth, which outlines how “*given the role that tourism has to play in the local economy, developments in this sector will be supported, especially new attractions and new hotels*”. The proposed hotel as part of the stadium will help to meet this aim by accommodating both fans from Oxford but also travelling fans from across the country, allowing them to stay longer in Kidlington and as a result support the visitor economy.

The **Kidlington Framework Masterplan**² was prepared as a Supplementary Planning Document to build upon and provide more detailed advice and supplementary guidance on the policies in the adopted Cherwell Local Plan. It was published in 2016 so is now 7 years old but nevertheless provides more detailed policies for the area. It identifies opportunity areas to the north and south of Kidlington as being important in creating a sense of arrival. The Proposed Development will contribute to this aim, with the stadium acting as a marker for entering Kidlington. It identifies a “*lack of facilities to support business tourism – such as overnight accommodation*”, which the Proposed Development will cater for with a hotel proposed on site. Theme 3 of the Masterplan outlines the need to strengthen the Village Centre by “*increasing its mix of uses and vitality and its attractiveness to local residents, employees, and visitors as a place to shop, work and spend leisure time during the day and evening*”. Theme 4 of the Masterplan focuses on supporting community needs with the aim of “*enhancing access for all residents to high quality community facilities, sports and recreation spaces*”. The Proposed Development supports these as it increases the mix of uses and vitality of the area and includes the provision of publicly accessible open space on part of the site which doesn’t currently have any accessible space. The potential provision of a gym, health and wellbeing facility would also support in meeting the need for new community facilities.

Regional Policies

The **Oxfordshire LEP Corporate Plan**³ sets out the response to the changing local, regional and national landscape, focusing on the challenges and opportunities arising from the impact of Covid-19 and the UK’s exit from the EU. It sets out the strategic activities planned to coordinate, support and deliver over this period to assist with Oxfordshire’s economic recovery, addressing the key challenges that the pandemic exposed. It outlines the priority of People (Skills), and the need to boost the economy through developing a pipeline of skilled and qualified talent. It also sets out the need to provide pathways to employment for residents through access to skills and new competencies vital for local people to remain in employment. The Proposed Development aligns with this Plan, providing employment and skills training for residents in Kidlington, as well as Oxford.

¹ [Final_adopted_Local_Plan_2011_2031_incorporating_re_adopted_policy_Bicester_13.pdf](#)

² [1187-33_Kidlington Framework Masterplan_Part1.indd \(cherwell.gov.uk\)](#) 2016

³ [oxlep-corporate_59049585 \(3\).pdf \(oxfordshirelep.com\)](#)

The **Economic Recovery Plan**⁴ provides a comprehensive and co-ordinated County-level economic route map for recovery from the Covid-19 pandemic, and the damage impacted on Oxfordshire's People, Places and Business. Target Proposal 1 focuses on improving labour supply within and across sectors. It aims to create a more resilient skills and labour base and increase the scale and quality of labour supply in the health and social care sector. The Proposed Development aligns with Target Proposal 1 by providing jobs and skills training in Kidlington, as well as the potential for health and care provision dependent on the proposed GP or nursery on site. Target Proposal 6 focuses on a visitor economy renaissance and aims to attract visitors and ensure that Oxfordshire maintains its position as one of the UK's most desirable visitor destinations for both national and international visitors. The Proposed Development aligns with Target Proposal 6 by providing additional accommodation for the visitor economy, in the proposed hotel on site, as well as in acting as a visitor attraction itself. The Proposed Development will attract visitors from across the UK as it hosts League One fixtures, with the potential hotel providing benefits to the visitor economy outside of the sports calendar.

The **Oxfordshire Local Industrial Plan**⁵ sets out an ambitious plan to build on Oxfordshire's strong foundations and world-leading assets, to deliver transformative growth which is clean and sustainable and delivers prosperity for all communities across the county. It aims to strengthen the tourism and hospitality industry which supports 10% of all employment in Oxfordshire. It suggests increased investment in areas such as high grade hotel stock could boost this offer further, complement Oxfordshire's global brand, and create more accessible, permanent jobs for the wider community. The Proposed Development aligns with this aim, providing a hotel at what will become a tourist destination, attracting visitors from across the country and at the same time, providing permanent jobs for the wider Kidlington and Oxford community.

The **Oxfordshire Investment Plan**⁶ takes forward the ambitions set out in the Local Industrial Strategy, translating its policy ideas and commitments into a transformational programme for action and delivery. The Business Environment Pillar of the plan includes strategic programmes to support Oxfordshire's dynamic creative industries and internationally recognised tourism sector to recover, build resilience and flourish coming out of the Covid-19 pandemic. The Proposed Development supports the strategic programmes in this pillar by providing additional hotel accommodation to support the visitor economy, as well as by bringing a tourist attraction to Kidlington. The Place Pillar anticipates the delivery of significant additional new floorspace and employment. The Proposed Development supports the Place Pillar by providing additional floorspace on the site of a variety of uses, as well as by accommodating new employment in the area.

The **Oxfordshire Strategic Economic Plan**⁷ aims to harness Oxfordshire's unique combination of assets to ensure that by 2030, the County is recognised to be vibrant and innovative. It aims to make Oxfordshire a place where ambitious businesses and people thrive and where young people choose to build their careers and their lives. The Proposed Development contributes to this by providing additional employment opportunities across a variety of sectors, as well as by enhancing the tourism offering in the area. It supports the interrelationships between the tourism economies of Oxfordshire and the surrounding areas. The Proposed Development contributes to this, providing a bridge between Oxford and Kidlington, encouraging new visitors to Kidlington as well as from further afield. The tourism and visitor economy in Kidlington will benefit from the development with new visitors and the means to accommodate them, as well as through the additional employment opportunities it will provide.

The **Creative, Cultural and Tourism Plan**⁸ sets out a new growth agenda, in line with the ambition in the Strategic Economic Plan, that has People, Place, Enterprise and Connectivity as its four core themes. It anticipates that Oxfordshire is set to experience significant growth up to 2031 and there will be a need to maximise the potential of key sectors as a way of building a diverse knowledge intensive economy. It identifies that the creative and tourism industries play a key role in economic growth, with around 10% of jobs in the county already in tourism. It has four thematic areas which were developed for the Plan: Productive and engaging experiences; Skills, talent development and business growth;

⁴ [Oxfordshire's Economic Recovery Plan: The ERP Action Plan \(oxfordshirelep.com\)](https://www.oxfordshirelep.com)

⁵ [Oxfordshire Local Industrial Strategy_0.pdf \(oxfordshirelep.com\)](#)

⁶ [The Oxfordshire Investment Plan - August 2020.pdf \(oxfordshirelep.com\)](#)

⁷ [Oxfordshire SEP.pdf \(oxfordshirelep.com\)](#)

⁸ [Creative, Cultural, Heritage and Tourism Sectors.pdf \(oxfordshirelep.com\)](#)

Creative place-making; Collaboration. Through these themes the strategy aims to achieve a better coordinated sector, with local attractions and tourism organisations collaborating to grow the sector and driving and retaining talent in the sector to encourage growth. The Proposed Development will contribute to these aims by providing additional employment opportunities, additional visitor economy provision in the form of attractions and accommodation, and community amenities in the form of newly accessible public space and the potential for a GP or nursery on site.

Data Analysis

A review of key socio-economic data sets has been carried out, focusing on the local authority (Cherwell DC) and the Local Impact Area (LIA)⁹. The performance of these areas has been benchmarked against Oxfordshire to understand how the area is performing.

A growing economy in terms of GVA

The Gross Value Added (GVA) of Cherwell accounts for around 21% of the wider Oxfordshire region as a whole, and grew by 13% between 2016 and 2021, compared to 17% growth experienced by the region as a whole. Cherwell has a GVA per head of population of approximately £31,000 as of 2021, compared to £33,000 per head of population in Oxfordshire as a whole.

The key sectors driving GVA performance in Cherwell in 2021 were real estate activities (£783m), wholesale and retail trade; repair of motor vehicles (£743m), manufacturing (£730m), information and communication (£406m), and public administration and defence (£389m).

Above average employment growth

Employment in Cherwell stood at around 84,000 in 2021. Cherwell accounts for around 22% of jobs in the wider Oxfordshire Region, and since 2016, around 4,800 (6%) new jobs have been created in the area, which is six times the average growth across the wider Oxfordshire region across the same period (1%). Employment in the LIA grew by 6% from 2016 to 2021, consistent with Cherwell and exceeding the growth of the wider region.

Table 2.1 Employment

		LIA	Cherwell	Oxfordshire
Total Jobs ('000)	2016	10,500	79,000	378,000
	2021	11,100	84,000	382,000
Change	No.	600	5,000	3,200
	%	6%	6%	1%

Source: BRES 2021

Strengths in construction and arts, entertainment and recreation

In 2021, the largest sectors in Cherwell were wholesale and retail trade; repair of motor vehicles and motorcycles and administrative and support service activities.ⁱ In the LIA, the largest sectors were the same, with the addition of manufacturing as a large proportion of total employment (13%).

A location quotient (LQ) is an analytical statistic that measures a region's industrial specialisation relative to a larger geographic unit. The above table summarises the LQ of sectors in the LIA against Cherwell, Oxfordshire and nationally. The table shows that the LIA has a LQ of 1.45 in the construction sector and a higher concentration of employment in the industry than any of the other three comparative areas. Similarly, the LIA has a higher LQ, and concentration of employment, in the manufacturing sector (1.53) than any of the other areas. The LIA has a lower LQ (0.59) in the human health and social work activities sector than the other comparative areas and thus a lower concentration of employment in the area. However, the LIA has a significantly higher LQ (1.97) in the arts, entertainment and recreation sector, demonstrating an above average concentration of employment in the sector.

⁹ LIA is made up of Kidlington East and Kidlington West wards

Table 2.2 Location Quotient

Sector	LIA	Cherwell	Oxfordshire	Nationally
Agriculture, forestry and fishing	1.98	1.96	1.16	1.00
Mining and quarrying	2.01	1.85	1.10	1.00
Manufacturing	1.53	1.39	0.88	1.00
Electricity, gas, steam and air conditioning supply	0.10	1.05	0.99	1.00
Water supply; sewerage, waste management and remediation activities	1.23	1.17	1.57	1.00
Construction	1.45	0.97	0.92	1.00
Wholesale and retail trade; repair of motor vehicles and motorcycles	1.07	1.50	0.98	1.00
Transportation and storage	0.93	0.86	0.71	1.00
Accommodation and food service activities	1.17	0.80	0.89	1.00
Information and communication	0.85	0.59	1.08	1.00
Financial and insurance activities	0.49	0.32	0.36	1.00
Real estate activities	1.70	0.99	1.01	1.00
Professional, scientific and technical activities	0.93	0.90	1.32	1.00
Administrative and support service activities	0.81	1.28	0.88	1.00
Public administration and support service activities	0.35	0.94	0.61	1.00
Education	0.96	0.70	1.73	1.00
Human health and social work activities	0.59	0.78	0.93	1.00
Arts, entertainment and recreation	1.97	0.64	0.84	1.00
Other service activities	1.28	1.12	0.97	1.00

Source: BRES 2021

In the LIA the construction sector has experienced a 1% growth in employment and retail trade employment has decreased by 6% between 2016-2021. With the human health and social work sector employment increasing by 4% across the period. Employment in the arts, entertainment and recreation sector grew by 50% across the period. In Cherwell, employment in the construction and retail trade sectors has experienced by 14% from 2016-2021, with human health and social work employment increasing by 13% across the same period. The arts, entertainment and recreation sector did not experience growth or decline between 2016-2021. The construction sector across Oxfordshire employed approximately 17,000 people as of 2021, down 15% from 2016 when it stood at approximately 21,000.

The Proposed Development will bring employment and support key sectors in Cherwell and the LIA, these include construction, wholesale and retail trade; human health and social work and arts entertainment and recreation. In Cherwell, the construction and retail trade sectors have experienced an increase of 500 jobs from 2016-2021, with human health and social work growing by 1,000 across the same period. The arts, entertainment and recreation sector did not experience growth or decline between 2016-2021, suggesting the sector is stable and capable of expanding with more opportunities.

A large base of small and micro businesses

In Cherwell In 2022, there were 7,195 businesses making up 22% of total businesses in the wider Oxfordshire region. Micro businesses (0-9 employees) make up 89% of businesses in Cherwell, the same proportion as in the wider region. Small businesses (10-49 employees) make up 9% of total businesses in Cherwell, the same proportion as the wider region. Both medium-sized (50-249 employees) and large (250+ employees) make up 2% and less than 1% of businesses in in Cherwell and the wider region. The number of large businesses in Cherwell has increased by 20% between 2018-2022 (5 new businesses), a third of all new large businesses in the entire region for the period.

The total number of businesses in Cherwell increased by 6% across the period, doubling the increase across the wider region across the same period (3%).

Table 2.3: Business Base

	Cherwell	Oxfordshire
Total Businesses 2022	7,200	32,200
% Micro (0-9)	89%	89%
% Small (10-49)	9%	9%
% Medium-sized (50-249)	2%	2%
% Large (250+)	<1%	<1%

Source: UK Business Counts

A growing population

The population of Cherwell as a whole is approximately 161,000 as of 2021 and has increased by 13% (19,000) over the last decade. The population of the wider Oxfordshire region has increased by 11% (71,000) across the same period. The population of the LIA is 19,000 which constitutes 12% of Cherwell's total population.

The LIA has a lower proportion of people aged 0-15 years old (16%) than Cherwell (19%), Oxfordshire (18%) and nationally (19%). The LIA also has a lower proportion of working age people (61%) than both Cherwell and Oxfordshire (both 64%), and nationally (63%). The LIA's older population (65+) accounts for a higher proportion of total population (23%) than Cherwell (17%), Oxfordshire and nationally (both 18%).

Table 2.4 Population Statistics

	LIA	Cherwell	Oxfordshire
Total Population	19,000	161,000	725,000
% aged 0-15 yrs.	16%	19%	18%
% aged 16-64 yrs.	61%	64%	64%
% aged 65+ yrs.	23%	17%	18%

Source: Census 2021

Relatively high levels of economic activity in Cherwell

According to the 2021 Census, approximately 9,500 people live and work in the LIA. The LIA has an economic activity rate of 62%, compared to 66% in Cherwell and 61% across the wider Oxfordshire region. The LIA has an unemployment rate of 2.1%, which is consistent with both the rate of unemployment in Cherwell and the wider region. The LIA has an unemployment rate of 2.1%, which is broadly in line with both the rate of unemployment in Cherwell (2.2%) and Oxfordshire (2.0%), but lower than nationally (2.9%).

Overall, levels of economic activity in Cherwell are high. With a growing population, this suggests that there will be a sizeable workforce for the Proposed Development to draw from.

Table 2.5 Economic Activity

	LIA	Cherwell	Oxfordshire
Total No. in Employment	9,500	83,200	353,500
Economic Activity Rate (%)	62%	66%	61%
Unemployment Rate (%)	2.1%	2.2%	2.0%

Source: Census 2021

A diverse mix of qualifications and occupations

In Cherwell, a below average proportion (35%) of residents are qualified to NVQ4 Level 4 or above, compared to 42% in the wider Oxfordshire region and 37% in the LIA. Around 16% of residents in the LIA have no qualifications which is the same as in Cherwell, a percentage which is higher than the proportion for Oxfordshire as a whole (14%). In the LIA, 15% of residents have NVQ3+ qualifications, compared to 16% in Cherwell and 17% in the wider Oxfordshire region. 7% of residents in the LIA have an apprenticeship, just above the rate in both Cherwell (6%) and the wider Oxfordshire region (5%).

Table 2.6 Qualifications

	LIA	Cherwell	Oxfordshire
All usual residents aged 16 years and over	16,000	131,000	595,000
No qualifications	16%	16%	14%
Level 1 and entry level qualifications	10%	11%	9%
Level 2 qualifications	12%	14%	12%
Apprenticeship	7%	6%	5%
Level 3 qualifications	15%	16%	17%
Level 4 qualifications or above	37%	35%	42%
Other qualifications	3%	3%	2%

Source: Census 2021

The largest category in Cherwell's occupational structure is the professional occupations, with 19% of residents, compared to 26% in the wider region and 23% in the LIA. Around 14% of residents in Cherwell are managers, directors and senior officials, which is the same as the wider Oxfordshire region, and marginally more than in the LIA (12%). The LIA has a higher proportion of administrative and secretarial occupations and skilled trades occupations (both 11%), than both Cherwell (9% and 10% respectively) and the wider Oxfordshire region (9% for both).

Table 2.7 Occupation

	LIA	Cherwell	Oxfordshire
All usual residents aged 16 years and over in employment the week before the census	10,000	85,000	365,000
% Managers, directors and senior officials	12%	14%	14%
% Professional occupations	23%	19%	26%
% Associate professional and technical occupations	12%	13%	14%
% Administrative and secretarial occupations	11%	9%	9%
% Skilled trades occupations	11%	10%	9%
% Caring, leisure and other service occupations	8%	8%	8%
% Sales and customer service occupations	7%	8%	6%
% Process, plant and machine operatives	6%	8%	5%
% Elementary occupations	10%	11%	9%

Source: Census 2021

The proposed development will deliver a wide range of jobs at different skills levels from senior managerial positions to more junior positions which require less qualified staff. This will fit with the skills set for Cherwell and the Local Impact Area.

Resident earnings are increasing

Resident earnings in Cherwell are broadly similar to workplace earnings. However, resident earnings in Cherwell are increasing at a faster rate than for the whole of Oxfordshire and at a faster rate than workplace earnings. This may suggest that more people are starting to commute to areas outside of Cherwell with higher earnings. The proposed development will offer a broad range of jobs at a range of salary levels.

In Cherwell, resident earnings stood at £34,517 in 2022, increasing by 9% since 2018. Due to incomplete data, a comparison to the wider Oxfordshire region cannot be completed for 2022. However, data for 2021 can be used and this shows that, Cherwell's resident earnings were £34,267 which is similar to the Oxfordshire regions average (£34,644). Between 2018 and 2021, resident earnings in Cherwell increased by 8% and during the same period, earnings in the wider Oxfordshire region declined by 1%.

In Cherwell, workplace earnings in 2022 stood at £34,556 and increased by 13% from 2017. Due to incomplete data, a comparison to the wider Oxfordshire region cannot be completed for 2022. However, looking at data from 2021, Cherwell's workplace earnings were £31,684 below the Oxfordshire regions average of £33,785. Between 2017 and 2021, workplace earnings in Cherwell increased by 4%, the same increase as the wider Oxfordshire region.

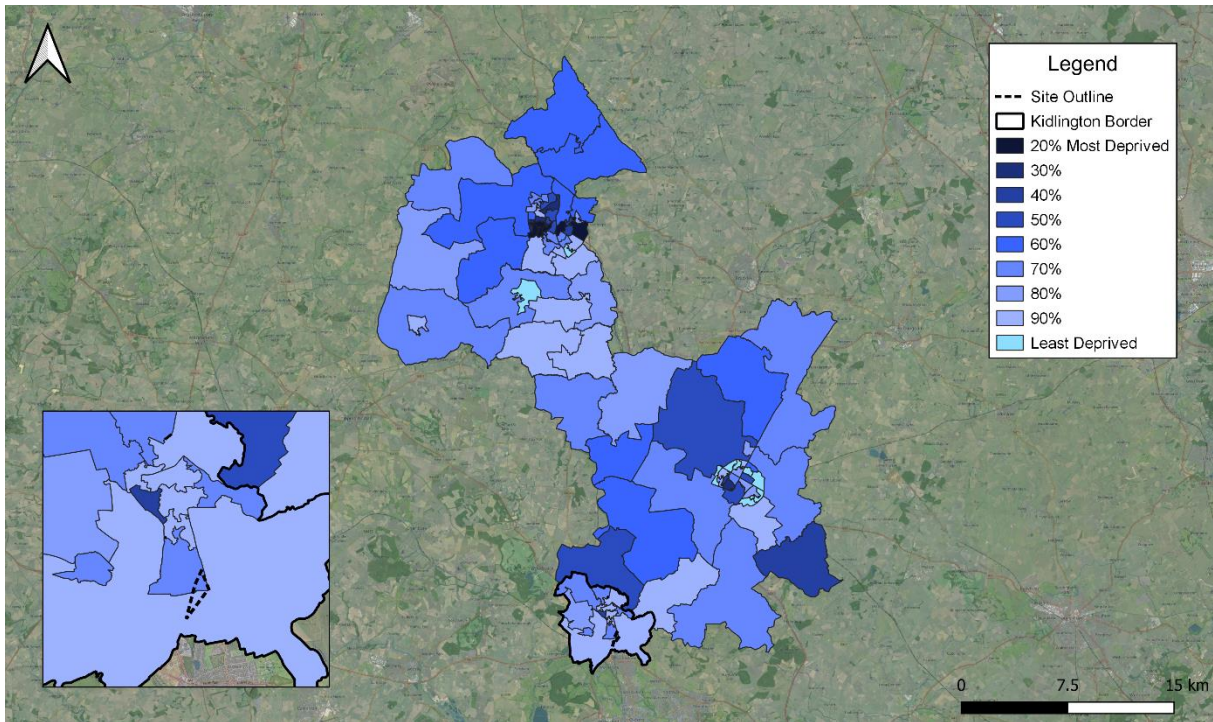
A Net outflow of Commuters

The 2011 Census is now over ten years old but is the best data available on commuting levels within a district. Data from the 2011 Census indicates that there is a net outflow of people leaving Cherwell each day for work. Around 61,000 people leave the district to travel to their place of work, whilst around 58,000 commute into the area. All of those commuting in are doing so from nearby areas, while those committing out have a further reach, with the data showing notable flows to London. While not a major imbalance, it does show that the district has a net outflow of commuters, suggesting there are opportunities to support more sustainable patterns of travel to work, and reducing the need to travel, by additional job creation within the district. The data shows that for those residents who's place of work is Cherwell, 60% also live in Cherwell, and a further 13.6% live in the rest of Oxfordshire, bringing the total to 73.6% across Oxfordshire.

Pockets of Local Deprivation

Whilst overall deprivation levels in Cherwell are not severe - the borough ranks 220 out of 317 local authority districts in England (where a rank of 1 is the most deprived) - there are local pockets of more severe deprivation across the borough and across different domains of deprivation. Six of the boroughs Local Super Output Areas (LSOAs) fall within the top 20% most deprived LSOA's nationally when considering overall deprivation levels. Within the income domain, Cherwell ranks 256 out of the 317 local authorities with 4 of its LSOAs falling within the 20% most deprived nationally. Within the employment domain, Cherwell ranks 264 out of the 317 local authorities with 5 of its LSOAs falling within the 20% most deprived nationally.

Figure 2.2 IMD 2019 Deprivation Decile



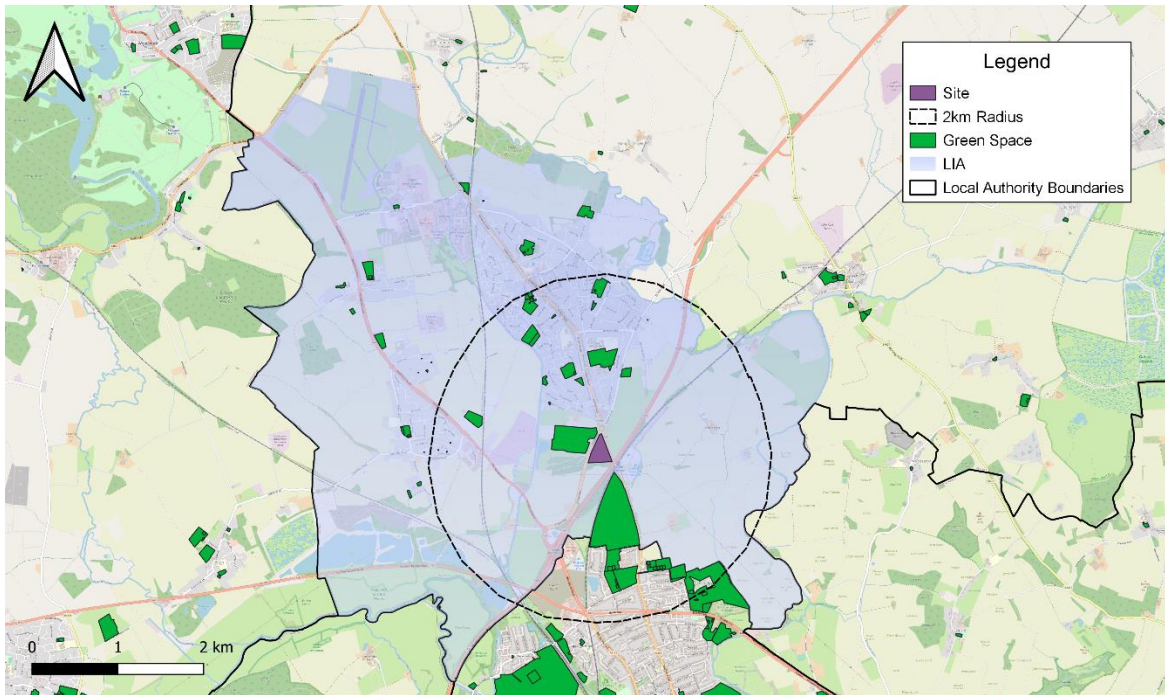
Above average levels of greenspace in Kidlington

The Cherwell Open Space and Play Areas Strategy¹⁰ outlines the adopted standard for open space which is 2.4 ha per 1,000 population for urban dwellers, and 2.74 per 1,000 population for rural/urban dwellers. With the accessibility standard being 5 minutes’ walk (400m) to an amenity space or a 15 minutes’ walk (1,200m) to other spaces.

The Strategy notes that for the urban areas, the current provision of general green space in Bicester exactly meets the adopted standard per 1,000 population, whilst in Banbury the provision is only marginally below the standard at 2.34 ha per 1,000 population. However, Kidlington’s network of provision easily exceeds the quantity requirement, at 3.66 per 1,000 population. Figure 2.3 shows greenspace in Kidlington, the LIA and those within 2km of the site. Greenspaces within both the 2km radius and the LIA include: Stratfield Brake Sports Ground, Kidlington & Gosford Leisure Centre, North Oxford Golf Club, Littlemarsh Playing Field, Exeter Recreational Ground, Exeter Close Play Area, Orchard Park Play Area, and Morton Close Park, as well as other smaller spaces.

¹⁰ Cherwell District Council, 2020, Cherwell Open Space and Play Area Strategy

Figure 2.3 LIA and Surrounding Area Green Space



At the time of the Strategy's audit, Kidlington had a population of just over 16,000 and an existing provision of 58.59 ha of open space. The largest natural and semi-natural green space in Kidlington is the Stratefield Brake Sports Ground provides open access to 20.68 ha of open space. This space constitutes a large proportion of the total natural and semi-natural green space in Kidlington which totals 34.72 ha. There were 55 natural and semi-natural green space sites, with 12 of these sites being large and accounting for approximately 83% of these sites total provision. At the time of the audit, there were 680 sites with unrestricted access, providing approximately 618 ha of open space.

3 Social and Economic Benefits

This section confirms that the Proposed Development will support a range of socio-economic benefits at both the construction and operational phases. These impacts will be long lasting and will result in substantial improvements to the local economy as well as to the wellbeing of local residents, and will help to address some of the challenges highlighted in Section 2 of this report.

Construction Benefits

During the construction period for the Proposed Development, demand for temporary construction jobs will be generated creating opportunities for local residents and helping to support the local economy. It is estimated the investment of around £113m in construction would support demand for around **210 Full-Time Equivalent (FTE) jobs per annum** over the 2 year construction period. This is based on applying average turnover levels per FTE within the construction industry in the South East to the anticipated construction investment.

This employment could be expected to include a broad range of job-types and occupations, both on-site as well as off-site (i.e. both direct and indirect / supply chain employment). A number of these jobs could be expected to be filled by residents of Cherwell who may currently be unemployed. However, it is assumed that the majority of construction jobs would be accessed by people (i.e. both employed as well as unemployed) from across the wider Oxfordshire region. Further information on the employment and skills support which the Development would support is provided in Section 4.

The nature of the jobs supported during the period of Works is expected to vary. On-site employment could include highly skilled professions (such as site surveyors) alongside lower skilled supply chain jobs (such as labourers), whilst off-site activity could be expected to support employment across a wide supply chain ranging from suppliers of building materials to architects. The next section of this report provides further details on the supply-chain benefits of the proposals.

By applying a standard multiplier of 1.5, it is estimated a further **105 FTEs** could be supported across Oxfordshire and further afield through supply chain (indirect impacts) and employee expenditure impacts (induced impacts).

Whilst there may be a requirement for some specialist construction companies to be used as part of the construction process it is anticipated there are also likely to be a wide range of sub-contracting packages that would potentially be available to local contractors across helping to maximise the local employment impact from the scheme.

As well as demand for temporary construction workers, there will also be benefits at the construction stage in relation to Gross Value Added (GVA) – a measure of economic output, and benefits from increased spending in local shops and services from construction workers. The GVA supported by the direct jobs (210 FTEs) is estimated to be **£20m per annum** during the two year construction period.

In addition, the construction period is also likely to generate opportunities for training and apprenticeships, which will have long-term benefits for local residents. Further information is provided in section 4, which confirms that the Proposed Development could support in the order of 10 year-long apprenticeships.

The construction sector plays an important part delivering employment and training for young people, critical at a time when unemployment has been reaching high levels following the global pandemic. Given there are unemployed construction workers in Cherwell, the recovery of the sector will also make a contribution to tackling joblessness in the industry.

Table 3.1: Summary of Construction Stage Impacts

Impact	Scale
Construction investment	£113m including stadium, hotel, and ancillary uses
Direct construction jobs	Demand for 210 Full Time Equivalents (FTEs) per annum over a two year construction period
Indirect (supply chain and employee expenditure)	A further 105 FTEs supported over two years through indirect and induced impacts
Direct Gross Value Added (GVA)	£20m per annum during the 2 year construction period
Apprenticeship opportunities	Apprenticeship opportunities amounting to around 5% of direct construction FTEs

Source: *ekosgen*

Operational Benefits

A number of operational benefits would also result from the Proposed Development.

Employment

The proposed development comprises of a 16,000 seater stadium, including fan zones and hospitality spaces together with ancillary/commercial floorspace uses alongside accessible green spaces.

In order to estimate the likely number of full-time equivalent¹¹ (FTE) jobs that would be supported by each type of use class, a range of sources have been used. OUFC and Legends have provided data on the current number of match and non-match day staff. For on-site employment floorspace supporting uses, the HCA Employment Density Guide¹² has been used. For other employment supporting uses such as conferencing and events and non-OU bowl events, FTEs were estimated based on applying turnover per FTE within the sports activities and recreation sector to the projected revenue figures for these events supplied by Legends.

On this basis, it is estimated that the proposed development will support **around 320 gross direct on-site FTEs** once operational. A full breakdown of jobs by type of use is shown below.

The occupations required to support the Proposed Development will vary from professional and managerial roles to administrative, hospitality and entry roles providing a wide-range of opportunities in part-time and full-time roles to suit a variety of skills levels.

¹¹ Full-time equivalent (FTE) is a unit that indicates the workload of an employed person. An FTE of 1.0 is equivalent to one full-time employee (typically working 35 hours per week), whilst a part-time employee working half the hours is recorded as 0.5 FTE.

¹² Home and Communities Agency (2015): Employment Density Guide, 3rd Edition

Table 3.2: Estimated Gross on-Site Jobs Supported

Use	Floorspace sq m	Measurement	Employment Density	Estimated Gross FTEs
Employment Associated with the Operation of the Stadium				
Retained Oxford United Staff (non match-day)				133
Retained Matchday Staff				18
<i>Sub-total</i>				151
Projected Additional Matchday Staff				3.5
Projected New Stadium Operation Staff				30
<i>Sub-total</i>				33.5
<i>Sub-total for the Operation of the Stadium</i>				185
Other On-Site Employment Supporting Uses				
Hotel		1 FTE per 3 beds		60
Club Merch Store		NIA	17.5	16
Gym		GIA	100	7
Health and Wellbeing Space		GIA	165	8
Restaurant		NIA	17.5	14
Sports Bar		NIA	17.5	10
Conferencing and Events and Non-OUFC Bowl Events				20
<i>Sub-total</i>				135
Overall Total				320

Source: OUFC, Legends, ekosgen

The figures presented in Table 3.2 above are gross figures and include the 133 Oxford United Staff that will be retained as well as the current 18 FTE matchday staff. Whilst these jobs will not be additional to the activities of OUFC, they will be additional to Cherwell, having previously been supported at the Kassam Stadium in Oxford City.

The gross FTE employment supported on site is estimated to generate an annual wage bill in the region of £8.9m¹³. This will generate further benefits locally (considered below) in the form of wider supply chain and induced spending.

The jobs have been estimated as Full-Time-Equivalents. In reality however, they will include both full-time and part-time roles offering flexible opportunities to suit a variety of skills and occupations. An estimate of the total number of jobs supported has been made based on information provided by OUFC on current full-time and part-time roles, as well as by applying the current ratios of full-time and part-time jobs in relevant sectors to the other employment supporting uses. This gives rise to a total of around 590 jobs, including matchday staff.

Gross Value Added (GVA)

The value of the jobs to the economy can also be measured in terms of **Gross Value Added (GVA)**, a key measure of economic output. GVA is a measure of the increase in the value of the economy due to the production of goods and / or services supported on-site. In simple terms, GVA is a measure of the additional profits generated within businesses plus the additional salaries that are paid to employees.¹⁴

¹³ ONS Annual Survey of Hours and Earnings (2022)

¹⁴ GVA is a component of gross domestic product (GDP), where GDP = GVA plus taxes (less subsidies) on products.

GVA is calculated using benchmarks of GVA output per employee for relevant sectors (in line with the proposed use classes within the proposed development), taken from the ONS's Annual Business Survey. This is then applied to the FTE jobs created as a result of the proposed development. It is estimated that the annual gross direct GVA impact of the proposed development, once fully operational, would be approximately **£14.2 m** per annum for Cherwell.

Table 3.3: Estimated Gross GVA Supported by on-site Jobs

Use	GVA per Job	Estimated gross GVA (£m)
OUFC Jobs	£43,267	£5.7
Matchday Jobs	£43,267	£0.9
Stadium Operation Jobs	£43,267	£1.3
Hotel	£41,867	£2.5
Club Merch Store	£51,814	£0.8
Gym	£43,267	£0.3
Café / Restaurant / Bar	£51,814	£1.3
Health and Wellbeing	£61,968	£0.5
Conferencing & Events	£43,267	£0.84

Source: *ekosgen, using ONS Annual Business Survey*

Off-site employment and GVA

The proposed development will also deliver a range of positive off-site employment multiplier effects in Cherwell and Oxfordshire. This refers to supply chain purchases made by the occupiers of the new offices which can support further local employment such as for catering and maintenance amongst other purchases (i.e. the indirect multiplier). It also refers to the expenditure from wages injected into the local economy by both direct and indirect workers (i.e. the induced multiplier) which can also support further local employment.

The extent to which these off-site benefits are captured would depend upon the supply chain patterns of the businesses. A composite multiplier of 1.5 has been used to assess indirect and induced impacts generated across Oxfordshire. This is based on the guidance set out in the HCA's Additionality Guide.

Using this multiplier, applied to the gross direct jobs, it is estimated that the proposed development could support **160 FTE indirect and induced off-site Jobs and £14.5m annual GVA.**

Off-site Football Supporter Spending

The Proposed development will generate further expenditure in the local and wider economy through off-site spending of football fans attending matches and visiting the stadium. This will include expenditure on food, beverages, retail, and travel which in turn will help to support businesses and amenity.

Research undertaken by BiGGAR Economics in 2021 for OUFC and based on experience of similar sized league one clubs made estimates of average spending from football supporters attending games. This includes estimates of off-site spend and spend specifically within the sub-region (Oxfordshire) and equates to £21.50 per supporter.

Applying these estimates to the projected annual football supporter visitors of the Proposed Development (266,786) supplied by Legends gives rise to total off-site visitor spend of **£5.8m** per annum.

By applying a turnover per FTE figure to this spend, it is estimated that the visitor off-site spend supports around **95 FTEs**. BiGGAR Economics estimate that around 70% of off-site expenditure is currently spent within Oxfordshire equating to around £4m per annum and 66 FTEs. When these projected levels of off-site expenditure are compared with the existing levels estimated by BiGGAR Economics this equates

to an uplift of around £1.5m and 17 FTEs (34%). However, it is important to note that without the proposed development, the existing levels of spending may not be retained.

Business Rates

There will be fiscal benefits associated with the proposed development via the payment of business rates. Based on business rates for individual use classes associated with the development, it is estimated that Cherwell Council will receive around **£280,000 per annum** through business rate contributions as a result of the proposed development which will help to support essential local services including police, fire and waste management.

4 Wider Regeneration and Community Benefits

This section provides an overview of the wider regeneration and community benefits which will result from the development. The Proposed Development will deliver a whole host of benefits. The key regeneration benefits are set out under the following headings:

- Delivering against local policies
- Supporting local resident employment and training opportunities
- Supporting local business, supply chain opportunities
- Improvements to local community sports facilities
- Delivering improvements in local well-being through Oxford United in the Community (OUitC)
- Delivering a high quality scheme in terms of design
- Offering multi-functional open space
- Prioritising accessibility and active travel options

Delivering against local policies

The Proposed Development will support numerous policies at a local, regional and national level as summarised in Section 2. Most notably the proposals will:

Strengthen the village centre in Kidlington and widen its economic role

- The **Cherwell Local Plan 2011-2031** outlines the need to strengthen Kidlington's centre, with its important economic role to be widened. The Proposed Development will do this through the provision of new services and facilities such as a hotel, retail, sporting and health facilities. The creation of a major sports and visitor attraction will strengthen the centre's role as a visitor destination.
- This aspiration was a key feature of the **Kidlington Framework Masterplan (2016)**, which outlines the need to strengthen the Village Centre by "*increasing its mix of uses and vitality and its attractiveness to local residents, employees, and visitors as a place to shop, work and spend leisure time during the day and evening*". The proposals will directly support this aspiration.

Support the Tourism sector locally, responding to a need for additional hotels

- The **Cherwell Local Plan 2011-2031** sets out aspirations to support the tourism sector. It states that "*developments in this sector will be supported, especially new attractions and hotels*". The proposals will provide a new hotel locally and will attract visitors from across Oxfordshire and nationally, thus supporting tourism.
- A number of Oxfordshire-wide documents also set out very clear aspirations for supporting the tourism sector. This includes the **Oxfordshire Economic Recovery Plan**, with Target Proposal 6 highlighting the need for a visitor economy renaissance, attracting visitors to help Oxfordshire maintain its position as one of the UK's desirable visitor destinations.
- The **Oxfordshire Local Industrial Plan** also aims to strengthen the tourism and hospitality industry which supports 10% of all employment in Oxfordshire. It suggests increased investment in areas such as high grade hotel stock could boost this offer further, complementing Oxfordshire's global brand, and creating more accessible, permanent jobs for the wider community.
- The **Oxfordshire Investment Plan** sets out aspirations to support the internationally recognised tourism sector to recover, build resilience and flourish coming out of the Covid-19 pandemic under the Business Environment Pillar.
- The **Oxfordshire Creative, Cultural and Tourism Plan** which identifies tourism as playing a key role in economic growth. The development will directly support some key thematic areas including skills, talent development and business growth. The Proposed Development will

contribute to these aims by providing additional employment opportunities, additional visitor economy provision in the form of attractions and accommodation, and community amenities in the form of newly accessible public space and the potential for a health and wellbeing facility.

Support the local economy through supporting jobs and training

- The aspirations within the policy documents above focused on supporting the tourism sector in Oxfordshire often cite the potential this sector has to support economic growth, jobs and training.
- Target Proposal 1 in the **Oxfordshire Economic Recovery Plan** focuses on improving labour supply within and across sectors. The Proposed Development will provide **jobs and skills training** as well as the provision of health and care.
- The Proposed Development supports aspirations in the **Oxfordshire Investment Plan** under the Place Pillar by providing additional floorspace on the site for a variety of uses, as well as accommodating new employment.
- The **Oxfordshire Strategic Economic Plan** supports the interrelationships between the tourism economies of Oxfordshire and the surrounding areas. It aims to make Oxfordshire a place where ambitious businesses and people thrive and where young people choose to build their careers and their lives. The Proposed Development contributes to this by providing additional employment opportunities across a variety of sectors, as well as by enhancing the tourism offering in the area.

Enhance access to community facilities

- The **Kidlington Framework Masterplan (2016)** sets out aspirations for “*enhancing access for all residents to high quality community facilities, sports and recreation and spaces.*” Oxford United Football Club are committed to ensuring that the stadium is part of the community of Kidlington, with facilities and services open to the community every day.

Supporting local resident employment and training opportunities

The Proposed Development will support employment and training opportunities for local people. There are a number of issues which the scheme will help to address.

Whilst the unemployment rate in Cherwell remains below national levels, there remains a number of people who are not in employment and actively seeking work. This development could provide opportunities for people locally who are out of work. Furthermore, whilst the economic activity rate in Cherwell is relatively high, there remains a significant number of people who are not economically active. The Proposed Development could help to attract people who are not currently active in the labour market back into the workplace, particularly through the flexible roles which are offered.

Cherwell also experiences a net outflow of people leaving the district each day to work and the proposals could help to retain people who currently commute out of the area and support more sustainable travel to work benefits. The 2011 Census is now over ten years old but is the best data available on commuting levels within a district. Data from the 2011 Census indicates that 61,000 people leave the district to travel to their place of work, whilst around 58,000 commute into the area.

There are skills issues in Cherwell which the Proposed Development could also assist with. A below average proportion (35%) of residents are qualified to NVQ Level 4 or above compared to Oxfordshire (37%). Furthermore, a higher proportion of residents in Cherwell (16%) possess no qualifications compared to the sub-region (14%). The Proposed Development will provide training and employment to support these groups.

Finally, there are local pockets of deprivation close to the site, particularly around education, skills and training as outlined in Section 2 of this report.

During both the construction and operational phase, it is expected that jobs would be taken up by residents from within the sub-region and local area including:

- those that are unemployed and seeking work;

- those that choose to move jobs, including those that are currently out-commuting; and
- those that move into the area as a result of planned new housing supply.

The Applicant is committed to local recruitment and engagement to support employment amongst local residents. They are adopting a series of measures which will help to support opportunities and maximise access to employment for those who need it most, including:

- 15-30% of employees from Oxfordshire at the construction stage
- 74% from Oxfordshire at the end-use phase

As described in the baseline, around 60% of the people working in Cherwell are resident within Cherwell itself and around 74% in Oxfordshire as a whole. It is therefore expected that around 192 of the gross additional FTEs are taken up by Cherwell residents during the operational phase, whilst 236 of the gross additional FTEs are taken up by people residing in the sub-region.

Through the Oxford United Community Pledge, OUFC has committed to the following:

- Partnering with local schools to develop a comprehensive work experience and vocational apprenticeship programme.
- Implementing a local employment plan that will ensure local residents are high priority candidates for relevant jobs.

A Construction Community Employment Plan (CEP) and end-use Community Employment Plan (CEP) will be prepared in partnership with a range of organisations including the Oxfordshire LEP and Cherwell DC amongst others. This will set out in more detail how the scheme will support local recruitment and skills development.

OUFC has started to consider what might be contained within these CEPs and initial thoughts are included in Appendix 1. A summary of some of the key initiatives which are likely to be contained in here are summarised below.

Construction Phase

Activity	Description
Local Labour supply chain and procurement	
Supporting local employment through 15-30% of workforce having an Oxfordshire postcode	The applicant will use reasonable endeavours to ensure that local employment is supported. 15% is seen as a minimum target and 30% local employment is considered a stretching target. Local refers to workers having an Oxfordshire postcode. This will be achieved over the 2 year construction period.
Work with and support schools county wide to introduce pupils to the range of skills and careers available in construction	The appointed contractor would deliver careers information, advice and guidance (CIAG) working with colleges and schools in Oxfordshire. There would be a focus on engaging with those closest to the site. A total of 9 events would be delivered.
Engaging with Education	
Provide site tours to schools, colleges, universities and those organisations up skilling individuals	The applicant will use reasonable endeavours to ensure that the construction firm provides a minimum of 1 school, 1 college and 1 university tour to help upskill individuals. This would be delivered during the construction phase.
Support Oxfordshire careers events and National Apprenticeship Week (NAW) annually during the course of the development	The applicant will use reasonable endeavours to ensure that the selected construction contractor commits to supporting 1 event during the 2 year construction phase.
Youth & Apprenticeships	

Support apprenticeships by: <ul style="list-style-type: none"> • embedding use of local apprentices in supply chain procurement • ensuring the construction phase supports apprenticeships during construction 	The number of apprenticeships is based on CITB guidance which suggests 520 weeks of waged training for apprenticeships. This is equivalent to 10 apprenticeships working all year. This would be delivered during the construction phase.
Support training and work experience for young people	In line with CITB guidance, work placements would be provided for 3 people in education and 11 people not in education. Young people are defined as those aged 16-24 years. This is equivalent to around 1,575 hours.
Inclusive economic activities and communities	
Support a series of sector based work academies for those aged 18 or above (8 participants at each)	OUFC is committed to using reasonable endeavours to work with the construction firm to offer 5 placements for a minimum of 5 days during the construction phase.
Supporting local charities	Support for 2 charities throughout the duration of the construction programme.
Promoting local volunteering	A minimum of 800 volunteering hours committed to local community projects or charities.
Diversity Report	Monthly monitoring of levels of diversity within the workforce with an annual report submitted.
Workforce well-being	Health and well-being programme developed to support employees.

End-use Phase

Activity	Description
Provide Oxfordshire residents with sustainable jobs	
Work with and support new retailers and restaurants to deliver their workforce with at least 70% of the workforce to have Oxfordshire postcodes	OUFC would use reasonable endeavours to ensure that at least 70% of the workforce have an Oxfordshire postcode. This would include people working for OUFC as well as other occupiers located at the venue.
Support a series of sector based work academies (SBWA) for 18+ (c.8 participants per SBWA)	OUFC would offer at least 1 placement for a minimum of 5 days each year for the first 3 years of operation (these could be delivered by the club or by the other uses (e.g. hotel, restaurants) proposed as part of the development.
Pledging the Apprenticeship Levy	OUFCs wage bill is greater than £3 million annually. As a result, they contribute 0.5% of their total annual pay bill to the Apprenticeship Levy. The Levy enables apprenticeship training for all employers.
Provide Oxfordshire residents with sustainable jobs	
Attend Oxfordshire Careers fairs	Attendance at 1 Oxfordshire Careers Fair annually to raise awareness of opportunities to work for OUFC and for other occupiers at the Proposed Development.
Support growth in apprenticeships across facilities management, security, retail and hospitality	We would use reasonable endeavours to ensure that Apprenticeships are offered in these key services. We would commit to a minimum of 1 apprenticeship each year (working 12 months) for the first 3 years.

Support training and work experience for young people	OUFC would use reasonable endeavours to provide work placements (minimum 1 week) for 2 people in education and 2 people not in education annually for the first three years. Young people are defined as those aged 16-24 years.
To equip people with the skills to be successful with a particular focus on youth and disadvantaged groups	
Attend National Apprenticeship week events	Attend 1 event annually in Oxfordshire during National Apprenticeship week.
Attend careers events	Attend 1 careers event annually in Oxfordshire.
Organise events to engage selected secondary schools to promote retail careers	OUFC would work with retailers at the Proposed Development to organise at least 1 event for secondary schools to promote retail careers.
Support apprenticeship careers events	Support 1 apprenticeship careers events annually.

Supporting local business, supply chain opportunities

The demolition and construction phase of the Proposed Development presents the opportunity to maximise the impact of investment within the local economy. There is an opportunity for companies based within Cherwell and Oxfordshire to compete for and win contracts, which will in turn bring jobs and growth to the local area.

The Applicant intends to engage an experienced primary (construction) contractor with a strong track record of engaging with local suppliers and providers and working with local council's to maximise engagement with local businesses during the construction phase. Initiatives could include working with the Council and local partners to identify pre-qualified 'local' businesses to put forward for tender. Engaging with the local supply chain can have a long lasting impact, beyond the construction phase, helping to build the capacity and productivity of local businesses. The applicant will use reasonable endeavours to ensure that at least **20% of procurement spend** at the **construction phase** is at a local level.

Once operational, the Proposed Development is estimated to support over 300 gross direct FTEs which will help support a range of local businesses in the LIA and beyond. This will occur as a result of spending from these employees (usually referred to as the induced effect) as well as through supply chain linkages (the indirect effect). Section 3 of this report estimated the induced and indirect employment effects generated by the Proposed Development within Cherwell to be around 160 FTEs. The most likely recipients will be local retail businesses including food and beverage outlets, grocery retailers and service retailers of which there are a large number in close proximity to the Site.

OUFC is committed to the following targets in terms of supply-chain spend which will result from the **operation** of their **own activities** at the Proposed Development (not those of other organisations located at the stadium):

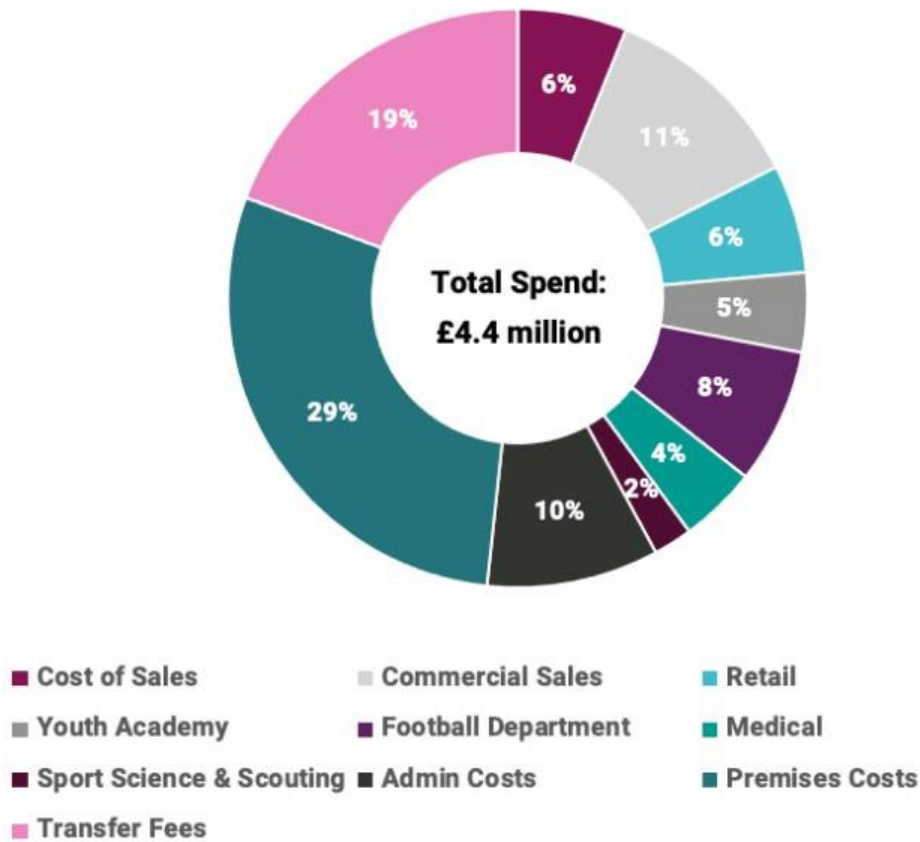
- 35% of overall spend will be with suppliers within Oxford
- 40% of overall spend will be with suppliers within Oxfordshire
- 98% of all spend would occur nationally

One study which examined the economic impact of OUFC estimated that over the 2021/22 season, the club was projected to spend around £4.4m in non-staff operational costs¹⁵. The study showed that the greatest levels of spend were on premises (Kassium Stadium and training ground) equating to 29%, transfer fees (19%), commercial sales (11%), admin costs (10%), the football department (8%), retail (6%), cost of sales (6%), youth Academy (5%).

¹⁵ Economic and Social Impact of Oxford United FC Biggar Economics

The research estimated that 35% of spending occurred within Oxford, 36% across Oxfordshire and 98% across England. This demonstrates that the targets above are realistic and likely to be achieved.

Figure 4.1: Supply Chain Spend



Source : BiGGAR Economics analysis of data from Oxford United FC

OUFC has started to consider what supply-chain initiatives might be delivered through their Community Employment Plans (CEPs). A summary of some of the key initiatives which are likely to be contained in here at the construction phase is provided below. OUFC would use reasonable endeavours to ensure that the primary construction contractor awards between 15 and 30% of contracts within the Oxfordshire supply-chain at the construction phase.

Construction Phase

Activity	Description
Local Labour supply chain and procurement	
Hold a minimum of 1 “meet the buyer” events aimed at supporting local supply chain opportunities	The applicant will use reasonable endeavours to ensure that the construction firm organises at least 1 Meet the Buyer event. This will explain the project, the opportunities and the procurement process to local suppliers. This will be held over the 2 year construction period.

<p>Maximise local procurement through ensuring main and subcontractors source locally where practical</p>	<p>The aim is for 15% of contracts awarded within the Oxfordshire supply-chain at the construction phase. A stretching target of 30% would also be set.</p> <p>This would be achieved by sharing opportunities within the local supply chain through Meet the Buyer and social enterprise events and requesting support, if needed, from the CITB Oxfordshire Rep to identify appropriate local organisations to be considered for tender. The outputs of sub-contractors are included within the targets.</p>
<p>Supporting Social Enterprises in supply chain</p>	<p>Run 1 workshop for social enterprises, explaining the opportunities arising from the construction phase</p>

Improvements to local community sports facilities

Oxford United’s new stadium will be more than a new venue for football matches. There is an aspiration for the stadium to be part of the community of Kidlington, with the local community able to use and benefit from the local facilities.

The Oxford United Community Pledge sets out further information on this, with the club making a commitment to:

- Provide community facilities within the stadium that will include flexible community spaces. These could be used, for example, for arts, drama, adult education, work and meetings. Community facilities could be made available for use by local residents on a preferential basis.
- Improve and maintain the sports playing pitches at Stratfield Brake at our cost (thereby freeing up parish funds for other purposes). The Stratfield Brake site, near Kidlington, is home to a number of community sports teams including Kidlington Cricket Club, the Gosford All Blacks rugby team and youth football sides.
- Make the stadium and community facilities accessible to a wide range of groups. The stadium will be the home of the OUFC women’s team. The community finals will also be held at the stadium.
- Ensure that the Training Ground will remain at Horspath Road. Many of OUFCs community programmes will continue to be run from there, especially those for east Oxford.
- Further develop OUFCs partnerships with other key organisations within the village. This will help to develop plans and help source potential funding for a pitch and sports facilities strategy for future generations.

The provision of sports facilities and other amenity space, as well as providing opportunities for active travel, will help to improve access to outdoor space and encourage physical activity which will be beneficial to the health and well-being of those using the space. Research commissioned by Sport England¹⁶ demonstrated the important role that physical activity plays in preventing a number of serious physical and mental health conditions and attributed a value of £9.5bn to this nationally. The research also indicated the role that physical activity can have in leading to fewer crime incidents, volunteering and improved levels of social trust, belonging and community engagement.

Delivering improvements in local well-being through Oxford United in the community (OUitC)

Oxford United in the Community (OUitC) is a non-profit organisation associated with the club which was founded in 2008. A strategy, Oxfordshire – A Community United was launched in 2021 with a focus on extending participation across all of the community in Oxfordshire “aged from 2 to 92” with a more place-based approach.

¹⁶ [Measuring impact | Sport England](#)

Oxford United in the Community have partnered with charities and organisations to collaborate to deliver the vision. Founding partners include Oxfordshire FA, Active Oxfordshire, Oxfordshire Youth, Oxfordshire Mind, ARCh Oxfordshire and Aspire Oxfordshire. The charity has created a 'Hub and Spoke' operational structure to deliver programmes in up to 15 of Oxfordshire's towns over the next three years.

In 2020/21, the key achievements included:

- 103 kids in Premier League Kicks
- 53 people in DIVERT
- 1,218 participants in Manor Club Extra
- 54 teachers in Premier League Primary Stars
- 123 students in the National Citizens Service
- 19,913 participants in football courses (e.g. holiday courses, skills centre and development centre)

The key programmes delivered by OUitC are summarised below. They directly address a number of the issues identified in this section such as employment and skills, as well as health and well-being.

Table 4.1: OUitC Key Activities

Programme	Description
Employment, Skills and Training	
Premier League Stars	A partnership between OUFC and the Premier League which aims to inspire and educate primary school pupils (5-11 years) across all areas of the curriculum using the power of football. OUitC deliver a range of activities including PE lessons within the National Curriculum, extra-curricular clubs, PSHE workshops, Literacy and Numeracy support, as well as assemblies focusing on values and behaviours in the playground. The programme has been delivered in multiple schools across Oxfordshire with thousands of children benefitting.
National Citizens Service (NCS)	Funded by the , NCS programmes are designed for teenagers aged 16 or 17 to help them establish a clear idea of what they want from their future through the power of independent challenges, team activities and workshops. The residential and non-residential two and three-week programmes take place over the summer and autumn. The programme has seen hundreds of pounds raised for charity and helps people develop key life skills such as budgeting and writing a CV.
DIVERT	OUitC is the delivery partner for this programme, which is a custody-based intervention programme aimed at reducing reoffending, funded by the Thames Valley Policing Unit. OUitC employs a dedicated independent Custody Intervention Coach who works out of the custody suite and engages with 18–25 years-olds, who have been arrested. DIVERT is the only intervention programme of its kind taking place in England and Wales and helps reduce reoffending rates amongst young people through long-term development plans. These plans guide offenders using education, training and employment to fulfil their goals and to cut out potential for reoffending.
Health and well-being, including sport	
Football Courses	OUitC organise a large number of football courses, including holiday camps, after schools clubs, skills centres and development centres.
Development Centre	Oxford United in the Community's Development Centre is an invitation-only programme offering an opportunity to boys and girls (under 7s to under 16s) to train in a team environment, improving both individual ability and technical and tactical knowledge of the game.

Premier League Kicks	A football based youth engagement programme aimed at 8-18 year olds, bringing them together to play sport whilst socialising with friends and building positive relationships. The programme aims to inspire young people in some of the most deprived areas of Oxfordshire through sports, coaching, music and educational and development sessions.
Manor Club	For supporters aged 50 and over and meets on the first Wednesday of every month with a guest speaker usually a United legend sharing stories and memories via a Q&A session at the Cowley Workers Sports and Social Club.
Manor Club Extra	An online and offline programme which is funded by the Department for Digital, Culture, Media and Sport as a part of the English Football League Trust's Tackling Loneliness Together Project. The programme began in August 2020 and had the focus of tackling the loneliness and isolation caused by the Covid-19 pandemic amongst the over 70s. The project has also partnered with Age UK Oxfordshire and Active Oxfordshire to film exclusive Q&A sessions with past players and club officials in place of the physical Manor Club. The foundation also offers a weekly virtual coffee morning, where supporters can join to chat about all things related to Oxford United FC, and provides a friendly phone call service where the charity phones Oxfordshire residents aged 70+. This allows for residents to have a chat about Oxford United FC, as well as for team members to check in with them to see how they are doing and how their week is going.
Oxford United Walking Football Club	Aimed at men over 50 and women aged over 18 years. The club has a varied membership from all walks of life, who enjoy playing football in a friendly and supportive environment. The club plays locally, in overseas tournaments as well as in charity events.

Source: Oxford United in the Community (OUitC)

Through its community pledge made in June 2023, Oxford United Football Club is committed to:

- Continuing to engage with the county council, district councils and parishes about advancing health and well-being through sport.
- Working in partnership with local community organisations, places of worship and schools to develop an outreach mental health provision for the community.
- Working in partnership with local clubs, schools and community organisations to support and develop a health and well-being programme for all that will be supported by the community department and professional players.

In this way, the club is committed to continuing to make a significant contribution to the health and well-being of residents in Oxfordshire.

Delivering a high quality scheme in terms of design

Through the Oxford United Community Pledge, there is a commitment to ensure that the stadium is built to a high level of sustainability standards both in construction and day to day operations. The club will also ensure that there is enhanced public access to the community green space on the triangle.

NB further information will be incorporated following review of background documents.

Offering multi-functional Open Space

The Proposed Development aims to incorporate native species and local prominence landscaping elements into the design. Flexible multi-functional spaces have been incorporated that can be enjoyed whether it's a match day or not. The Proposed Development aims to connect the stadium to the wider countryside, woodlands, canal walks, and nearby towns in a way that is attractive, safe, and enjoyable for walkers and cyclists, while also promoting environmental and cultural stewardship.

The Community Plaza/Fan Zone to the north of the Stadium provides a welcoming open space for everyday use, for supporters to gather and socialise before and after matches and for hosting a variety of events. This space is designed with flexibility in mind. On match days, the open layout allows for a

variety of activities to enhance the overall experience for fans. On non-match days, it will be linked to the commercial spaces within the Stadium building and will provide social space which connects to the wider landscape.

The south-east of the Stadium is another multi-functional arrival space which provides benches, bike racks and other amenities set amongst new tree and shrub planting, providing a welcoming and convenient space for fans to gather before the game.

Finally, the Proposed Development will deliver a 10% biodiversity net gain on-site.

Prioritising accessibility and active travel options

The Site is in a highly **accessible location**, adjacent to the strategic highway network as well as Oxford Parkway Railway Station and the Park and Ride. It is therefore accessible by a range of transport modes.

One of the key principles of the Access Strategy is to maximise the use of sustainable transport measures and improve connectivity to the surrounding area. The Proposed Development will provide **new pedestrian crossing points** on Oxford Road and Freize Way to complete a southern walking route around Kidlington, connecting to the proposed Public Open Space within the allocated site to the east, and to Stratfield Break to the west. These crossings will provide enhanced connectivity to the proposed Stadium and facilities around Kidlington.

In addition, it is proposed the scheme will provide **new bus stops** on Oxford Road to serve the site, these will be served by existing services on the Oxford Road.

Through the **Oxford United Community Pledge**, there is a commitment to further develop partnership working with public transport companies, sustainable transport companies and the local authority to alleviate additional parking concerns for local residents.

Appendix 1 Community Employment Plan

The tables below set out the current thinking in terms of initiatives which might form part of the Community Employment Plans at the construction and operational phase. These will be further developed and refined throughout the planning application stage.

Construction Phase Community Employment Plan (CEP)

Supporting Local Supply Chain Opportunities

Activity	Description
Local Labour supply chain and procurement	
Hold a minimum of 1 “meet the buyer” events aimed at supporting local supply chain opportunities	The applicant will use reasonable endeavours to ensure that the construction firm organises at least 1 Meet the Buyer event. This will explain the project, the opportunities and the procurement process to local suppliers. This will be held over the 2 year construction period.
Supporting local employment through 15-30% of workforce having an Oxfordshire postcode	The applicant will use reasonable endeavours to ensure that local employment is supported. 15% is seen as a minimum target and 30% local employment is considered a stretching target. Local refers to workers having an Oxfordshire postcode. This will be achieved over the 2 year construction period.
Local employment and training clauses including use of local apprenticeships built into procurement contracts.	The construction firm would seek to ensure that apprenticeships are delivered through its procurement contracts. As a rule of thumb, around 1 apprenticeship could be delivered per contract with a total of 10 (as per the target below) provided throughout the 2 year construction phase.
Maximise local procurement through ensuring main and subcontractors source locally where practical	The aim is for 15% of contracts awarded within the Oxfordshire supply-chain at the construction phase. A stretching target of 30% would also be set. This would be achieved by sharing opportunities within the local supply chain through Meet the Buyer and social enterprise events and requesting support, if needed, from the CITB Oxfordshire Rep to identify appropriate local organisations to be considered for tender. The outputs of sub-contractors are included within the targets.
Supporting employment for young people (this could include apprenticeships, traineeships, Kickstart and similar)	A total of 15 opportunities for young people would be delivered including Kickstart, traineeships, apprenticeships & new job starts. Young people is defined as those aged 18-25 years when they start on site.
Supporting Social Enterprises in supply chain	Run 1 workshop for social enterprises, explaining the opportunities arising from the construction phase
Work with and support schools county wide to promote and introduce pupils and those that advise pupils of the range of skills and careers available in the construction industry	The appointed contractor would deliver careers information, advice and guidance (CIAG) working with colleges and schools in Oxfordshire. There would be a focus on engaging with those closest to the site. A total of 9 events would be delivered.

Employment and Training

Activity	Description
Engaging with Education	
Provide site tours to schools, colleges, universities and those organisations up skilling individuals	The applicant will use reasonable endeavours to ensure that the construction firm provides a minimum of 1 school, 1 college and 1 university tour to help upskill individuals. This would be delivered during the construction phase.
Support Oxfordshire careers events and National Apprenticeship Week (NAW) annually during the course of the development	The applicant will use reasonable endeavours to ensure that the selected construction contractor commits to supporting 1 event during the 2 year construction phase.
Support University graduate research projects	Subject to demand, this is a project which could be considered.
Develop a series of creative interventions that advise parents of the range of skills and careers available in the construction industry	1 workshop would be held per year to promote the construction industry to parents and de-mystify it as a career.
Youth & Apprenticeships	
Support apprenticeships by: <ul style="list-style-type: none"> • embedding use of local apprentices in supply chain procurement • ensuring the construction phase supports 10 apprenticeships during construction 	The number of apprenticeships is based on CITB guidance which suggests 520 weeks of waged training for apprenticeships. This is equivalent to 10 apprenticeships working all year. This would be delivered during the construction phase.
Support training and work experience for young people by: <ul style="list-style-type: none"> • Providing a strategy that delivers –employment training and work experience/placements places for young people, matched to their areas of interest and aspirations, where they engage in purposeful work-related learning activities rather than observation. • Embedding these opportunities in supply chain 	In line with CITB guidance, work placements would be provided for 3 people in education and 11 people not in education. Young people are defined as those aged 16-24 years. This is equivalent to around 1,575 hours.
Inclusive economic activities and communities	
Support a series of sector based work academies for those aged 18 or above (8 participants at each) over the life of the development aimed at creating opportunities for those most marginalised from the workplace.	OUFC is committed to using reasonable endeavours to work with the construction firm to offer 5 placements for a minimum of 5 days during the construction phase. A sector based work academy can last up to 6 weeks and has 3 key components: pre-employment training relevant to the needs of the business and sector; up to one week work experience placement; and, a guaranteed job interview.

Supporting local charities	Support for 2 charities throughout the duration of the construction programme.
Promoting local volunteering	A minimum of 800 hours committed to local community projects or charities.
Diversity Report	Monthly monitoring of levels of diversity within the workforce with an annual report submitted.
Workforce well-being	Health and well-being programme developed to support employees.

End-use Phase Community Employment Plan (CEP)

Employment and Training

Activity	Description
Provide Oxfordshire residents with sustainable jobs	
Work with and support new retailers and restaurants to deliver their workforce with at least 70% of the workforce to have Oxfordshire postcodes	OUFC would use reasonable endeavours to ensure that at least 70% of the workforce have an Oxfordshire postcode. This would include people working for OUFC as well as other occupiers located at the venue.
Support a series of sector based work academies (SBWA) for 18+ (c.8 participants per SBWA) aimed at creating opportunities for those most marginalised from the workplace	OUFC would offer at least 1 placement for a minimum of 5 days each year for the first 3 years of operation (these could be delivered by the club or by the other uses (e.g. hotel, restaurants) proposed as part of the development. A sector based work academy can last up to 6 weeks and has 3 key components: pre-employment training relevant to the needs of the business and sector; up to one week work experience placement; and, a guaranteed job interview.
Pledging Apprenticeship Levy	OUFCs wage bill is greater than £3 million annually. As a result, they contribute 0.5% of their total annual pay bill to the Apprenticeship Levy. The Levy enables apprenticeship training for all employers.
Attend Oxfordshire Careers fairs	Attendance at 1 Oxfordshire Careers Fair annually to raise awareness of opportunities to work for OUFC and for other occupiers at the Proposed Development.
Support growth in apprenticeships across facilities management, security, retail and hospitality	We would use reasonable endeavours to ensure that Apprenticeships are offered in these key services. We would commit to a minimum of 1 apprenticeship each year (working 12 months) for the first 3 years.
Support training and work experience for young people by providing a strategy that delivers employment training and work experience/ placements for young people matched to their interests and aspiration, where they engage in purposeful work related learning activities rather than observation	OUFC would use reasonable endeavours to provide work placements (minimum 1 week) for 2 people in education and 2 people not in education annually for the first three years. Young people are defined as those aged 16-24 years.
To equip people with the skills to be successful with a particular focus on youth and disadvantaged groups	

Attend National Apprenticeship week events	Attend 1 event annually in Oxfordshire during National Apprenticeship week.
Attend careers events	Attend 1 careers event annually in Oxfordshire.
Organise events to engage selected secondary schools to promote retail careers	OUFC would use reasonable endeavours to work with retailers at the Proposed Development to organise at least 1 event for secondary schools to promote retail careers.
Support University graduate research programme	Subject to there being a suitable project, OUFC would support 1 research programme annually.
Support apprenticeship careers events	Support 1 apprenticeship careers events annually.

Community Development

Activity	Description
Raise awareness of local development within the community	
Engage with city and county councillors in Oxfordshire's most deprived wards	OUFC already engages with deprived wards in Oxfordshire. The Club is committed to engaging with Councillors in 5 of the most deprived wards to make them aware of OUFC and the opportunities available.
Engage with key stakeholders educational establishments	The LEP has provided a list of key stakeholders who OUFC should engage with. OUFC are committed to engaging with them to raise awareness of the development within the community. This includes the likes of Oxford College, ACE Training, primary and secondary schools in Killington.
Attend relevant Oxford meetings and groups	OUFC are committed to attending relevant Oxford meetings and groups where appropriate. This is likely to include Kidlington Voice amongst others as appropriate.

