

2012/13

PREMIER LEAGUE SEASON REVIEW



BARCLAYS
PREMIER LEAGUE

WELCOME TO THE 2012/13 SEASON REVIEW

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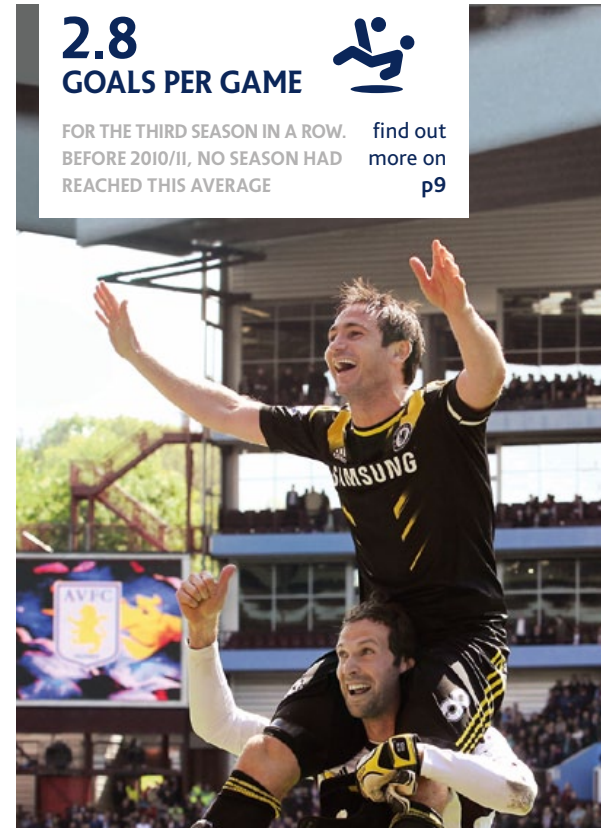
81 GOALS 

SCORED IN THE 90TH MINUTE OR LATER BY SIR ALEX FERGUSON'S SIDES IN THE PREMIER LEAGUE [find out more on p3](#)



2.8 GOALS PER GAME 

FOR THE THIRD SEASON IN A ROW. BEFORE 2010/11, NO SEASON HAD REACHED THIS AVERAGE [find out more on p9](#)



Cover picture

Dream weaver: His players stand back to allow Sir Alex Ferguson to hold aloft the Barclays Premier League trophy for the 13th time. It is a sight we will never see again as the Manchester United boss retired from management at the end of the 2012/13 season.

03



THE SUPPORTERS

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95.3%
SEATS SOLD



BEATING THE
PREVIOUS BEST OF
94.7% IN 2003/04

find out
more on
p29

843
CLUB PROJECTS



RUN IN ENGLAND AND
WALES AS A RESULT OF
PREMIER LEAGUE FUNDING

find out
more on
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£192m
REDISTRIBUTED



OUTSIDE OF THE
PREMIER LEAGUE
IN 2012/13

find out
more on
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01

INTRODUCTION

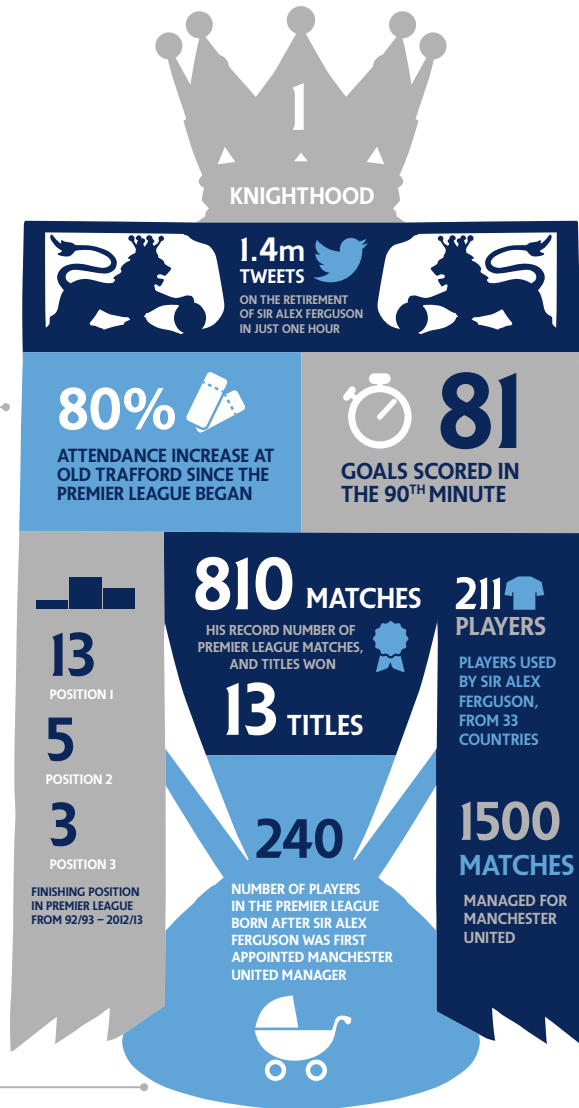
Mission accomplished

SUNDAY 12 MAY, 2013

After lifting the Barclays Premier League trophy for the 13th time, Sir Alex Ferguson says goodbye to the Old Trafford supporters that he has given so many memories. Typically there was room for one last bit of drama, with Rio Ferdinand scoring a late winner in a 2-1 victory over Swansea City.



SIR ALEX FERGUSON · THE FACTS



Crowd pleaser: The average attendance at Old Trafford in 1991/92 was 42,061. The average during 2012/13 was 75,530, an 80% increase since the Premier League began.

The average attendance in the top flight in 1991/92 was 21,622. The average during 2012/13 was 35,906, a 66% increase since the Premier League began.

Father figure: Of the 524 players used in the Barclays Premier League during the 2012/13 season, 240 were not born when Sir Alex was named United boss on November 6, 1986.

That includes 13 of the Manchester United's title winning squad: David De Gea, Rafael, Phil Jones, Jonny Evans, Chris Smalling, Anderson, Javier Hernandez, Nani, Danny Welbeck, Tom Cleverley, Nick Powell, Shinji Kagawa, Alexander Büttner.

Fergie time: Manchester United Premier League goals in five minute sections of the 90 minutes:

01 – 05	59	46 – 50	77
06 – 10	70	51 – 55	90
11 – 15	70	56 – 60	100
16 – 20	78	61 – 65	97
21 – 25	78	66 – 70	98
26 – 30	69	71 – 75	86
31 – 35	68	76 – 80	106
36 – 40	73	81 – 85	105
41 – 45	81	86 – 90	80
45th min	61	90th min	81

United nations: 211 players used by Sir Alex Ferguson from 33 countries:

100	England
40	British Isles ex. England Northern Ireland, Republic of Ireland, Scotland and Wales
71	Rest of the world (28 nationalities)

SIR ALEX
26



Football has been my life and I have had the privilege to be involved in an absolutely fantastic football club in Manchester United. The fans, the players, my staff – all of them have contributed to something truly remarkable. The trophies we have won, the wonder goals from the wonderful players, the amazing matches we have been involved in, and those dramatic comebacks I remember so fondly now – all of them have to be set in the context of the club and the contribution it has made to English football.

Many things have changed in the game since my arrival from Aberdeen in November 1986, not least the levels of interest and scale of exposure. At times it is unbelievable the amount of column inches generated from one incident in a match or during the course of a season.

But on the whole English football is in a much better place than it was 27 years ago. Across the leagues, stadiums weren't what they should have been, the development of players was nowhere near as advanced as it is now, those controlling the game couldn't give the TV rights away, fans weren't treated properly and what interest there was in football from government was negative.



Manchester United has symbolised the transformation of the English game during the Premier League years. The club's commitment to investment at every level shines through. Top class players, both purchased and developed; wonderful facilities at Old Trafford and Carrington for players and fans; community programmes that place us at the heart of the community.”

SIR ALEX FERGUSON

facilities at Old Trafford and Carrington for players and fans; community programmes that place us at the heart of the community locally and farther afield – the club has set a standard in the Premier League that others strive to better. Sometimes they manage to!

Those challenges, season after season, spur the best on to be better. In my time, challengers have come and gone. Some have remained and some have even returned for another go. But competition is healthy and it is what sets this league apart from others in Europe. You know that no team is going to give you an easy match.

The quality and entertainment of the football in the Premier League has increased year on year. It was always getting harder to go out and win the title, to find the right mix of players – youth, experience and attitude.

After the trophies, both domestic and European, my proudest achievement is the culture of youth development that we created in the best traditions of Matt Busby's vision for the club. Wonderful players like Ryan Giggs, Paul Scholes and Gary Neville set the standard, but there have been and will be plenty more.

There has been a Manchester United Academy graduate in every one of my teams. Our Under-21s won the inaugural Barclays U21 Premier League this season with eight players from within 21 miles of Old Trafford. This is the type of commitment to progressing home grown players that the Elite Player

Performance Plan will deliver. There are talented boys throughout this country and given the right training, environment and opportunity there is no reason why the whole English game can't benefit from the hard work and investment of the clubs.

I have enjoyed my last season, and not just because we won the Premier League for the thirteenth time. But there was no luck in the way in which we secured the title. We did it the right way: good young players combining with and learning from some of the best the Barclays Premier League has ever seen; strong team performances and a never say die attitude – it says something that we came from behind to win 29 points this season.

And the crowds – absolutely tremendous. The send-off I received at The Hawthorns on the final season was great, but my final match at Old Trafford is something neither I nor my family will ever forget. The Premier League is known the world over for the passion and knowledge of its fans as well as the atmosphere in the grounds. Not just Old Trafford – the trips to Goodison, St. James', Anfield and White Hart Lane amongst others always produced fantastic support. It's part of the history and tradition of the English game that drives its success today.

I will miss all of it. But I will enjoy watching the Barclays Premier League continue to develop, producing more wonderful seasons, fantastic sides, high drama, attracting and producing great players. Above all else I am a fan.

FOREWORD

By Sir Alex Ferguson

There are some with rose-tinted glasses who think football was great a generation ago, but nostalgia plays strange tricks with the mind. Back then, football's role in the cultural makeup of the country was arguably in decline. It was a great shame given the joy and life-affirming attributes it gives to me and thousands of others, week in, week out.

Manchester United, perhaps more than any other club, has symbolised the transformation of the English game during the Premier League years. The club's commitment to investment at every level shines through. Top class players, both purchased and developed; wonderful



WORKING AT FULL CAPACITY

Richard Scudamore, Chief Executive



This time last year we said that the dramatic climax to the 2011/12 Barclays Premier League season was unlikely to be repeated. We were right. However, that is not to say that the 2012/13 campaign has not been without its own merit: intense competition, record attendances and landmark departures on the pitch. Off the pitch we have seen significant amounts of activity and change in almost every aspect of the business.

The 2012/13 Barclays Premier League was notable for its competitiveness, and that is not just Manchester United's steely determination to win, but things like Tottenham Hotspur amassing a points total that would have secured them second two seasons ago. There were 1,063 goals, maintaining our three season average of at least 2.8 goals per match. Before 2010/11 no season had reached this average.

Our clubs deserve great credit for a range of supporter initiatives that brought 13.6m supporters through the turnstiles last season, producing record stadium occupancy of 95.3% – up from 92.6% in 2011/12, and breaking the previous 2003/04 record of 94.7%.

The quality of the football and the matchday experience remain the principal factors in driving attendance, but clubs are sensitive to the costs borne by fans, with a significant number of innovative and accessible pricing strategies throughout the League. The status quo is not an option if this positive aspect of English football is to endure.

As we continue to evolve, certainly one thing will be different next season: the man who epitomises the necessarily restless nature of success, Sir Alex Ferguson, will not be there. He bid the Barclays Premier League farewell on his own terms; lifting the Premier League trophy for the 13th time.

Sir Alex and Manchester United have, in many ways, been the talisman and standard bearers respectively of the League. They remain committed to playing attacking and skilful football, while combining some wonderful home grown players with the best talent the world of football has to offer. They underline what this competition is all about: it starts and ends with the football.

The future landscape of football in this country was dramatically altered in more ways than one during the 2012/13 season. The agreement to introduce Goal-Line Technology (GLT) and the appointment of Hawk-Eye as the Premier League's provider was a landmark moment, but much more important was the implementation of the Elite Player Performance Plan (EPPP), which is transforming the way we develop young talent.

At every level of Youth Development there is a new approach to pursuing best practice. This will continue as the £340 million commitment to Youth Development across the top four divisions delivers a sea change in how the professional game approaches the recruitment and development of Academy players. There can be no argument; we need to produce more and better home grown players, capable of making the transition to first teams.

The bar needs to be raised, along with the levels of investment and quality of coaching. The signs are encouraging, as anybody who watched the inaugural Barclays Under-21 and Under-18 Premier Leagues will attest. If these early developments progress, there is confidence from within the system that a greater number of talented players will be produced and progressed. One of the most inspiring statistics of the season was that eight English Manchester United players who started the Barclays U21 Premier League Final came from within 21 miles of Old Trafford.



Our clubs deserve great credit for a range of supporter initiatives that brought 13.6m supporters through the turnstiles last season, producing record stadium occupancy of 95.3%.”

RICHARD SCUDAMORE

It is vital that we have the best talent to entertain because the interest in the Premier League is reflected in the value our broadcast rights and other commercial partnerships attain. The investment by our UK and international partners allow the clubs to keep competing in every sense. Clubs recognise the high levels of public, media and political scrutiny they operate under and the resultant need to keep standards at the highest possible level in everything they do.

Financial regulation may be a less celebrated story but it is equally important. In 2012/13 the League, in consultation with the clubs, took further steps to ensure high standards across all areas of activity and long-term sustainability. Secure owner-funding and enhanced future financial information are exactly the sort of provisions that will help preserve our reputation for responsible self-regulation and integrity, as well as promoting investment. This commitment to good governance, aligned with the strength of the competition, allows the League to continue to meet its responsibilities in other areas. The £1.2 billion the Premier League contributes in taxes each year and the half a million individuals engaged by clubs' community programmes are just two examples of the positive benefits Premier League football, clubs and players have on a macro and micro level.

The Premier League remains a vital asset abroad too. We continue to be the most watched football league, broadcasting to 804 million homes in 212 territories. The Premier League has had the honour of being invited on the Prime Minister's trade missions and in February 2013, on a trip to India, David Cameron

New edition: Tottenham Hotspur ambassador Ledley King backing the Premier League's support of school sports participation (below, top). A young West Bromwich Albion fan prior to the final match in which Sir Alex Ferguson was in charge of opponents Manchester United (below, bottom).



hailed us as “one of Britain's great exports to the world”. Some call that ‘soft power’, but we know there is nothing soft about the economic dividends that a great reputation overseas can bring not only us but this country.

The togetherness and sense of purpose displayed by the clubs creates the conditions to deliver what we believe is the best of football. There is a stability in terms of policy and revenue streams that is central in allowing the high-octane, competitive and compelling action that Premier League clubs deliver to thrive season after season.

And that is the central purpose of the Premier League as an organisation, year in, year out.





02

THE FOOTBALL

Living legend

SATURDAY 11 MAY, 2013

Frank Lampard becomes Chelsea's all-time leading goalscorer, beating Bobby Tambling's record of 202 goals. The midfielder scored his 202nd and 203rd goals in a 2-1 Barclays Premier League victory over Aston Villa at Villa Park. Of Lampard's goals, 141 were scored in the Premier League.

THE 2012/13 SEASON · THE FACTS



BALE AND PACE

PFA Players' Player of the Year, PFA Young Player of the Year, FWA Footballer of the Year, Barclays Player of the Year, the awards said it all; in the 2012/13 Premier League season, Gareth Bale was first among equals. Although supremely talented, the Tottenham Hotspur midfielder is an extremely modest man. Here he explains how he couldn't have won the awards alone, but that they didn't arrive by luck, and he still has much to learn.

I've always had natural talent but it wasn't always to my advantage. In P.E. lessons at school, because the teacher thought I was quite good, I wasn't allowed to use my left foot and got restricted to one touch. I always used to sneak a left foot shot away now and again when he wasn't looking. At the time it annoyed me a little bit, because as a kid you just want to run through a team and try and score goals. But looking back it was good for my development and I've got great memories of playing in school with my friends. But that's what football should be: fun.

It looks like I picked up awards for fun but I'm deeply honoured. To be voted the best of anything is a great tribute. It's humbling to be voted the Players' Player of the Year by the guys that you step onto a pitch and compete with. The Football Writers' Award too – they watch us players week in, week out, so they have good opinions of the game. If you look at all the past winners of those awards they're all legends of the game and to share that with them now is a massive privilege.

But in football you don't win anything on your own. I've always said that everything I've achieved is down to my teammates. As a unit we worked so hard last season and I wasn't anything without them.

It's the same with records; I tend to let other people think about them. I don't start a season thinking I'm going to break a record, but it was decent to be the first Tottenham Hotspur player since Jürgen Klinsmann to score over 20 Premier League goals. When you look back at the season and you find you have done that it is something to be very proud of.

I'm also very proud to be part of this Tottenham Hotspur team. In every way possible the team has been fantastic this year. We went on good runs and had a few blips, but we always bounced back. There is confidence and belief in this team. The manager has given us that and I think it's showed in every game we've played in.

I certainly wouldn't like to play at home against us. When teams are on their own patch they will obviously attack but we have an abundance of pace to hit teams on the counter attack. That fell into our hands a little last season for us a team; and me as a player because the majority of my goals came away from home.

Confidence is like the old Gary Player line, the more you practice the luckier you get. I worked hard at my game and I loved the free role I had last season. Andre Villas-Boas has been fantastic for me, playing me in different positions where I'm able to find the space and show my stuff. No-one wants to be stuck on the wing where you get a couple of markers put on you to take you out of the game. That free role is fantastic; you can go for a wander and try and find the space to affect games pretty much for the 90 minutes. But I've also been practising my new role in training all season and working incredibly hard with the manager on tactics, so what we achieved was not by accident.

It helps also that I've never been fitter. When you're coming in to the last ten minutes of a game and you know you need to win, sometimes a player ups their game a bit. On a Premier League pitch I feel going in to the last ten minutes that I'm one of the strongest on the pitch with my fitness, so I've been able to contribute at good times in the game and I was a decent help to the team last season.

The reason I'm playing so well is I'm enjoying life. I've started a family and I work in a great environment at Spurs, so I really enjoyed last season very much.

But I've still much to learn. I've only started last season in that free role position so my journey there has just started. There are still aspects of every part of my game that I need to improve. I say to myself at the beginning of every season I want to improve again and 2013/14 will be no different.



SEASON OF LOVE

9

Gareth Bale scored more winning goals than any other player in the 2012/13 Barclays Premier League season.

13

Gareth Bale scored 13 goals away from home and became the first Tottenham Hotspur player to score over 12 away goals in a Barclays Premier League season.

16

Tottenham Hotspur scored 16 goals from outside of the box, more than any other side. Gareth Bale got nine of those goals.

25

Gareth Bale's goals won 25 points during the campaign; only Robin van Persie's won more (26).

73

The most shots on target in the Barclays Premier League.

HIGH FIVE

The imperious champions, the Welsh conquistador, the fantastic goals, the dramatic matches and the final farewells: the 2012/13 Barclays Premier League story told in five vignettes.



HOW THE TITLE WAS WON

Manchester United's 13th Premier League title might not have had the final day excitement with which their neighbours City were crowned 2011/12 champions – but it did prove that quality always wins out in the end.

It is hard to argue with the statistics that United deserved to be champions: they won more games (28), scored more goals (86) and lost fewer games (five) than anyone else, while they also boasted the Barclays Premier League's top scorer in Robin van Persie (above) with 26 goals.

The flying Dutchman was the key to their success. From his spectacular first goal in his opening home game against Fulham to the hat-trick which snatched victory from defeat at Southampton a week later, the former Arsenal striker played a crucial role throughout.

Among other highlights from Robin van Persie were his injury-time winner at the Etihad Stadium in December, which put United six points clear of City at the top, and the hat-trick against Aston Villa which secured the title with four games to go.

The Red Devils went top of the table in mid-November and although Manchester City stayed behind them in second, United were not overtaken for the rest of the campaign. They were worthy champions.

PLEASED TO MICHU

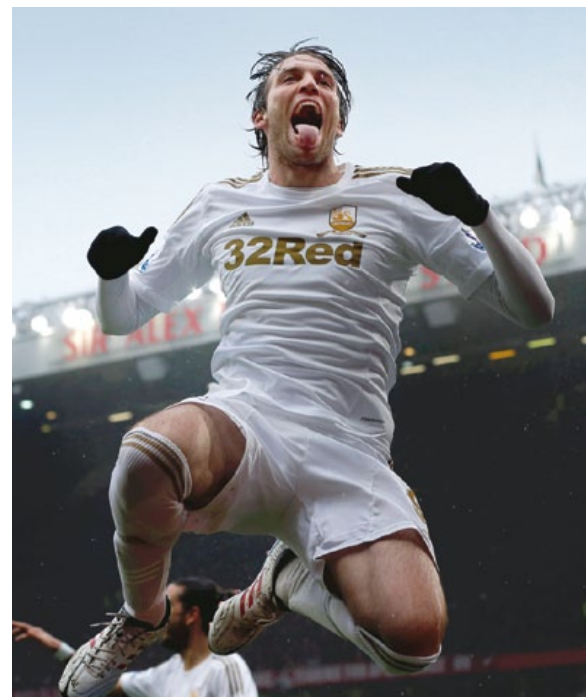
Welshman Gareth Bale may have been the man who hoovered up the main player of the year awards last season, but if there was a prize for best signing of the season it belonged in his homeland.

The likes of Robin van Persie, Eden Hazard and Santi Cazorla were the big money buys that many expected to do well, but arguably the deal that eclipsed them all was Swansea City's £2m signing of Michu (below) from Rayo Vallecano.

When Swans boss Michael Laudrup bought the attacking midfielder from the lower mid-table La Liga side, it meant little to supporters of other clubs. But when he hit six goals in his first eight Premier League games and led the division's scoring charts in the early part of the season, people began to take notice.

The 27-year-old finished the campaign with 18 Barclays Premier League goals, and 22 in all competitions, and helped Swansea confound the critics who thought they might struggle after the departure of Brendan Rodgers and Joe Allen to Liverpool.

But the Swans spent almost the entire season in the top half of the table, finishing ninth, and picked up their first major trophy when they won the Capital One Cup.





GOALS, GOALS, GOALS

The goals of Robin van Persie, Gareth Bale, and Luis Suarez provided plenty of thrilling moments and we examine their exploits more closely on p14-15. But they weren't the only ones to score spectacular goals during the campaign.

Matthew Lowton – Stoke City v Aston Villa

Relegation rivals Villa and Stoke were locked at 1-1 with minutes remaining when the ball was cleared to full-back Lowton (above), who chested it down and volleyed an unstoppable 30-yard shot into the top corner. Villa won 3-1 and weren't in the bottom three again.

Cameron Jerome – Stoke City v Southampton

Saints, with one away win to their credit, had led 3-1 at half-time but second half substitute Jerome completed Stoke's comeback with a thunderbolt volley from 25 yards out that screamed into the net.

David Luiz – Fulham v Chelsea

Oscar played the ball across the midfield to the unmarked Luiz midway inside the Fulham half. He took two steps, looked up and unleashed a ferocious shot which arrowed past Mark Schwarzer.

Theo Walcott – Arsenal v Newcastle United

Arsenal were 6-3 up in injury-time when Walcott collected the ball on the edge of the area and jinked past two defenders. He fell to the ground but managed to get past two more before standing up and completing his hat-trick from an acute angle.

THAT'S ENTERTAINMENT

Exciting football is what the Barclays Premier League does best. These matches enhanced that reputation.

Dec 9 – Manchester City 2-3 Manchester United

This game between the top two had it all with leaders United's 2-0 half-time lead being wiped out by second-placed City in the 86th minute, only for Robin van Persie's deflected injury-time free-kick to win it and send the visitors six points clear.

Dec 23 – Chelsea 8-0 Aston Villa

Almost the perfect performance with seven different players on the scoresheet as Chelsea tore apart a Villa side who had won at Anfield a week earlier.

Dec 29 – Arsenal 7-3 Newcastle United

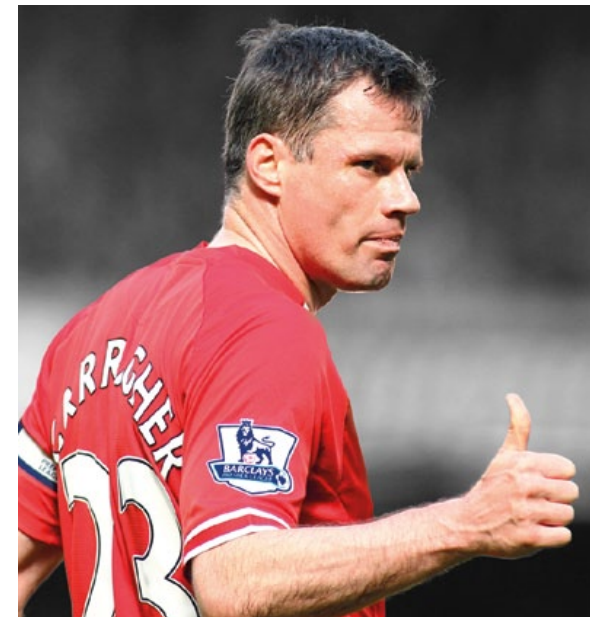
A simply extraordinary match in which Newcastle equalised three times before four Arsenal goals in the final 20 minutes, including two to seal a fine hat-trick from Theo Walcott, finally ended their resistance.

Feb 25 – West Ham 2-3 Tottenham Hotspur

Gareth Bale's magical season continued with Tottenham's first and last goals – the winner a 90th minute spectacular long-range effort.

April 19 – Newcastle United 0-3 Sunderland

Manager Paolo Di Canio (below) made himself an instant hero with Sunderland fans for their first derby win at St James' Park since November 2000. Stéphane Sessègnon blasted the visitors into a first-half lead and stunning strikes by Adam Johnson and substitute David Vaughan ensured a famous victory.



THANKS FOR THE MEMORIES

Ryan Giggs may be preparing for his 22nd consecutive season of Premier League football in August 2013 – but several other familiar faces bid farewell last season.

Sir Alex Ferguson, Paul Scholes, Jamie Carragher (above), Phil Neville, Michael Owen and Stiliyan Petrov all announced their retirements – taking with them the experience of 2,834 Premier League matches.

The most notable of all of course is Ferguson, who took charge of 810 Premier League games for United and won the title 13 times. England internationals Scholes, Neville and Owen all played for Ferguson at Old Trafford.

Scholes, once dubbed by the great Zinedine Zidane as "the complete midfielder", retired for the second time while Neville, in the same United youth team as Scholes and Giggs, was a first-teamer for ten years before spending eight years at Everton.

Owen came to Old Trafford near the end of his career after enjoying his most successful spell with Liverpool. Anfield was of course the 17-year home of Jamie Carragher – a man so committed to his club that Liverpool fans serenaded him with "We all dream of a team of Carraghers."

Finally Petrov, who spent seven years with Aston Villa after enjoying the previous seven at Celtic, retired after recovering from leukaemia. His bravery was an inspiration to all.

Think strikers are alike? Then think again. These Opta datagraphs of the Premier League's five leading scorers in the 2012/13 season show how diverse they are. From the way their goals are clustered to how often and where they're taking shots from.

How to make sense of this? Well who better to ask than Alan Shearer (below), the Premier League's all-time leading goalscorer with 260 goals.

The secret to Shearer's success, beyond talent, was knowing his enemy. "Whoever I played against I always wanted to find out how they ticked," says the Premier League winner and BBC Match of the Day pundit.

"Whether it was centre-halves or goalkeepers, before I played them I always knew their weaknesses, their strengths and if I'd played them before, what had happened. I always did my homework and I assumed most people did that. If I was a defender now I'd be fascinated by this because these guys are the secret to a successful Premier League season."



KEY

- ★ GOAL
- MISSED, BLOCKED OR ATTEMPTED SHOTS

FORWARD THINKING

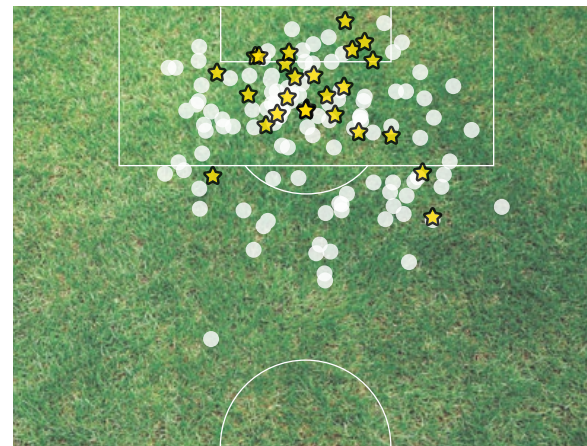
With Alan Shearer



ROBIN VAN PERSIE

Manchester United

Robin van Persie is a very productive player. Notice there are a few shots from outside the area. But inside he's got the lot: he's skilful, he's pacy, he'll run in behind, he'll score spectacular goals, he'll score tap-ins, he'll score headers, he'll score all sorts of goals. It helps that he plays in a team that creates chances for him week in, week out. But he's rewarded them by putting the vast majority away. His volleyed goal against Aston Villa was my goal of the season.



26
GOALS

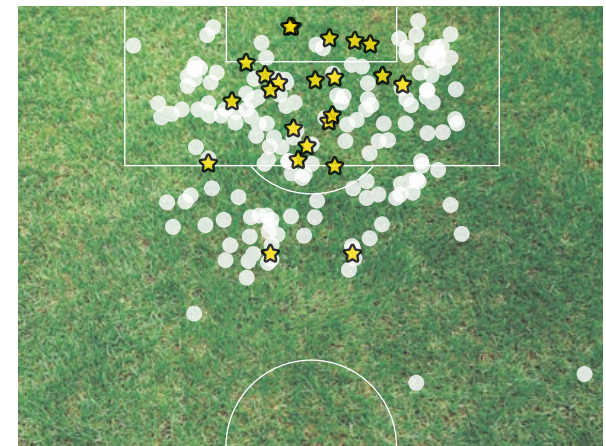
141
SHOTS



LUIS SUÁREZ

Liverpool

He's a very different player to van Persie. With Luis, you'll see him try a lot more dribbles, both inside the area and outside. Technically speaking a lot of people think that when he does these little dribbles that the ball ricochets to him and he's a little bit fortunate. But it's not luck, it's because he's so clever and so good at dribbling with the ball close to his feet. Of all the strikers on this list I would say that he's the most important player to his club.



23
GOALS

187
SHOTS

GARETH BALE

Tottenham Hotspur

It seemed that every week working on Match of the Day we'd be talking about a Bale wondergoal. But he's different from the others, inasmuch as he's more keen on taking pot shots. Everyone knows how strong his left foot shot is, but it's one thing knowing about it and it's another thing stopping it. Some coaches think you should try to stop him from cutting inside from that right side on to his left foot, but I think that's virtually impossible. When he's running at that pace, you can't stop him.



CHRISTIAN BENTEKE

Aston Villa

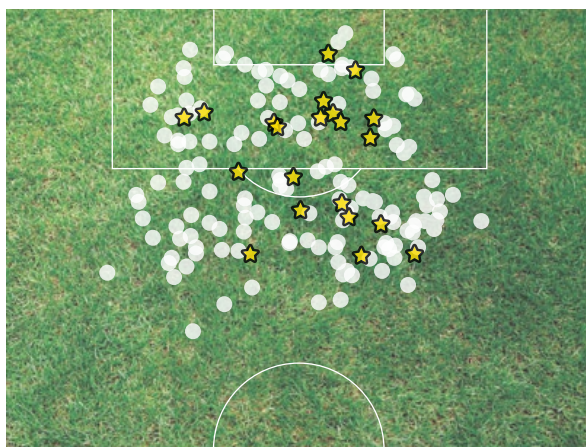
He's a bully and I really enjoyed watching him progress last season. In one or two of the early games you could see he was new to the Premier League, but by the end of the season he was knocking defenders off the ball to score all types of goals. His graph shows he had the fewest number of shots but he still scored 19 goals, which indicates great efficiency. And not bad considering he was playing in a struggling side.



MICHU

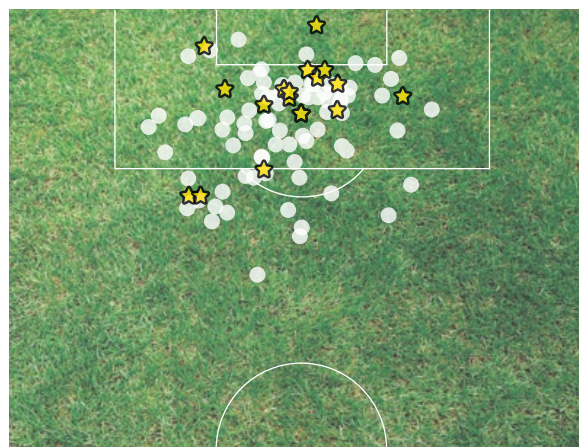
Swansea City

This graph emphasises how different these players are. If you compare him with Gareth Bale for example, it's clearly not Michu's forte to shoot from outside the box. His strength is in and around the area, drifting away from players, being in the right space at the right time. But once you're in that place you've got to finish off, and there's a million guys that can be in the right place at the right time but not all of them can put it away. This guy can, which is why he was the bargain of the season.



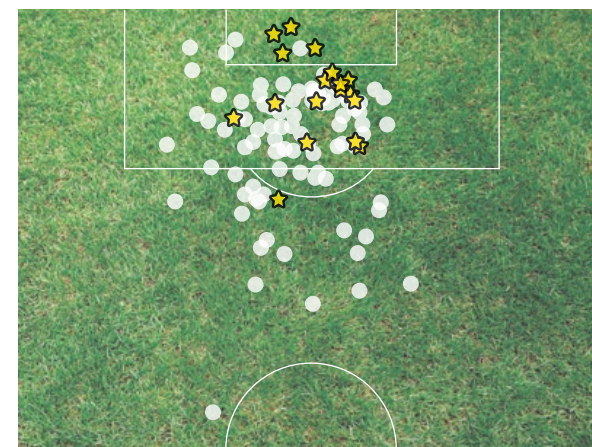
21
GOALS

165
SHOTS



19
GOALS

104
SHOTS



18
GOALS

110
SHOTS

GOING TO PLAN

After three years of consultation and development, the Elite Player Performance Plan (EPPP) came into force at the beginning of the 2012/13 season, seeking to create more and better homegrown players who are properly equipped to succeed at the highest level.

While the EPPP is geared towards the long term, with clubs putting in £340m over the first four years, we speak to three senior coaches about specific aspects of the Plan that have made it a success in its first 12 months.



PHILOSOPHY – HOW DOES YOUR CLUB WANT TO PLAY?

By Neil Bath, Academy Manager, Chelsea

Why does a football club need a philosophy? Well, it would be like going into a school that doesn't have a syllabus and not being sure what is being taught from one year to the next.

What the EPPP ensures is that all parts of the club are travelling in the same direction. We work together so that the Under-18s coach knows what the Under-9s and Under-11s coach is doing and the next group knows what the Under-12s and Under-16s are doing. We are in a 10-year development programme here, not just for us but for the player too.

Developing a coherent playing philosophy has been central to our work in the Chelsea Academy for several years and we look at three areas with a view to joining the first team.

First, there's the way the actual teams are coached and play, and we play a certain way that we feel is the best technical and tactical way to develop our players.

Second, there are individual programmes, because every player is different. We build bespoke plans around the disciplines of technical/tactical,

physical/movement, lifestyle, mentality and injury prevention.

Finally, there's performance education. We asked ourselves the following question: how can we educate the players to become bright, young professionals on and off the field in terms of making better decisions? Performance education seeks to provide players with the tools to be effective professionals on and off the field.

As a result of the EPPP, youth coaching is moving forward and away from the old views that 'this is my team and I'll do it my way'. Now we have a culture where the coach needs to be far more rounded and his coaching is part of a longer-term plan. To go out with a bag of balls and coach off the cuff is not acceptable.

Coaches need to be world-class level – that means planning in detail, attention to that detail, ensuring you are delivering the club philosophy and not your own philosophy.

The priority remains the quality of what a coach does on the field with his players. Now we are raising the bar and requiring higher standards of the coach. If coaches can show us evidence of their planning, as well as what they are doing with the knowledge and experience they have, and give a bit more feedback than they have done in the past, then surely that's best practice and only going to improve the quality of the players we are seeking to produce for the first team.



LEADERSHIP – BUILDING A WORLD-LEADING COACHING FRATERNITY

By Terry Burton, Head Development Coach, Arsenal

There has always been room for improvement in the way that coaches learn in this country. A generation of coaches ago there was no time for it until the end of the season, when we went up to The FA's former national school at Lilleshall for a week and virtually every coach around would go to it. Best practice was shared and people like Don Howe, Dave Sexton and Malcolm Allison would put on sessions. It was great, just not regular enough. It's required the introduction of the EPPP to realise that coaches all want to move forward and continue gaining knowledge. So the Premier League's Leadership events are excellent. They're doing the organising, making sure we're being put in front of the right people and in the right environment.

It is about giving us insights to help us do our jobs better: philosophy, psychology, how to develop ideas that guide talent. What works is that they're very practical. It's someone with expertise in each of these areas giving you a lecture about how they have done it and then practically going pitch-side to see how it can be applied in the club.

I found one we did in March with Professor Geir Jordet, a Norwegian sports psychologist, brilliant. Sports psychology chats can often be a little highbrow but this was really well applied and relevant to football coaches.





We talk about English football not being great for possession-based football and that it is too direct; well I see the opposite of that in Under-21 football.”

RICKY MARTIN



GAMES PROGRAMME – INCREASING THE STANDARD OF COMPETITION

By Ricky Martin, Academy Manager, Norwich City

We often talk about the need for players to know what is happening before they receive the ball, and to see what the next option is in terms of a pass, a dribble or a shot. It is the simple thing of looking, but it is very hard to get young players to do this. He gave some great examples based on Frank Lampard. One was only a 90-second clip but it captured him scanning, looking, checking his shoulders without ever touching the ball until really late on in the move, and then he scored. I've now used the clip many times with our players.

The opportunity to discuss these types of issues with coaching colleagues and experts has been worthwhile. The Leadership events either reinforce what you are doing or, as in many cases, you see something neat and you think "I like that I could do this" and "I could add that to it". So it's not only benefitting us as coaches, it is benefitting player development too.

The new Barclay's Under-21 Premier League has been a great addition to the Games Programme. There's more competition because teams are now more evenly matched.

The old reserve team football was more random. In the past I've experienced reserve matches where you travel and play eight or nine senior professionals because the manager was happy for them to play at their home ground. But then you play the same club in the return fixture and none of those guys are there. That just created inconsistency and a lack of opportunities for younger players.

But this new league has enabled the Under-21 managers to improve the pathway for players. They can create a team and develop the players over the season with a view of mixing it in with the one or two professional players when the first-team manager wants to give them playing time.

There are a couple of things which have made it more competitive. Making it a national programme is excellent, because up until the age of 18, players' experience is largely limited to regional-based games. Now all of a sudden Premier League clubs from all over the country are coming to play Norwich.

From the players' point of view it has made it a bit fresher as they are playing against players they might not have come across so regularly.

The other element is that stadium-based games have been a big attraction of the League this year. It's a different venue to a player's day-to-day environment and it gives them a purpose. They turn up at a stadium ready for a matchday rather than just turning up to the training ground where they go to work every day. Added to that, there's that little incentive of having a crowd, because that creates a different kind of environment as well.

I also think the standard has been very good. We talk about English football not being great for possession-based football and that it is too direct; well I see the opposite of that in Under-21 football. We have seen some really good attacking possession football, we have seen some very talented young players playing and we know that this U21 Games Programme is helping to get players closer to the real thing of the Premier League.



Young guns: English players who made an impact in the inaugural Barclays U21 and U18 Premier Leagues included Ruben Loftus-Cheek of Chelsea (far left), Chuba Akpom of Arsenal (centre) and Jacob Murphy of Norwich City (right).

FROM SUPPORT CENTRE TO SUPPORTERS

Hope and glory: players enter the Southampton Academy (near right) knowing that if they succeed then they too can be a hero like Ricky Lambert (far right).



Not content with having one of the best youth development conveyor belts in English football, Southampton are embracing the Elite Player Performance Plan (EPPP) because they believe it's the future of the club and the Premier League. To emphasise their belief, Southampton have built a new £30m Academy facility that, according to Executive Director Les Reed, will provide English football with its next generation of elite players.

"The mission statement of all youth development is the best coaches with the best players in the best facilities," says Les Reed when asked why the EPPP is critical.

Reed is the embodiment of his own testimony. Not only did three of his protégés cement places in the Southampton first team during the 2012/13 season, but he has also been central to the development of a new £30m two-storey building that will be the new Academy home for the south coast club.

With sleek wooden lines it's the kind of place that TV presenter and architect Kevin McCloud would purr over. But, this is more than a grand design; this is a state-of-the-art facility. Inside are beautifully equipped classrooms, an education block, sports science facilities, indoor training areas, gymnasiums, a technically advanced analysis department, as well as offices, canteens and break out rooms for parents. And that is just the pre-Academy building for the young players; it gets more advanced as you go through the age groups.

Outside, the Under-18s and Under-21s have an arena pitch each with a multi-purpose, double-sided grandstand in the middle. There are 1,000 seats on one side and 500 seats on the other, plus additional terracing for another 2,500.

There is real purpose to this. It will only be used on a matchday and will enable the Academy to develop a matchday experience for players. This is one of the key aims of the EPPP:

prepare players for the Premier League matchday experience. Naturally, Reed is proud of the facility, and he is clear of the function that the new facilities will provide.

"This is a football development and support centre, because what we have built here is something that is aspirational. A player first comes into the pre-Academy at eight years of age and they work their way through to the main Academy. Then they progress room by room from 16 to 18 to 21, until they eventually reach the first team at the other end of the building. Each boy can see the journey he is on and where it is possible for him end up: they see the first team, they see the facilities they use, and they are all invited to watch first team training."

"That," Reed stresses, "creates an incredible work ethic. We are that kind of club where if you really believe you will get into the first team, then there is every chance you will achieve your ambition."

As a coach who has overseen the progress of many established England internationals he is appreciative of Southampton putting youth development at the heart of their business plan.

He adds: "Our chairman Nicola Cortese has been great. When he came into the club four years ago, the vision he sold to everybody was that we must build a football club that not only competes successfully at the top end of the Premier League,



£30m

THE INVESTMENT BY SOUTHAMPTON IN THEIR NEW FOOTBALL DEVELOPMENT AND SUPPORT CENTRE.

11

THE NUMBER OF SOUTHAMPTON ACADEMY PLAYERS IN ENGLAND SQUADS. IN 2009 IT WAS 0.

but is built on a sound business basis. That business incorporates the need to develop our own players. We have been pretty successful in that: four years ago we didn't have a single English player in any of the England squads and now we have 11. It forms the basis of the future of our club; we don't think it's just a nice-to-have to develop players, we think that's the future for clubs across the Premier League."

With that kind of attitude it is no surprise that Southampton have been such strong advocates of the EPPP. Reed believes that vision and drive was long overdue.

"We have wasted a lot of time and it's been necessary for the Premier League to take the bull by the horns and do it because we can't keep on wasting the talent that we've got in this country. The key is more technical coaching time, which couldn't be achieved under the old system; the right coaches with the right age phases; a better holistic approach to training, which we're doing now with a better clear link between the education programme, the life skills programme and the technical programme; the ability to introduce sports science and sports medicine at a younger age. The EPPP facilitates all of that."

Although it was three years in the making, 2012/13 was the debut season for the EPPP and Reed is staggered by the swift progress of the programme.

"We work in an industry where people don't like change and this hasn't reflected on where it is very well, and certainly hasn't made decisions based on fact and research. The EPPP changed that: it's so all-consuming, and there have been challenges, like the battle to persuade clubs to invest. But when you look at what has actually been achieved in terms of Category 1 and 2 Academies in particular, and the investment that's been made in resources and facilities to make it happen, we have the best foundation we've ever had to move forward," says Reed, who is hopeful that the national team will follow the example of Academy football.

"Those of us living and breathing youth development are very positive, but there's still much to be done. I'd like to see the concepts of the EPPP embraced at a national level. Just as we build a Premier League team from eight years of age, the national governing body needs to take this approach on board as well. The future England World Cup winning team needs to be developed, not just thrown together as a group of good players later in life. The good news is that I believe they are beginning to sit up. For me the EPPP will be here forever because of the way it's been embedded now. For all of us in English football it's about building from strong foundations."



GARETH BALE



ADAM LALLANA



ALEX OXLADE-CHAMBERLAIN



JAMES WARD-PROWSE



THEO WALCOTT



LUKE SHAW

FAME ACADEMY

How did Southampton develop three of the Premier League's most exciting talents? And how have three Academy graduates cemented first team positions? Les Reed explains.

No two players are the same but the common thread in these boys is determination. Gareth Bale was driven, literally! His family drove him to us: there were a lot of miles, a lot of evenings and a lot of work but he deserves his success for his dedication.

Alex Oxlade-Chamberlain was a very slender kid at 14 and his scholarship was in question. But he was so technically good that aged 16 we got him to play down an age group. A year on he had his growth spurt, become a powerful athlete and six months later was in the first team.

We were also patient with Adam Lallana. He wasn't the most powerful but had a great work rate. At another club he might have been lost. But he took on board what we were saying, never gave up and applied himself. Now he's our captain.

Theo Walcott's natural gift was his pace but he's also blessed with intelligence. As is James Ward-Prowse: he's Oxbridge material and while working with us he got two A stars.

Luke Shaw's intelligence is different. He's an incredibly clever game-related player; he takes on board football information well and learns quickly.

But what unites all of them is that they had a clear vision on what they wanted to achieve. They put the extra effort in, made the sacrifices, listened and did whatever was required to make it.

GAMES WITHOUT FRONTIERS

The Premier League is not just about the first teams battling their way through the nine-month season, the Games Programme is about bringing through the next generation of players and encouraging their enjoyment of and participation in football all the way from Under-9 to Under-21. Crucially the Games Programme is matching the changing priorities of the player as they develop through the performance pathway. We speak to three coaches about how that is achieved, both at home and away.

101 FESTIVALS AND TOURNAMENTS

FROM 6V6 TO 11V11, 9V9 TO FUTSAL, FROM SURREY TO ST GEORGE'S PARK, YPRES TO BARCELONA.

2,638

UNDER-16 BOYS WHO PLAYED COMPETITIVE FOOTBALL AND HAD FUN.



We are the champions: Fulham's Under-12 side clinch the 2012 futsal tournament.

FUTSAL CRAZY

Football comes in many different forms – but one which is credited with developing skill levels among youngsters is a five-a-side game called futsal. It has been a cornerstone of the Games Programme, with the Premier League organising tournaments where we bring in experienced foreign teams like Barcelona and Inter Movistar from Madrid to test the players.

One club to particularly benefit from futsal's introduction to their youth development programmes has been Fulham. Their youngsters at different age groups have won a series of titles and their Academy Coach Developer Geoff Noonan believes the small-sided format has played a big part in these successes.

He explains: "We've had it in our programme probably for about four years through the Premier League and accessed the various activities and futsal tournaments the Premier League has run.

"We feel that the benefits it brings are enormous. It's highly technical, but also highly tactical because it's a five-a-side

game in which the players have to be skilful, quick-thinking, good at one v ones, good at wall-passing and good at movement. It brings benefits from the age of nine right through to 14," said Noonan, whose Under-12s emerged triumphant in the 2013 Barclays Premier League Futsal Finals.

"Futsal is just part of the overall programme but it's been a good part, especially in the winter months. To be able to access a Premier League-organised event in January or February in an indoor arena when we know it will go ahead, knowing that it's being played to encourage skill and not out in the freezing cold on a heavy pitch, when you're trying to produce technical players, is the key difference. It's played a major part for us.

"We've found the Premier League events to be excellent and we've been really happy to support them."

The Premier League has been running national futsal tournaments for several years and Noonan adds: "They get better every year. The events have grown in terms of the age groups that have been able to access it. We've probably seen more development each year we've gone, where our players have improved playing that game and are becoming more skilful."

A DUTCH OF CLASS

The Premier League Games Programme is enjoying a growing reputation across Europe, with elite academies wanting to come and test themselves against our teams. A tournament in point was the Premier League's Under-11 Euro Festival. It was staged at St George's Park over two weekends in May 2013 and on each occasion involved 10 English and two foreign teams.

One week it was AC Milan and Anderlecht and the other Barcelona and Ajax. All those clubs, along with others like Borussia Dortmund, Sporting Lisbon and Club Brugge, are regular visitors to these shores. Ajax coach Peter van der Hengst had nothing but praise for the event.

"Premier League tournaments like this are beautiful because it is all about football," he said. "The facilities are always excellent. I want to bring my teams to England, not just because it's a good thing to play abroad and you get your mindset challenged with a new experience, but also because everything is fantastically well organised by the guys from the Premier League.

"And good organisation is important because if you are not worrying about anything else you can be busy with football, you can be busy with discipline, and you can do the important job of teaching the boys."

Van der Hengst also believes that Premier League tournaments are a great learning experience for players and coaches alike.

"Culture is an experience you can't learn, you need to go through it. For us as coaches it's fantastic too to speak with the other trainers. I had a really interesting time at St George's Park speaking to Chelsea, and we now have the opportunity to pick up the phone with them and talk about playing each other.

"And you also learn little things. In England you play with ball number 4 but in Holland we play with ball number 5, which is a little bit bigger. So we came away from the weekend thinking that next season we might play with ball number 4 to see if it can improve skills further. It's about the steps you take to make them professional players and every little piece of what you're missing you get that from another club and you think 'I can use that to make my team better.'"



Celebration day: Bolton Wanderers celebrate a dramatic penalty shoot-out victory over Peter van der Hengst's Ajax side.

MORE THAN A COMPETITION

While aspiring youngsters are getting experience of playing against foreign teams thanks to the Games Programme, some are also getting the chance to play abroad.

Every season the Premier League runs an Under-14 tournament for all 20 clubs. But in addition to a trophy up for grabs, there is also another prize that adds a little spice to the proceedings – the winners and runners-up earn the chance to visit Barcelona and play their Under-14s at their academy.

The successful teams in 2013 were West Ham United and Manchester City, with the Blues winning the competition outright. City coach Darren Bowman believes the Barcelona carrot to be a great driver for the boys. "You start this competition in regional qualifying, but before that had even started our players were already talking about the possibility of playing Barcelona. So it was a crucial part of the competition, it got them very excited.

"Normally it's the foreign teams coming here, but it's good that lads aged 14 get to go abroad. Their first experience of playing against Barcelona shouldn't be in the Champions League, it should be at this level."

Bowman feels that the trip was also excellent for their technical and cultural development, a key element of the Games Programme.

"On the football side it's crucial for their development because the standard in Spain is seen as the best at the moment. So it gives the players a good indication of where they are at in their level and what they need to aspire to. It was also inspirational to go and watch the B team, to go to the Nou Camp.

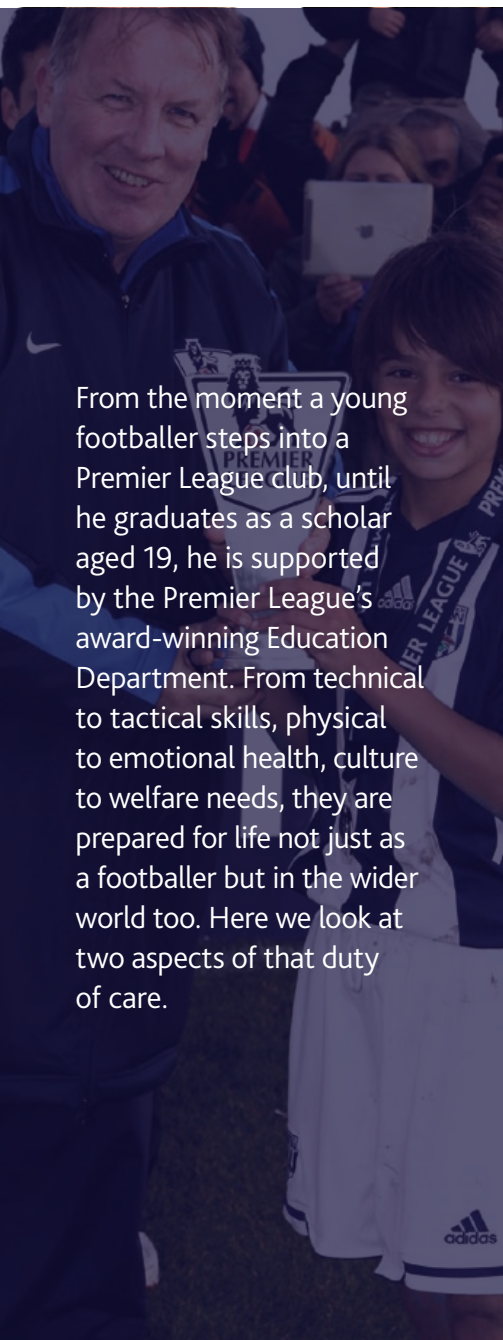
"It was also fascinating when our boys and the Barcelona lads were at dinner, watching them communicate. It was good for the Barcelona players who spoke a bit of English. A few of our lads learn Spanish at school so they were in demand. It was a bit timid at first but by the end the atmosphere was very friendly. It was a great experience."

Manchester City had a terrific season in Foundation level, also winning the Under-13s Tournament, and overall Bowman feels the Games Programme has been very beneficial for City.

"Over the last three years the introduction of the regional events leading into the national events has been excellent and something that the boys and the players look forward to leading into the competition," he said.



Culture club: Manchester City's players mixed socially with Barcelona's players as well as playing against them in the Under-14 Tournament.



From the moment a young footballer steps into a Premier League club, until he graduates as a scholar aged 19, he is supported by the Premier League's award-winning Education Department. From technical to tactical skills, physical to emotional health, culture to welfare needs, they are prepared for life not just as a footballer but in the wider world too. Here we look at two aspects of that duty of care.

MAKING HISTORY IN YPRES

By Mike Scott,
Head of Education,
West Bromwich Albion

Altogether now: Players from Manchester United and West Bromwich Albion pay their respects to the fallen soldiers at the Menin Gate.



With the centenary of the start of the First World War only a year away there is wonderful opportunity to educate today's children about the sacrifices made by previous generations. The Premier League is already doing exactly that with the Christmas Truce Tournament, which since 2011 has taken place in the Flanders town of Ypres. Part football tournament, part cultural exchange, it brings together Under-11 and Under-12 boys from England, Belgium, France and Germany to honour the sacrifice made by football players during the First World War.

That they are doing this should not be a surprise because the Premier League takes education very seriously. Every club has a Head of Education, and our young footballers have to study and sit exams like every other teenager. I'm proud that nearly all our boys at West Bromwich Albion gain a qualification that can get them into higher education.

But we start their education as soon as boys join us aged nine. We are always looking to expand their horizons and I have to say the Premier League Christmas Truce Tournament is one of the best organised events I have

experienced in 15 years of working in the game.

To get to Ypres we had to take part in qualifying 9v9 Under-12s tournament at St George's Park with five other Premier League clubs. That was an education in itself as it took place over Remembrance Weekend in November. As well as learning about the War on the Saturday evening, at 11:00AM on the Sunday the teams took part in a ceremony where a child from each Premier League club read out the names of the players who died in conflict; touchingly they also laid wreaths around the pitch where they played.

There was added poignancy for our club in heading to Ypres. Harold Bache, a former West Bromwich Albion player, died in Flanders Fields in 1916 and his name is one of the 57,000 Commonwealth fallen troops inscribed on the Menin Gate and whose graves are unknown.

On the Friday evening the boys visited the Menin Gate. George Harman, Finn Azaz and Rayhaan Tullock laid a wreath and Albion shirt – printed with 'Bache 1916' on the reverse. Finn was chosen for the honour as he attends Harold's former school, King Edward's, in Birmingham, while George delivered a moving speech about Harold.

We all – players and coaches – gained so much from the weekend. As well as it being a terrifically competitive football tournament, the cultural element was brilliant. We learnt a great deal from the tour guides that were organised to show us around the original Christmas Truce sites and Ypres museum. Then at a presentation meal on the Saturday evening, actors that were used to bring the Christmas Truce to life for the boys of all eight clubs from the four countries. I loved how the boys exchanged gifts like they did in 1914.

It was a great honour and privilege for West Bromwich Albion Football Club to be part of the Christmas Truce Tournament. The Premier League not only organised a world class tournament but brilliantly showed how football and education can develop a greater understanding of the importance of shared histories.



Band of brothers: Sunderland's Academy players (left) and Micah Richards (right) sport If U Care Share wristbands.



It's progressive for any employer to look at emotional wellbeing, so the Premier League should be applauded."

DEAN SMITH

SAFEGUARDING THE FUTURE

Every Premier League club has a Children's Services Officer who safeguards all children and young people that the club comes in to contact with, from matchday to community programmes. But they also look after the Academy players, and the Premier League's education and safeguarding departments have produced and developed a range of workshops and seminars for them that includes anti-bullying workshops and education on social media. There is also a groundbreaking bespoke programme for emotional wellbeing.

Over the past two seasons, the Premier League has partnered with the If U Care Share Foundation to explore the delicate issue of mental health. The charity, which was founded by husband and wife team Dean and Shirley

Smith and set up in memory of their son Daniel, has run sessions at 16 Premier League clubs for young players to recognise that emotional wellbeing is as important as physical health.

The boys are empowered to know what to look out for in their emotional wellbeing, and they are signposted to those who can support them. Club staff can address any immediate need, but there are also external counsellors if players don't feel comfortable speaking to someone at their club.

If U Care Share chairman Dean Smith explains the need.

"The social wellbeing of footballers is constantly under scrutiny and it tends to make the headlines when it's a current or former player who is experiencing problems.

"But this initiative is about prevention not cure, because it's vital that players get support at the outset of their careers. The main aim of the sessions is to make young people aware that it is 'okay not to feel okay' and that 'there is always a way'. Our workshops aim to support and help young apprentices in combating negative emotions and feelings of despair and failure both on and off the pitch."

"All teenagers face issues in life," adds Smith. "However, with boys at academies it can sometimes be that these very issues are the difference between an 18-year-old fulfilling a dream of life as a professional footballer or not. It is the overall wellbeing of these young men that is at the heart of the programme. The feedback we've had from the players and coaches is that it's a powerful message we're giving them. It's a fun environment, there's a lot of interaction between the players and staff present and the language is tailored specifically so that the players understand it foremost."

At the most recent Ofsted audit, the safeguarding provision at Premier League



WINNING BY SHARING

Manchester City and England defender Micah Richards is an If U Care Share ambassador. He has first-hand experience of some of the issues the charity looks to address, not least the loss of his childhood friend Daniel Nelson, who killed himself whilst in Doncaster Young Offenders Institution in 2005.

He said: "What happened with Daniel was terrible, and it shocked everyone that knew him. When you're young you're more likely to keep things to yourself to try and sort out problems your own way instead of speaking about them. If U Care Share show how it's better to open up, and I encourage the young lads at Manchester City to do so."

For more background on the If U Care Share Foundation please go to www.ifucareshare.co.uk

FOUR SEASONS IN ANDRE

The job of being a Select Group referee has never been more demanding. Andre Marriner is typical of those officials. As a FIFA listed official, not only is he doing matches in this country but also abroad. On top of that he has to train, visit clubs to educate and build relationships with players, and undertake CSR work. In between he is also one of several officials undertaking a Masters' degree to ensure he has a career after refereeing. Here is his season in four ways.



Fair-play convention: Increased communication by match officials like Andre Marriner has seen improved player behaviour on the pitch.

APPLICATION

There are some people who think we don't do a lot, a match a week over a 38 game season and that's us. The reality is I was involved in 70 games last season.

Domestically there were 36 games in the middle and 22 as fourth official. On top of that I refereed a World Cup qualifier, two Champions League preliminary rounds and two Europa League matches. Then I was behind the goal on five other European games and fourth official at two World Cup qualifiers.

That's quite a challenge. Domestically you're travelling down the day before a game; if you're involved in a UEFA or FIFA match it is three or four days of the week out. And remember on top of that we've got to train, do all our admin. When you've got 16 officials – not only involved at the weekend but through the week in leagues and cup competitions – it's quite a logistical challenge to pull us together

once a fortnight for our training camps at St George's Park.

Looking at my diary for last season there were months like September and November where I only had the odd day off across each of those months. You travel to do a weekend game, you train, you're into a club or a school for a visit, you have a midweek game, you do your homework for the weekend game, you're on one game, then fourth official for another.

After that you're off to Europe, you'll come back home and there's a meeting with a body like the Professional Footballers' Association, then you're travelling down for the midweek games again. Then we'll be up at St George's and we'll leave that to do a Capital One Cup game. We can be leading quite a transitory life at times. It's a wonder that we get to do anything else beyond games, but we do.

COMMUNICATION

One of the keys to improving standards of player behaviour in recent seasons has been the increased communication flow between players and officials. A big part of that has been down to the pre-match exchange of teamsheets with the captains and managers; it gives us a chance to chat around any game issues.

But the most beneficial time is spent away visiting training grounds. Nearly all Select Group referees do this and last season I went to Aston Villa, West Bromwich Albion, West Ham United, Fulham and Tottenham Hotspur. Three of them were the early season ones, where you were delivering the message for the season. So that's re-emphasising the types of challenges that will see cautions, going through any law changes and reminding them of the old do's and don'ts, like not taking shirts off after celebrating. If there is a clip of their club on the screen it is always sparks plenty of debate, and that's good, because

players should be debating and discussing points of Law.

Something excellent we introduced last season was going in to see them again later on in the season and refereeing one of their training sessions. I went to West Ham and Fulham and both sets of players were very receptive.

On a matchday players have 101 things to be concentrating on and they are under pressure to perform, so you don't have that normal banter. But you go into the training ground without that pressure of the 90 minutes and everyone is relaxed.

One player I had an excellent discussion with. He wanted to know why he was getting booked for making aerial challenges. I watched him in training and every time he led with his elbows, and it was a booking because it was dangerous play. But we were able to have a rational conversation about it, he understood and I don't think he got booked for the rest of the season.



PREPARATION

It's funny, I'll take the kids to school on Monday morning and people will still say: "What are you doing for the rest of the week? You can't have much to do until next Saturday." The reality is that the night before I'll have filed my post-match report and spent time sending my heart rate data to our sports science team, because our physical condition is under constant supervision.

By the time I'm back home I'll have received my next training plans to follow, so with that there are different sorts of sessions: high intensities, weights, speed and endurance, recovery sessions. You are following a plan which is dictated by your calendar and by what games you've got, but it has got to be demanding because we're keeping up with guys half our age.

Then on the Monday afternoon our weekend appointment comes in and

I am starting my research from there. We're not pre-empting the game but we're seeing whether there are any injuries or suspensions that could shape things. We'll be trying to work out how their team will line up because we want to know our best positioning on the pitch to let the game flow. So it's all homework.

Through the week we'll be analysing the Match Delegate and PGMOL Assessor reports from our games. A lot of it you are doing on your own, if there's something that's been flagged up, perhaps there might be an individual incident from a game or patterns might be emerging in your refereeing, then I'll have a mini-review with my coach. That usually takes place at St George's Park when we have our fortnightly training camp.

EDUCATION

As a referee you have an extremely unusual career path. Nearly all of us have either left or sacrificed their business careers to pursue refereeing, in my case both. Before I became a Select Group referee I was a postman, but prior to that I had to leave a well-paid job at Land Rover where I had very good career prospects. Fortunately for us Mike Riley has been terrific since taking over as PGMOL General Manager. He recognised that our efforts should be rewarded.

So he's worked with the University of Gloucestershire over the last two years to develop a higher-education qualification at postgraduate level focused on match officiating and professional practice in refereeing. The qualifications are aimed at helping us re-enter the workforce on the strongest footing.

As a former official himself he knows referees acquire many skills that are extremely transferable. Instant decision making is one of the hardest jobs

in management, but we do that week in, week out. We also have to be decent team-players who need a wide array of analytical and evaluation skills.

Because of the work I'm doing going into schools talking about the Get On With The Game kids website I'm thinking of a career in teaching. So, when the season ended, I took a quick holiday before I did a two-week placement at a secondary school and then completed all my written coursework. It's tough but by the end of 2014 I'm going to have a Postgraduate Masters' Degree, and I think that says a lot about how professional we are as an organisation.

I tell you one thing, I have never been so busy. You add in charity games, talks that we'll give in schools and at Referees' Associations all over the country – I'm quite in demand after doing the FA Cup Final – and it all amounts to a big cycle over the year. But I don't think we'd have it any other way, this is a great job and we're all proud to do it.

IMPROVING STANDARDS OF REFEREEING

Match officials in the Premier League had their most successful season in the 12-year history of Professional Game Match Officials Limited (PGMOL). From the increased accuracy of their decision making to record Match Delegate marks, improving player discipline to their highest ever fitness standards, Mike Riley, General Manager of PGMOL, explains the facts behind the figures.



21% ▼

Drop in red cards

One of the key reasons red cards reduced by over a fifth during the 2012/13 season was because there was a 33% drop in the number of second yellow cards. That says a lot about communication at all levels of the game and the improved referee/player relationship on the pitch.



3 ▼

Cases of mass confrontation

Mass confrontation went down from 19 cases and four charges in 2011/12 to three cases and no charges in 2012/13. It's The FA that records these, so this doesn't show leniency. Instead the LMA, PFA and PGMOL should get credit for the good behaviour message getting across to managers and players.



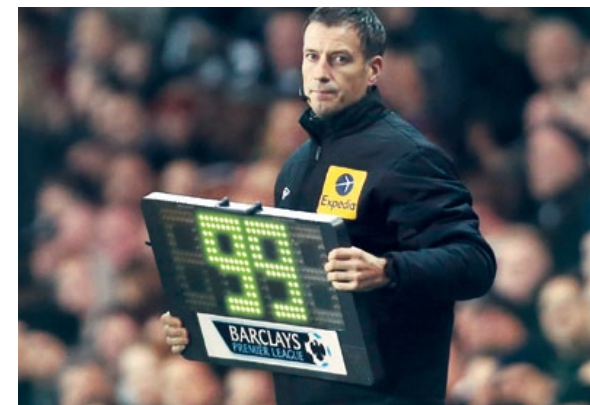
94.1% ▲ Major decisions right

Decisions that are seen as major are things like fouls, penalties, yellow and red cards. We take great pride that over the last four years the accuracy of referees in the Premier League has become better and better, and is now the highest it has ever been.



98.6% ▲ Penalty area accuracy

This is the area we would want referees to be most precise because their penalty box decisions play an important role in the outcome of the match. The speed of the Premier League has never been faster, so it is testament to the hard work of referees and their coaches that their accuracy is so high.



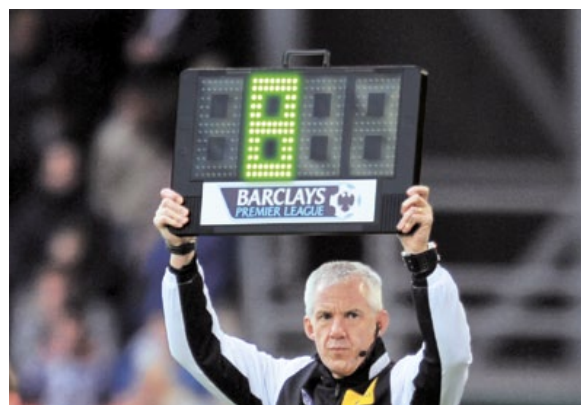
99% — Offside decisions correct

The accuracy of assistant referees for offside decisions remains consistently high, at 99%. This is the third season in a row it has been at this level. This figure isn't arrived at by accident, it too is down to the dedication of the Select Group officials and the training they do with their coaches.



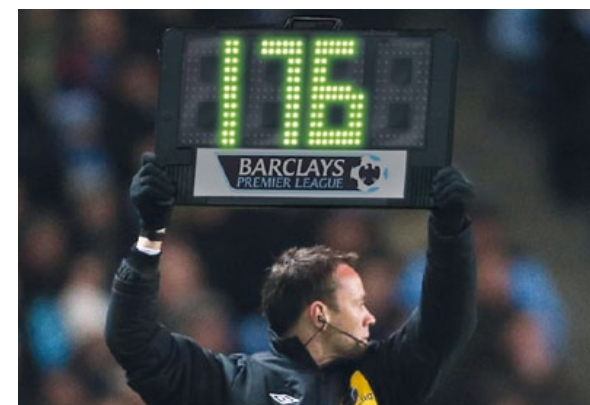
96% ▲ Positive Match Delegate marks

Match Delegates are the former players and managers who assess the performance of the match officials towards accuracy in major decisions, consistency of decision making and man management. An impressive 96% of their performances were good or excellent according to Match Delegates.



8 ▲ FIFA referees

Of the Select Group Officials, 50% are FIFA referees the highest percentage we've ever had. We are also one of only three European nations to have three FIFA Elite Referees, while we also have 10 FIFA Assistant Referees.



176 ▲ In-game high speed runs

The fitness of match officials improves season on season. Last season referees averaged 176 high speed runs (those above 20km/h) per match – players averaged 175. Referees also performed, on average, 50 sprints (above 25 km/h) per match, a 64% increase on what it was five seasons ago.



03

THE SUPPORTERS

Merseyside United

MONDAY 17 SEPTEMBER, 2012

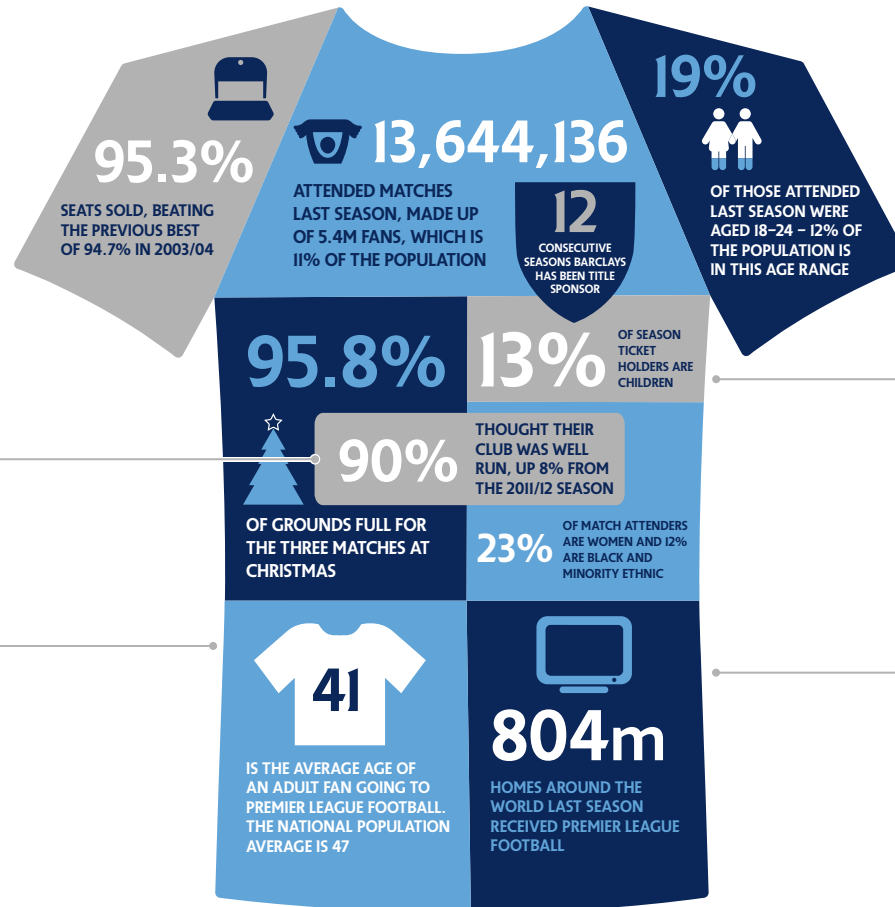
In a moving show of solidarity, two mascots, one girl in Everton blue and one boy in Liverpool red, appeared prior to the Everton versus Newcastle United match. With the numbers 9 and 6 on their shirts, the pair showed Everton's support to the families of the 96 victims of the Hillsborough disaster. The tribute came in the week that an independent panel exonerated the Liverpool fans for the tragedy at Sheffield Wednesday's stadium in 1989.

FOOTBALL NATION · THE FACTS

High five: The most important factors for fans in determining how well run their football club was:

- 94% having a long-term vision
- 91% sustainable financial policy
- 91% youth development
- 89% maintaining the ethos and traditions of the club
- 88% recruiting the strongest possible squad

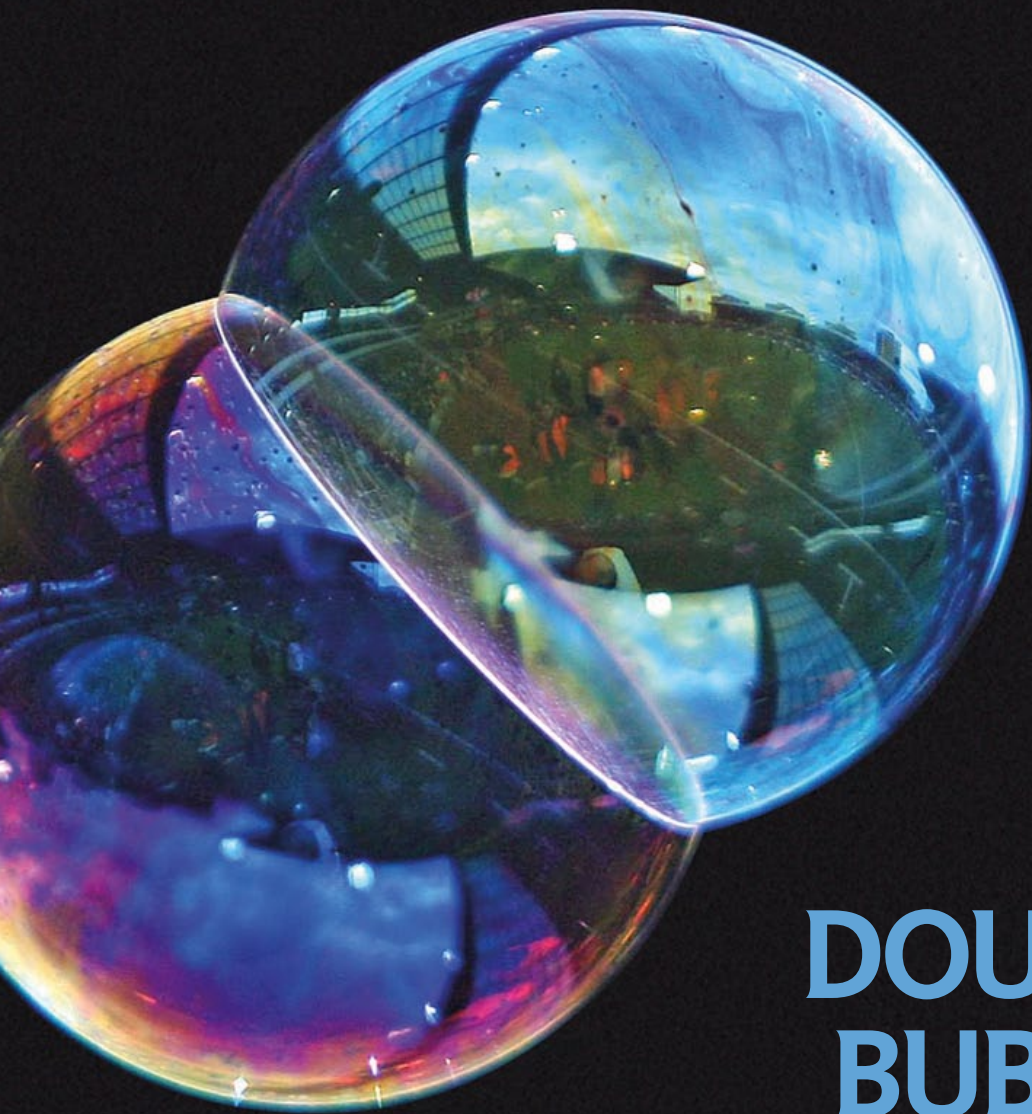
Above average: The average fan has supported their team 18.5 years and attends 17 matches a season. 83% of fans said they attended more or about the same number of matches in the 2012/13 season, compared to 78% the season before. The average fan will also watch 48 live Premier League matches a season on TV.



Family valued: Half of fans (51%) attend with friends, 20% with their spouse, and 34% with other family members. 29% of fans attended with children. 87% thought their club made an effort to make their ground more family friendly, an 11% increase since 2009/10.

Global gathering: Home TV reach by continent:

- Asia 49.4%
- North America & Caribbean 15.4%
- Europe (excl. UK) 14%
- Africa 9.8%
- South & Central America 4.1%
- MENA 3.7%
- UK 3.2%
- Oceania 0.4%



DOUBLE BUBBLE

West Ham United recorded their highest ever average attendance in their 118-year history last season. How did they do it? As Karren Brady, Vice-Chairman of the club explains, it's down to variable pricing that's bringing in a new generation of fans and working closely with their fan base to put on the best possible experience.

Here at West Ham United, in the dynamic and ever-evolving East End, we are proud of the rapid progress we made during the 2012/13 season. We were, of course, delighted to confirm our top-ten place among England's elite in the greatest league in the world – the Barclays Premier League. For my team and me, it's just the start as we begin to realise our ambitions for West Ham United.

Last season, we were extremely proud to have recorded the club's highest ever average attendance in its 118-year history – 34,720 across the 19 league fixtures.

Achieving this was no mean feat, as any club working hard to drive attendance will know – it is not a simple case of introducing an attractive pricing strategy. This is key, but it must be supported by the product and work in tandem with the need to retain and reward seasonal supporters. The 17 consecutive sell outs we enjoyed from October were a powerful endorsement of the innovative marketing and ticketing strategy we offered throughout the campaign.

Since we became involved in football, David Sullivan, David Gold and I have been committed to offering affordable football to all. At Birmingham City, we pioneered the popular Kids for a Quid promotion now widely recognised throughout the game as a successful way to engender support at grassroots level. We feel passionately that people from all walks of life should have access to elite sport to enjoy, to inspire them and to encourage sports participation.

At West Ham I have developed this further to encourage lifelong support through a fully-integrated fan engagement strategy. Supporters coming to the Boleyn Ground for the first



It's a family affair: with its numerous Kids for a Quid deals West Ham United fans have flocked to see the likes of record signing Andy Carroll.



time receive a full information pack to enrich their experience. We follow up post-visit to find out how that experience was enjoyed and offer a range of targeted promotions to encourage repeat visits.

This has been a hugely successful initiative with a 40% increase in the number of first-time fans buying match tickets from the 2011/12 season. More than 25% have returned for at least one further game during the course of the season.

While the visits of some of the world's most recognised teams will continue to merit a premium price, there are always opportunities to make Premier League football more accessible. The Kids for a Quid fixtures we held in the 2012/13 campaign meant I got thank you emails, like the one from a dad who told us he and his three children attended for just £42.

That is competitive pricing which is important because, as consumer tastes develop and the availability of alternative experiences increases, Premier League football must compete with other family days out. This means clubs must differentiate themselves to remain competitive. This is particularly true in London.

We are passionate about targeting key groups for whom the opportunity of watching Premier League matches might otherwise elude them and have championed some fantastic schemes with schools, local clubs, community groups and the Armed Forces to name but a few.

While pricing has been a key factor we have sought a balance. We have consulted our supporters extensively about the need

to fill the Stadium for the benefit of everyone in it, including Season Ticket Holders, enhancing the atmosphere and boosting the team.

Our Supporter Advisory Board (SAB) has a ticketing and products focus group and we have shared our ideas and engaged them regarding potential promotions. The overwhelming



“We were extremely proud to have recorded the club’s highest ever average attendance in its 118-year history – 34,720 across the 19 league fixtures.”

KARREN BRADY

feedback was that offering incentives to encourage grassroots support and to target groups who might otherwise not be able to attend was acceptable, provided that the Season Ticket remained the most attractive way to support the club.

This is always at the forefront of our thinking. I am proud that Under-10s can purchase a Season Ticket at the Boleyn Ground from £110 – which is extremely competitive in London.

As a Board, we ensured that these initiatives were supported by a strong football offering and that West Ham continued to offer an exciting matchday experience. The signing of Andy Carroll – a record transfer in West Ham United’s 118-year history – is sensational news for everyone connected to West Ham and the length of contract, six years, shows just how much he believes in our vision for the club.

The importance of the overall experience is all the more significant as the club embarks on what is arguably the most exciting step forward in its history. The move to the 54,000-seater UEFA category 4 Olympic Stadium in 2016/17, after its multi-million pound transformation, will require a team that befits playing in such a magnificent, world-renowned football ground. The move represents a fantastic opportunity for West Ham, allowing us to expand our community operations and opening up Premier League football to huge numbers of new people.

Our move will give nearly 20,000 more supporters the chance to experience our fantastic product on a regular basis, and the foundations of that work have already started with the effort we have put in across our ticketing schemes.

Everyone at West Ham United is excited by the wonderful opportunity we have to grow in the years ahead and the ethos of making football accessible for all will be central to that. It’s a challenge that will require continued innovation, new product development and sustained brand growth but it’s one that my team and I will relish.

MAKING AWAY FANS FEEL AT HOME

Attending a live Barclays Premier League match should be memorable and enjoyable for fans – whatever the result – and clubs have been working harder than ever to try to make this happen. A great example is Reading's fresh approach to away supporters which, as the Royals' Customer Service and HR Manager Jackie Evans explains, has shown the importance of respect and innovation.

Pleased to meet you: Catering staff in the away end at the Madejski wear t-shirts that feature the home ground of the visiting supporters. Reading also run competitions with junior away fans to design cookie bags.



For the past couple of seasons we have been especially focusing on the visiting fans' experience and in particular making visiting families feel welcome.

It is about the whole experience, and not just the 90 minutes of football, and what we do off the pitch can enhance that.

We show highlights of their club's previous season on the concourse televisions and when fans use the catering kiosks, the staff wear t-shirts in the visiting club's colours with a catchy slogan which is relevant to them. So much interest has been generated in these shirts that some fans have asked to buy them!

We have also created an area within the visitors' end solely for family groups with a family steward who is responsible for it. Our staff go into the family area at half-time to sell food so families don't have to go onto the concourse, which is often very crowded.

Where we have found young visiting supporters experiencing their first away game we take a photograph of their day and send them the matchday programme, signed by their team. That gives the young fan a memory to hold on to forever.

Also for many years we have sold cookies in the home end in a bag designed by one of our young Reading fans. This season we got visiting clubs to ask one of their young fans to design a bag relevant to their team.



People part with hard-earned money to come to football and have a choice where they spend it so it is important that the service they get is right. I think football is increasingly getting what it does for fans right.”

JACKIE EVANS

Wigan Athletic were very good with this. They sent us six designs and the winning one was picked by our young Royals who then met the winning Wigan fan, so this brought the two sets of supporters together in a positive way.

We started doing all this as there's no difference between home and away fans, and if you treat people like you want to be treated then usually they will respond in a likeminded way.

There has not been one game this season where we have not had a letter of thanks from a visiting supporter.

Sometimes you have to appreciate as a club that things go wrong and you have a choice of how you deal with that. A long-standing Everton supporter came to their game here and he wasn't happy with the way that the stewarding staff searched all the visiting fans.

He wrote to us and I spent 45 minutes on the phone to him and he came to another game and told our staff about his experience. From that, people are seeing it from the supporters' point of view. It was priceless to us and he wrote to us afterwards saying he hoped his own club would deal with a complaint in the way we had.

Also invaluable is the backing we receive from the Supporter Services team at the Premier League. I don't think the League gets enough credit for the depth and breadth of its work with fans.

For example they devised VisitFootball, a joint venture between the Premier League and VisitEngland to assess the care that customers receive at football grounds. Each club receives matchday visits to assess the quality of the service for supporters.

We then act on their suggestions to move things forward, and often they are quick fixes like improving the website and picking up on supporters making their first visit.

People part with hard-earned money to come to football and have a choice where they spend it so it is important that the service they get is right. I think football is increasingly getting what it does for fans right.



We are family: Reading has bespoke stewarding for certain areas of the ground, including those who just look after families.

PILLARS OF SUPPORT



Liverpool Family Park

Liverpool's Family Park provides fans with somewhere to mingle and play games before kick-off. Children can enjoy themselves before the match with a range of games including five-a-side matches and a penalty shoot-out. The Park has proved very popular and is just the start of a range of new experiences for young Liverpool fans.



Manchester City Play Makers

Manchester City's Play Makers, alongside their stewards, create a welcoming experience for fans at the Etihad. The new team of energetic green coats stationed around the ground are there to welcome and inform fans about what activities are taking place during the pre-match build up. Whether you're a first time visitor or a regular to the Etihad, the Play Makers are there to help.



Sunderland Family Zone

The Family Zone at Sunderland has transformed an ordinary concourse into an innovative space which gives parents and children a whole new football experience. Virtual football games, cartoon screenings and the paintings on the walls all serve to ensure a great day out.

BROADCASTING NOUS



What's the story?

Bryan Swanson uses the SkyPad to show the latest movements on the closing day of the transfer window.

Sky Sports News has supported the fantastic Premier League action that Sky Sports deliver to UK viewers since 1998. The Barclays Premier League provides many of the stories for the 24-hour sports channel. Here, Bryan Swanson, Chief News Reporter at Sky Sports News who has been with the channel for ten years now, looks at three moments of their season when Sky Sports News were at their very best.

TRANSFER DEADLINE DAY

Simply one of the busiest, most enjoyable and most unpredictable days of the year.

Accuracy is the aim of the game. Social media places greater demands on instant updates but false rumours can go global in seconds. However, nothing can substitute well-sourced and well-researched journalism. After that the only other essential piece of kit is a phone charger – there's nothing worse than 1% battery with an hour remaining.

No such issues in the studio where our 65" interactive SkyPad offers viewers an overview of the window. The touchscreen is entirely controlled by the presenter, and they can switch between players and clubs to explain the impact of each transfer and any knock-on effect for other players. There is a summary of the most/least active clubs and amount of money spent throughout the Premier League. The aim is to make it fresh throughout the day, so our producers are constantly updating the information.

On the road there's a huge effort to make sure that reporters, camera crews and satellite vans are at the heart of developing stories. This is one of the most demanding

days of the year. Our news editors ensure breaking news remains covered, even when crews are relocating, and there must be a clear line of communication across all departments. It's a very precise operation. Editors liaise with our satellite operations department, planning and production teams to keep us on top of any story. When does interest become a formal offer? Has a bid been accepted and permission given for a player to discuss personal terms? Subtleties of language are crucial.

From Harry Redknapp to Peter Odemwingie, the car-window interviews have become cult viewing. Interest in Deadline Day has become so great we provide separate updates from another studio for other Sky channels including Sky Atlantic, Sky Movies and Sky One. Some viewers tell us they even take the day off work to watch the drama unfold.

But, it doesn't stop when the window closes; we are still making sure every transfer has been covered. I usually finish around 3am just before Dharmesh Sheth arrives to provide follow-up coverage on Good Morning Sports Fans from 6am. It's a tiring 24 hours, but it's also what Sky Sports News is all about.

sky SPORTS NEWS HD

SKY SPORTS NEWS BROADCASTS 24 HOURS A DAY, 7 DAYS A WEEK...

IT EMPLOYS 163 STAFF,

MY SPECIAL DAY

This was something new to Sky Sports News this season, and a reflection of the power of sport to change people's lives. They were poignant reports, where children with life-threatening illnesses met their sporting heroes; so that included Olympic gold medal winner Greg Rutherford, Ryder Cup winner Paul Lawrie and the England rugby team.

The first two reports in the series were shown before Christmas and featured young football fans of Premier League clubs. Ten-year-old Tottenham fan Callum Fuller, who has overcome two cancer battles, was stunned to watch a special message from the Soccer AM crew.

It included Tottenham Hotspur manager Andre Villas-Boas inviting him to their training ground. Callum met his hero Gareth Bale and watched him score against West Ham United as he sat in Ledley King's box at White Hart Lane.

We also featured six-year-old Manchester City fan Hayden Whitbread, who has been fighting kidney cancer, as he met the entire first team including his favourite player Joe Hart. Hayden had his own training session with Joe and was led out onto the pitch by him at the Etihad Stadium as his mascot.

Andy Burton's reports highlighted the strong community spirit of Premier League clubs and showed us the courageous battling spirit of some of their youngest supporters.

The two clubs were excellent in providing us access and that really helped to tell the story of these courageous children. We received an extraordinary amount of feedback from viewers who told us they had been moved to tears by such inspirational stories.

You've got a friend: Manchester City goalkeeper Joe Hart made the day of young City fan Hayden Whitbread by showing him around their training ground to meet their players.



Starman: Presenter Jim White comes into his own with outside broadcast events like the announcement of Sir Alex Ferguson's retirement.

SIR ALEX FERGUSON'S RETIREMENT

I think we will look back on Wednesday 8 May 2013 as one of those "Where were you when..." moments in football. There have been few stories like it, as the most successful manager in British football history announced his retirement after winning his 13th Premier League title with Manchester United.

Our senior news editor, Keith James, who has been at Sky for 15 years and was one of the first appointments at Sky Sports News, abandoned the normal diary in the daily 8.30am editorial conference and dedicated a significant amount of the day's resources to providing tributes. Within hours of the club's confirmation, Steve Bruce, Paul Ince, Alex McLeish, Mark Hughes, Eric Harrison and former Manchester United chairman Martin Edwards had given their unique insight into Sir Alex. We were overwhelmed by the number of emails, texts and tweets from football fans around the world.

Jim White was sent from London to the club's Carrington training base. Later that day he relocated to Old Trafford and brilliantly anchored the programme. He not only presented in the howling wind and rain, but he also did it without an autocue. Jim lives for seismic moments like these, as we all

do in rolling 24-hour sports news. Nothing beats the buzz of reporting on a defining moment in the game.

Everyone has their own story about Sir Alex and, as a young fresh-faced reporter at MUTV in the 1998/99 Treble-winning season, I remember he was always the first to arrive at their old Cliff training ground at least three hours before the players. I was always struck by his complete dedication. It's very hard to imagine the new Premier League season without him in the dugout and, indeed, it will be a different Sky Sports News without him too.

INCLUDING 24 PRESENTERS AND 33 REPORTERS... SOCCER SATURDAY AVERAGE AUDIENCE IS 448,916.

THE WEEKEND STARTS (AND ENDS) HERE

While fans continue to flock to Premier League stadia around the country to watch their team in action, following football doesn't stop there. UK coverage Barclays Premier League is wall-to-wall and fans seem to have an insatiable appetite for broadcast football. Last season, fans watched, on average, 48 out of the 138 live matches, while an impressive 24% managed to cram in more than 76 matches! Whether on television, radio or online, from Saturday morning to Monday night, this schedule would satisfy even the most ardent Barclays Premier League fan.

SATURDAY



SOCCER AM (SKY SPORTS) 10:00AM-12:00PM

The Crossbar Challenge, Third Eye, and Skill Skool, Soccer AM has, since 1995, been the start to the Premier League weekend. With its action clips and celebrity guests, it offers unbelievable tekkers.

footballfocus

FOOTBALL FOCUS (BBCI) 12:15-1:00PM

A mainstay of Saturday lunchtimes since 1974, Dan Walker hosts this magazine show which features player interviews, match previews and analysis from expert guests.



SUNDAY



SUPER SUNDAY (SKY SPORTS) 1:00-6:00PM

Pre-match build up starts at 1pm for the first of two Sunday afternoon matches, and it's a five hour football fest with the likes of Ed Chamberlin, Graeme Souness and Jamie Redknapp.



SUNDAY SUPPLEMENT (SKY SPORTS) 9:30-11:00AM

Journalist Neil Ashton sits down with the country's most esteemed football writers to cogitate over the day's newspaper headlines, providing in-depth scrutiny on burning football matters.

PRESS PASS (TALKSPORT) 6:00-8:00PM

Writer and broadcaster Des Kelly is joined by guest journalists each week to present a comprehensive look over the week's top sporting stories and tomorrow's news today.



MOTD2 (BBCI) 10:15-11:30PM

Highlights from all of Sunday's matches as well as goals from Saturday. The pundit regulars in the studio are often joined by former and current Premier League players.



SOCCER SPECIAL (SKY SPORTS) 12:45-2:45PM

The first match of the weekend kicks off at 12:45pm on Sky Sports.



ROCK 'N' ROLL FOOTBALL (ABSOLUTE RADIO) 1:30-7:00PM

Live Barclays Premier league action at 3pm, and either side of the football there's a mix of music and chat with Russ Williams, Jim Proudfoot and Ian Wright.



SOCCER SATURDAY (SKY SPORTS NEWS) 3:00-5:30PM

Soccer Saturday's quick-paced coverage jumps from match to match to ensure the audience doesn't miss a single moment of the 3pm action. Jeff Stelling is the anchor for the fun and games.



MATCH OF THE DAY (BBCI) 10:00-11:30PM

A mainstay in Premier League coverage, Match of the Day is the perfect Saturday night in with Gary Lineker. Those who hit the pillow (or the town!) can catch the Sunday morning replay, which includes the Premier League community feature.



606 (BBC RADIO 5 LIVE) 6:00-8:00PM

Fans not watching the live match can tune in to have their view or listen to others.



BARCLAYS PREMIER LEAGUE LIVE (ESPN) 5:30-7:30PM

Once the 3pm matches are over, fans can switch to ESPN for the late kick-off action.



MONDAY

YAHOO! CLIPS 12:00AM

The ultimate catch up on all the weekend's goals starts at midnight Monday.



MONDAY NIGHT CLUB (BBC RADIO 5 LIVE) 7:00-8:00PM

Pundits, ex-football professionals and journalists come together to debate the week's hot topics in football.



MONDAY NIGHT FOOTBALL (SKY SPORTS) 8:00-10:30PM

Gary Neville joins Ed Chamberlin to present the last match of the weekend. Pre and post-match are packed with tactical analysis guaranteed to turn a novice into a stat-wiz in no time.



#TWO-WAY TWEET

The social media platform Twitter has had a dramatic impact on the way football organisations, players and the media converse with supporters. Lewis Wiltshire, Director, Media Partnerships, Twitter UK explains how the Premier League is at the heart of the movement.



When major events happen in the world, they also happen on Twitter. And nowhere in European sport was that truer than the Premier League in season 2012/13.

It was a season where the Premier League itself, and its clubs, shifted from the experimental innovation of 2011/12 (such as Manchester City's #FollowTheCaptain and #Together initiatives), to using Twitter as the primary platform for reaching a global audience.

Breaking news on Twitter became the standard – QPR announced the departure of Mark Hughes and the hiring of Harry Redknapp there, Chelsea did the same with Roberto Di Matteo's exit and the hirings of Rafael Benitez then Jose Mourinho, and likewise Everton with Roberto Martinez.

None of which had the impact on Twitter that Sir Alex Ferguson's retirement had. That news was broken by a tweet from @ManUtd_PO on 8th May which, within one hour, had been retweeted or favoured 18,000 times. United's chosen hashtag (#ThankYouSirAlex) was used more than 100,000 times and the story had 1.4m mentions, all within that first hour.

Players are at it too, of course. In many ways, Twitter belongs to the players just as much as the clubs, and most of the clubs have at least one player with more followers than the club itself.



Rio Ferdinand

@rioferdy5

"5-5....what a mad result! Let's be honest the boss was never going out with a boring 0-0!!"

10m 2m

Of the 10 million Twitter users in the UK, +2 million of them follow/tweet about football.

2.4m



Most followed Premier League team: @Arsenal

6.4m



Most followed Premier League player: @WayneRooney

2m



Followers @premierleague

Vincent Kompany

@VincentKompany

“The end of a season means the beginning of a new one. Nothing but thanks for all the great support, it really meant a lot. #MCFC”

The 2012/13 season even started with the most eagerly anticipated transfer of the summer being revealed by the player himself on Twitter, as Eden Hazard told Chelsea fans he was joining the then-champions of Europe.

Twitter isn't just for breaking news – the clubs see it as a means of reaching a global audience. We talk to the clubs about having an 'on Twitter, off Twitter' strategy, which means reaching new fans who are on the platform but not following a team yet ('on Twitter'), but also connecting to supporters who like the team but do not use Twitter ('off Twitter'). Hashtags on buses and pitchside tweets are some ways the Premier League teams have done 'off Twitter' well. Again 2012/13 was a season where occasional

innovation became standard practice. Queens Park Rangers' use of the platform will be a loss to the Premier League – they streamed every press conference in Tweets, and with Harry as manager, the audience for those was wider than just QPR fans!

Southampton, another innovator, led the way with Tweets on the LED hoardings around the pitch. Most clubs promote their Twitter handles on these boards, and some clubs use tweets on the big screens inside stadia, but Saints were the first to showcase a dynamic feed of tweets pitchside.

If you think of Twitter as the shortest distance between fan and what interests them the most, you can also see why it is a powerful tool for

broadcasters to connect to their audiences. Certainly the Premier League's media partners all make healthy use of the platform.

In the UK, Sky Sports started to experiment at the end of 2011/12 with Gary Neville taking questions from Twitter users on Monday evenings after Monday Night Football, and that became a standard practice for them in 2012/13. This season saw the BBC begin to integrate Tweets on Match of the Day every Saturday, and talkSPORT launched match commentary within Tweets for their international audience.

And of course the newspapers use Twitter to break news regularly about Premier League clubs and players, with some of the biggest name writers now enjoying large follower counts

which allows them to drive traffic back to their newspapers' websites.

The challenge in 2013/14 will be a global one. FC Barcelona and Real Madrid continue to forge ahead as the two most-followed sports teams on the planet. The likes of Arsenal and Chelsea are chasing down the Spanish giants in follower numbers, while Liverpool are blazing a trail with a series of international accounts aimed at reaching a global fanbase with local information.

Twitter has seen European football giants competing with each other, as well as teams from other sports, for a global audience, and while 2013/14 will need to see them continue to innovate, they are doing so from a strong base.

Daniel Agger

@DanielAgger

“Carra 737 games. Unbelievable. The numbers say it all. YNWA”

IT'S IN THE PARTNERSHIP

The Premier League prides itself on the number of years it has worked with its official partners, sponsors and licensees – last year it topped 99 seasons of service between Barclays, Lucozade, Topps, Sporting iD, EA SPORTS and Nike.

EA SPORTS have been with us for 15 of those seasons. They license their hugely successful FIFA games on multiple platforms and FIFA 13 is their latest instalment. The game is a first point of contact with Premier League clubs for many fans around the world and provides an excellent platform in which they can go on to learn more about the Premier League, its clubs and, most importantly, the players.

Our work with EA SPORTS does not end with our Game License as the company is also the Premier League's Sports Technology Partner.

This sees EA SPORTS branding appear at certain points during all live Barclays Premier League match broadcasts in the UK and overseas. It also includes EA SPORTS sponsoring our Player Performance Index on premierleague.com and the EA SPORTS Team of the Week.



3.9m
Premier League club fans who played FIFA 13 last season – this accounts for 34% of all FIFA 13 players.

TOP 10 REGIONS IN WHICH FIFA 13 IS PLAYED



THE NAME OF THE GAME:

EA SPORTS not only regularly organises fan days like this one with ambassador Gareth Bale (top left), but visits Premier League training grounds like Newcastle United's (top right) to show some of the stars of the game their vital statistics. And it's not unknown for players to enjoy a game against each other, like Everton's Victor Anichebe coming up against Manchester United's Danny Welbeck (bottom).



ROBIN RELIANT – NUMBER ONE FOR SHIRT SALES

Robin van Persie's surname was officially the most popular name to appear on the back of replica shirts during the 2012/13 season. This is the first time the Dutchman has topped the annual top ten poll that is based of worldwide sales of shirts and is compiled by Sporting iD, which since 1993 has developed the technology behind the players and replica products of the Barclays Premier League.

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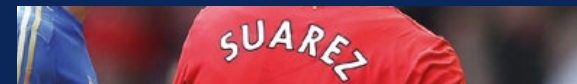
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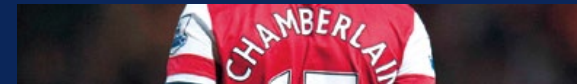
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04

THE COMMUNITY

Community matters

WEDNESDAY 27 SEPTEMBER, 2012

Sir Alex Ferguson opened the Stretford Sports Village in Manchester, the first facility built with money from the Premier League Community Facility Fund. Clubs from the Premier League to the three Conference divisions have access to the £18m capital investment pot to improve community sports participation in inner-city areas.



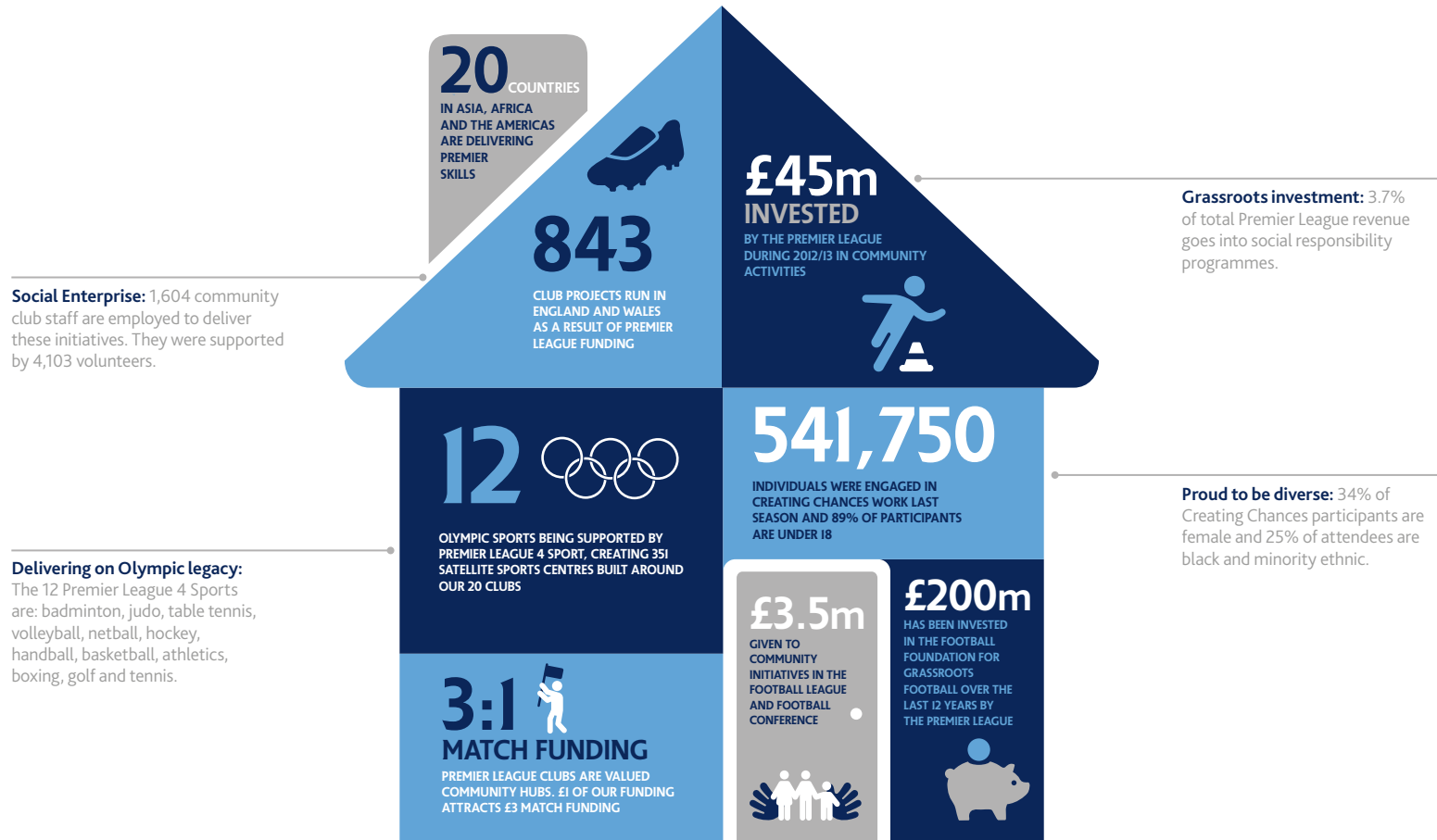
Foundation

Stretford Sports Village

DELIVERED BY

Football 
Foundation

CREATING CHANCES · THE FACTS





Heart of the Mata: Juan Mata with participants in Education Through Football, and appearing in the Europa League Final with the Right To Play charity partnerships on Chelsea's shirts.

COMMUNITY MATTERS FOR MATA

One of the stand-out players of the 2012/13 season in the Barclays Premier League, Juan Mata is not only a fan of our football and culture, he is especially impressed with the depth and breadth of the community programmes that our clubs run. A keen student himself – the 25-year-old Spaniard has studied for two degrees – he has taken a particular interest in Chelsea's education programmes. Here he explains the difference football can make.



What sets the Premier League apart is the work away from the pitch, the work that the players and clubs do to help communities and the people in them.”

JUAN MATA

It's a real honour to be asked to contribute to the Premier League's Season Review, particularly with the number of outstanding players currently in the League. I think that on the pitch the Premier League is genuinely the most exciting league to play in, in the world. Any team can beat any other, and every week you know you are in for a hard game no matter who you play, home or away.

Importantly, though, I think what sets the Premier League apart is the work away from the pitch, the work that the players and clubs do to help communities and the people in them.

Clubs are active members of their own communities and I know that when I first arrived at Chelsea I was amazed to see the range of work the club undertakes. I was lucky enough to be invited to take part in the launch of our Education Through Football programme, and seeing the difference that initiatives like this can bring is inspiring.

By taking kids out of classrooms and bringing them to Stamford Bridge we can help the development of their maths and language by using football and their love of the game

to help motivate and inspire them. For them, adding up the number of goals the team has scored, or working out how many miles we have travelled, or the percentage of games we have won is a different challenge to more formal education and it really seems to get kids interested. Writing match reports or stories about football develops writing and reading, keeps them interested and helps make learning more fun.

I think when you look at programmes like some of the social inclusion work the clubs undertake, it just shows what a deep impact football can have. Kids engage and identify with coaches in a different way to youth workers or the police. Kids with nothing to do will often find themselves hanging around getting bored, drinking or doing silly things to pass the time. It's the same throughout the world. By giving them something positive to do and getting them playing football or even becoming coaches, we are helping overcome some of the problems that communities face.

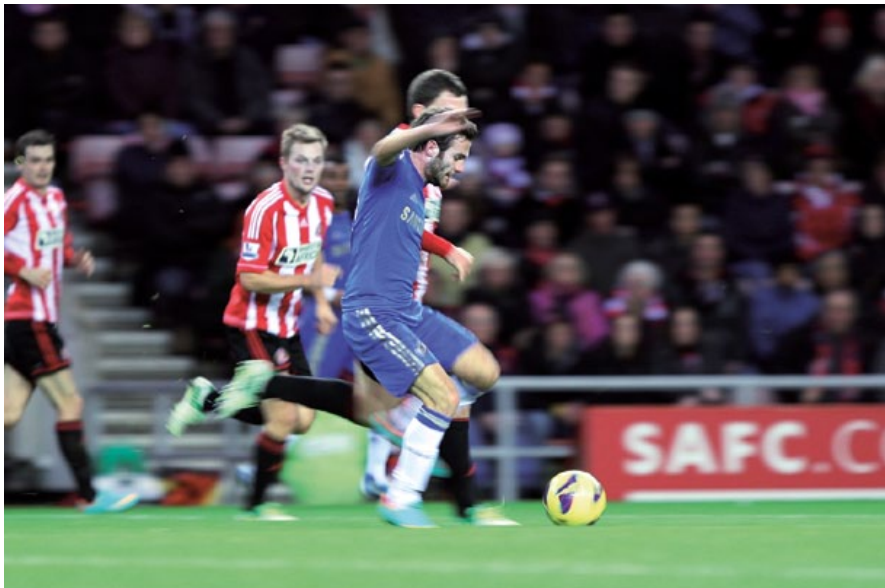
Football is much more than just a game, it is a way of life, and clubs are demonstrating their commitment to putting

something back. For us at Chelsea, it's not just in London and the South East, the commitment to helping communities is now an essential part of the club's pre-season tours. Everywhere we visit as part of the tour we want to put something back as part of our Here to Play, Here to Stay philosophy.

In Asia we have created a series of Blue Pitches and community programmes to engage young people. In the US we are working to develop the grassroots of the game, offering young players the chance to get professional and high-quality training whatever their level. It's an important part of the club and it's something English clubs do very well.

As players we are very proud of what we have achieved on the pitch at Chelsea and the work the club and the Chelsea Foundation do in order to help people at home and internationally.

As players we are proud that in the last two seasons we've carried the logo of our charity partner Right To Play on the back of our European shirts in the UEFA Champions League and Europa League. We are proud to support the community work and we are all proud to be part of the Premier League.



UNITING NEWCASTLE IN SPORTS PARTICIPATION



The Premier League Community Facility Fund (PLCFF) is a three year capital investment programme managed by the Football Foundation. £18m of Premier League money is being invested to provide facilities aligned to club community-led inclusion schemes, which will serve to increase sports participation and physical activity in deprived, inner city areas.

The North East of England was one of the first places to get PLCFF funding, as Newcastle United Foundation partnered with Newcastle City Council Leisure Services to successfully bid for £340,000 for the Walker Activity Dome. The money was invested in improvements to the main sports hall, including a new playing surface and lighting, as well as accessible changing facilities. Neil Ramshaw, Raising Participation Manager at Newcastle City Council, explains the amazing impact of the facility.

What impact has the PLCFF investment had?

It's no overstatement to say it has transformed the local community. The Walker Activity Dome is a hub for the community in the east of the city. Individuals, families and community groups are now coming down here, when they didn't before. We've got one project called Surestart, where under 5 children come in and have a blast on the trampolines, bouncy castles and throwing and catching lots of different balls. So that's 70 kids and their parents coming down every Thursday morning, which wasn't happening in the past. Part of that is just because the building is just so much nicer, more accessible and more inviting because of the investment.

How much difference can improved facilities actually make? Are they really that important?

You'd be amazed. The lighting system was out of the 1970s, it was dim and gloomy. Put it this way, when you played badminton you couldn't see the shuttle. If a facility is not particularly welcoming it's not going to get used. But the new lighting system has made it 100 times better. We've now got the Badminton Association back in, we've got a big visually impaired session doing multi-sports, we've got inclusive cycling, we've got an archery club operating here, wheelchair basketball, you name it, it's going on. People are coming in more because they think the hall is the bee's knees.

How important is it to have a football club linked to the facility?

Newcastle United is the most talked about thing in Newcastle so it's always going to be a big draw. I have worked with the Newcastle United Foundation for years and I know they are very professional and highly qualified. Having them provide opportunities for young people is fantastic and has driven up participation. They run a huge amount of their activities here: football classes for all ages, summer soccer schools, their Match Fit healthy eating programme, Kickz, a whole range of disability football including teams with Down's syndrome, cerebral palsy and visual impairments. They also run a local league for primary schools playing 7v7 football. They are the most incredible organisation.

What impact has it had on local schools?

It's been amazing, but for one school in particular it's been a revelation. About 200 yards away from us is a local primary school called Central Walker, and it only got built a year ago when two old schools merged. Before we reopened I went to see the Head about how she could use our facilities and she said she'd been looking out of the window dreaming they could get on our pitches. So we now have a great arrangement with them, where their football teams play on our pitches during the school day. We've got classes coming in to do multi-sport, fitness schemes and mini zumba. But more than that, the kids tell their mums and dads how good the facilities are, so we've got the youngsters coming back outside of school time for the other sessions we run, and many parents use the place during the day while the kids are at school.



Newcastle United is the most talked about thing in Newcastle so it's always going to be a big draw. I have worked with the Newcastle United Foundation for years and I know they are very professional and highly qualified. Having them provide opportunities for young people is fantastic and has driven up participation."

NEIL RAMSHAW

How did you get around the issue that many of those who most need to play sport might not be able to afford to do so?

We priced it right. The east end of the city is in many ways socially deprived and when we think of pricing policies we take that into consideration. We consulted with the local people on what they can pay for and afford. I can truly say that not many people say, "I don't go there because I can't afford it." We run a young people's leisure offer called Fusion where activities are either free of charge or just £1.

How proud are you of the Walker Activity Dome?

Extremely, to the extent that I'd like to think that Newcastle City Council Leisure Services can hold this up as a flagship. Sometimes when I come in, the fitness suite is full, the squash courts and football pitches are all booked out. We are a thriving centre and I challenge anyone to come in and not think this is the model for getting the local community playing sport.



The Walker brothers: Shola and Sammy Ameobi both started playing football at Walker Central Boys Club. They helped open the PLCFF funded Walker Activity Dome with Nick Forbes, Labour Leader for Newcastle City Council.

SUPPORTING ACROSS DIVISIONS

The PLCFF is not just the preserve of the Premier League; it is open to 160 football club community-led organisations down through the three Football Leagues, and the three Football Conference Leagues. Three clubs who benefited last season were:

WIGAN ATHLETIC

Wigan Youth Zone is a state-of-the-art facility for 3,000 young people in Wigan, open seven days a week, 52 weeks a year. The PLCFF provided £350,000 to help build changing rooms and four all-weather floodlit pitches. Wigan Athletic Community Trust run many of their programmes at Wigan Youth Zone. The gym is fitted with equipment from the London 2012 Olympic Village.



CARDIFF CITY

House of Sport II is a new sporting arena that will be primarily be used for the community to play futsal, basketball and netball. The PLCFF funded £350,000 of the £1m cost. It is expected that in excess of 600,000 individuals will use it over the next five years. House of Sport II will also be used by local schools, twilight football clubs and disability football.



CHESTERFIELD FC

£350,000 of investment is helping turn the East Stand of their Proact Stadium into a base for Chesterfield FC Community Trust. This includes a new U7s indoor football arena, changing rooms, a soft-play area, a multi-purpose sports and community room and a day care centre/learning zone. The Proact Stadium was built with a £1.6m grant from the Football Stadia Improvement Fund, that is also funded by the Premier League.



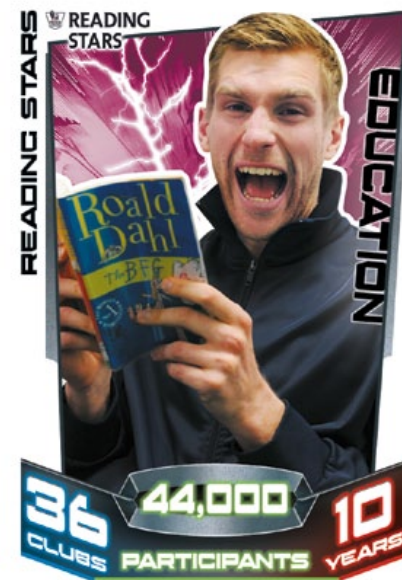
DELIVERING ON THE LEGACY OF 2012

Creating Chances is about using the power of football to positively change lives. We believe passionately about engaging young people in sport and for football to be a pathway into education and healthier lifestyles. The London 2012 Olympics showed the value of sports participation. For many years we have been, and will continue to be, a major driver of participation in England and Wales.

The 843 club projects that Premier League money funds engages with 541,750, individuals – a massive 89% of them are under 18 years old. Here we feature those main projects: the years they have been running, how many clubs have been involved in that time and how many young people are taking part in these initiatives.

PREMIER LEAGUE SCHOOLS TOURNAMENT

The Premier League Schools Tournament is all about increasing participation in football for boys and girls. The tournament offers schools nationwide the chance to team up with their local Premier League club and represent them in the national finals, where they use first-team changing rooms, are refereed by Premier League officials, and have a chance to win a replica Premier League trophy.



PREMIER LEAGUE READING STARS

Premier League Reading Stars, which is delivered by the National Literacy Trust and funded by the Arts Council England and the Premier League, started in 2003. Since then 147 Premier League players have supported the project, which is now more widely available online. In 2012 96% of children who took part said they read more regularly because of participating in the project and 71% said they now read more because they know that footballers read.

PREMIER LEAGUE ENTERPRISE ACADEMY

The Premier League Enterprise Academy is a Department for Business, Innovation and Skills – supported initiative which aims to engage young people aged 11-19 years old in enterprise activity and teach them the basic principles of business and self-employment. This is accomplished through a range of interactive learning opportunities provided by their local Premier League club, including guest speakers and football-themed business challenges, culminating in the annual Premier League Enterprise Challenge.



PREMIER LEAGUE 4 SPORT

Premier League 4 Sport (PL4S) is 2012 legacy in action. It sees Premier League clubs acting as hubs linked to over 350 community sports clubs and facilities, which in turn are connected to local secondary schools to create satellite sports centres. Each of the clubs involved has a dedicated PL4S coordinator working locally with sports clubs and schools to maximise opportunities for young people to take part in 12 Olympic sports: badminton, judo, table tennis, volleyball, netball, hockey, handball, basketball, athletics, boxing, golf and tennis.



Our thanks to our friends at Topps for presenting the data in the style of Match Attax cards. Visit their website at www.toppsfootball.co.uk

PREMIER SKILLS

Premier Skills is a partnership between the Premier League and the British Council which uses football as a tool to engage with and develop the skills of young people in 20 countries across Asia, Africa and the Americas. Since 2007, highly skilled coaches and referee trainers from the Premier League and its clubs have supported over 2,300 participants in developing their own community football projects; these have benefited over 400,000 young people.



KICKZ

Kickz uses football to create safer, stronger, more respectful communities through the development of young people's potential. In total 46 Premier League and Football League clubs run over 100 Kickz projects in some of the country's most deprived areas. By keeping young people busy three nights a week, 48 weeks a year through activities like football and other sports, music, arts and social development, communities report 60% reductions in anti-social behaviour while Kickz is taking place.



THE GREEN GREEN GRASS SHOOTS OF KOLKATA GOALZ



Disconnection between young people and the authorities in areas of high deprivation is not unique to the UK, which is why Kickz works well as an initiative that can be exported. Since 2011, four 'Inspired By Kickz' projects have been created by the Premier League and the British Council. Swansea City left-back Neil Taylor experienced first-hand the work in Kolkata, India.

It started on the streets of London as a pilot scheme between the Premier League and the Metropolitan Police, an idea to use football as a way of engaging young people and bringing communities together. Little did the Premier League know then that seven years later it would have such an amazing impact on communities in this country and across the world.

From the 46 clubs that make up 92-strong membership of the Premier and Football League to the cities of Kolkata, Rio de Janeiro, São Paulo and Jakarta, Kickz does the same job: it helps young people gain employment, get into volunteering, live more healthy lifestyles and simply play more football, as well as reducing crime levels in the deprived areas in which it operates.

One Premier League star found out exactly the impact that Kickz has when he went on a special pilgrimage. Swansea City left-back Neil Taylor travelled to Kolkata, where his mother was born, to visit the 'Inspired by Kickz' scheme that the British Council runs with the Premier League. He was struck by how much the country had changed since he has last been there in 2000 and how football is central to that.

"There are not many players of my ethnic origin or background and for me it was a discovery to see why there are so few players that come out of our culture. I want to see if in the future I can help. I certainly discovered something I didn't expect. When I came out here as a kid all I ever saw was cricket; everywhere, on the streets and on grass were stumps, either real or makeshift.

"But everywhere I went in Kolkata football was being played. It may have been the middle of the monsoon but on one playing field I visited there was football as far as you could see. The kids were brown top to bottom their clothes, most in bare feet, but they just wanted to play."

The 24-year-old was impressed by the commitment of the staff and the participants and how they are working together to ensure that Kolkata Goalz is transforming the local community.

"The British Council, the Calcutta police and all the volunteers have done an amazing job. In two years it's gone from being a project with 30 people to over a thousand. They go in to the most deprived and crime-ridden areas and start the projects there. So they have nine football clubs and 12 venues involved and they do an immense amount of hard work.

The wonderful thing is that it's reaching out to everyone. I saw girls there who do football and taekwondo for self defence.

"And it is also creating fantastic drive. I met about 70 kids and there were some amazing stories. They come right from the bottom, some from families working the red light area. But these kids drop everything and are playing 4-6pm three times a week. Sometimes they are there even earlier, they are that keen," said Taylor, who reserved special praise for the volunteers.

"These are people who are there off their own back and turn up every week in the rain and heat and set up sessions, maybe one coach for 30 players. That really inspired me."

Neil believes that 'Inspired by Kickz' can go from strength to strength thanks to the backing of the Premier League. He explains: "Football is the kids' inspiration. They love the Premier League – it is all they know. They know their favourite players, clubs and watch football religiously here, perhaps more than us, because they have to wait until 12.30 at night to see our games.

"Sometimes we as players don't see but we are role models for some and it is important to explore why we are. People know who we are and they are inspired by us; even when they play with us on FIFA 13, they know who players are. Someone told me that they had never seen in me real life but only on FIFA. I told them I was better on FIFA than in real life!

"The thing is, they get it one way or another and people have just read on the back page of the Indian Times, the biggest newspaper in India, quotes from me about losing Sir Alex Ferguson but they also see about Kolkata Goalz. That's a great thing."



Taylor swift: Swansea City's Neil Taylor was quick to see the potential of Kolkata Goalz.



With the Premier League now broadcast in 212 territories around the world, having an international element to our off-pitch work is a crucial and growing part of the Creating Chances programme.

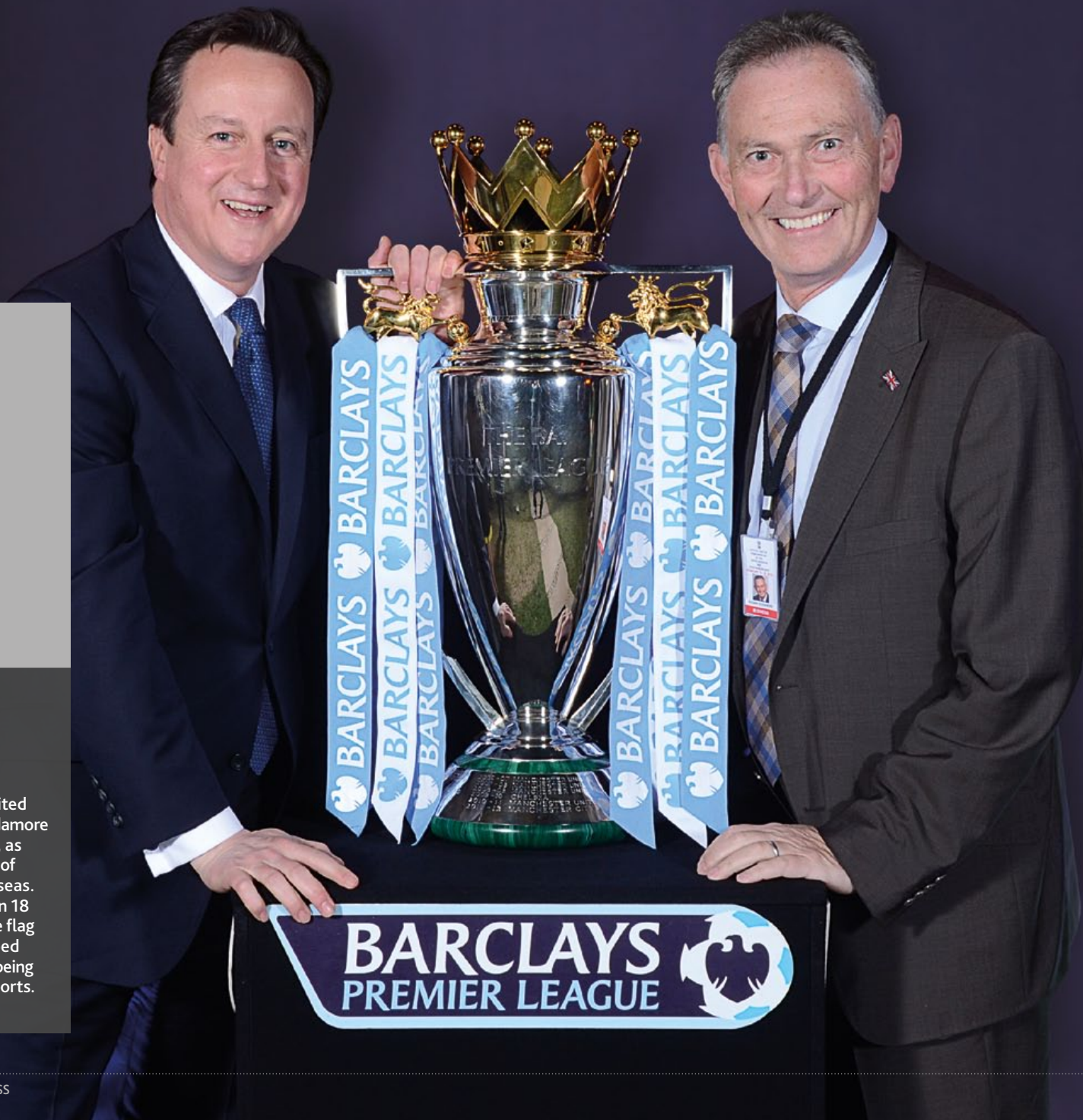
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THE BUSINESS

Premier partner

TUESDAY 19 FEBRUARY, 2013

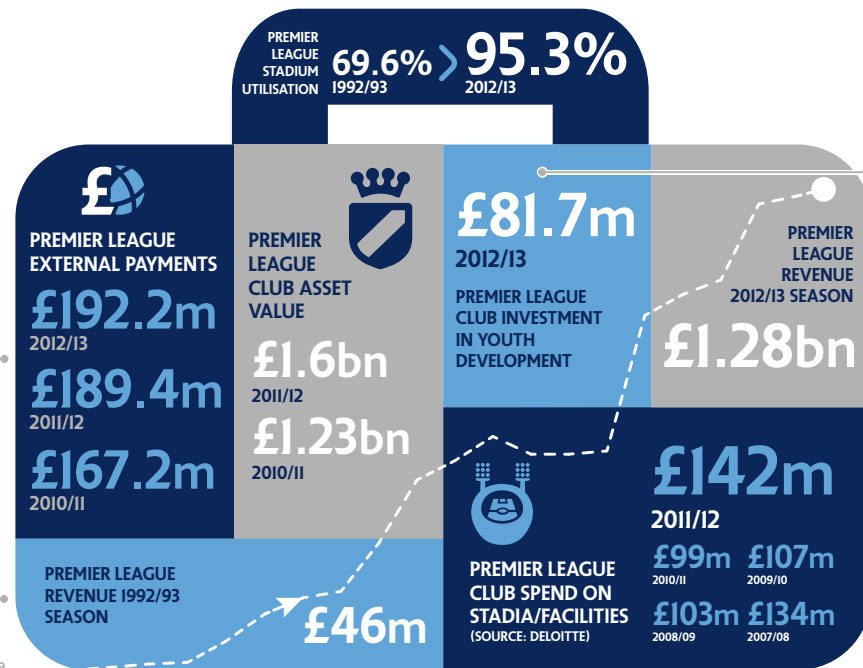
British Prime Minister David Cameron invited Premier League Chief Executive Richard Scudamore to be part of UK trade delegation to India, as he sought to encourage the development of relationships with British businesses overseas. It was the third such invite for the League in 18 months, and in addition to helping to fly the flag for British business overseas, the trip helped cement the Premier League's reputation for being one of the UK's most significant cultural exports.



INVESTMENT STRATEGY · THE FACTS

Equitable partnerships: 15% of our revenue is redistributed outside of the Premier League. The money funds the Football League and Football Conference, good causes, the Professional Footballers' Association, the League Managers Association and refereeing.

Revenue raising: When the Premier League started in 1992/93 revenue for the first year was £46m and we had one international TV contract. Last season we posted record revenues of £1.28bn as the League was broadcast to 804m homes globally by 40 broadcast partners. The Premier League remains the world's most watched and supported football league.



Futures market: A record £81.7m was spent by the 20 Premier League clubs on youth development last season. In total over £340m will be spent by 2016 to deliver more and better home grown players.

Building society: Supporters attending matches have benefitted from over £2.25bn in expenditure on stadia and facilities since the formation of the Premier League.

LIBERTY, EQUALITY AND FRATERNITY – THE SWANSEA WAY

Life may move faster in the Premier League for Swansea City, but their mantra remains the same: invest wisely, build sustainably and think local. The Swans' success in the top flight has not only been good news for the club, it has had welcome benefits for the local economy. And things are just about get a little more interesting with their neighbours joining in the fun, explains Swansea City chairman Huw Jenkins.

£58.5m 

THE LOCAL ECONOMIC
IMPACT OF SWANSEA
CITY BEING IN THE
PREMIER LEAGUE

420 

NEW JOBS CREATED OR
SAFEGUARDED BECAUSE
OF PREMIER LEAGUE
FOOTBALL

Source: Welsh Economy Research
Unit of Cardiff University

Ever since the final whistle blew at Wembley back in May 2011 to confirm our place in the Premier League, everything has been moving at lightning speed.

It has been two years of constant development, on and off the pitch, and it has been difficult, even during the summer break, to take a breather. Life in the Barclays Premier League is intense. The demands, not only to keep the club in the top flight, but to keep driving forward, are huge.

Fortunately we've managed to keep our feet firmly on the ground and maintain a determination to build for the long-term future of the club.



There is no doubt that the League is a renowned global brand and by Swansea City competing on that world stage it has helped us attract exciting new commercial partners and grow our fan base at home and abroad."

HUW JENKINS



Into the valley: Swansea City Chairman Huw Jenkins (above) saw his team fly high again in their second season in the Barclays Premier League. One highlight of the campaign was a 2-0 victory over Arsenal at Emirates Stadium (bottom right).

There is no doubt that the League is a renowned global brand and by Swansea City competing on that world stage it has helped us attract exciting new commercial partners and grow our fan base at home and abroad.

Everyone knows the vast sums of money now available in the Barclays Premier League. But for Swansea City we have tried to invest that wisely. That not only includes our player recruitment policy, but also the growth of the club off the field.

Sustainability is very important to our Board of Directors in that we try and operate within our means financially. That was the same 10 years ago when we were turning over £1m compared to the £100m we will probably turn over next year.

It's something we rely on heavily to form the basis of the club's philosophy. It allows us to make decisions without worrying about finding investment from outside sources or benefactors.

We have just completed a new £6m training ground adjacent to our Liberty Stadium that will provide our Academy with fantastic facilities to produce Swans stars of the future.

Within the next 12 months we aim to complete our second new training ground on the edge of the city for the first team squad at a cost of around another £6m.

It will be built in conjunction with Swansea University so that the local students and community can also benefit from the first class facilities on offer.

We are also looking to expand our stadium for the start of the 2014/15 season to meet the current demand for tickets. With every league game sold out, it's important the local community can show their support for their local club.

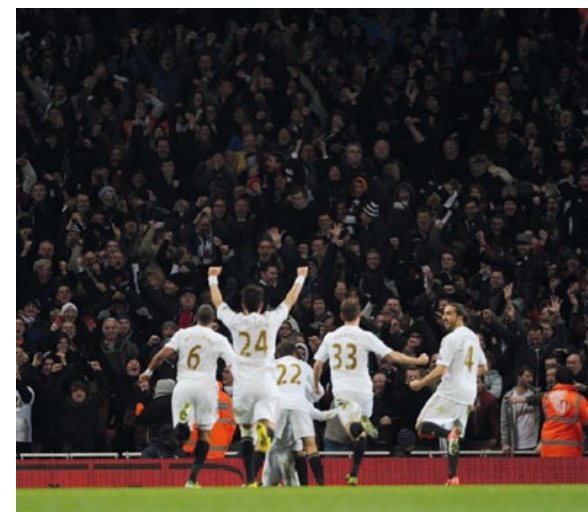
The community is extremely important to this football club. Our Board of Directors are all long-standing fans of Swansea City and we are the only member of the Barclays Premier League where the supporters own part of the club.

The Swans Supporters Trust, who own 20 per cent of the club, played a key role in helping to save this club a decade ago and deserve nothing more than their own director on our Board.

We have always tried to work closely with the supporters and the local community. It's a link that has remained strong from the time we were fighting for our lives at the bottom of the Football League to our second season in the top flight.

The club's success benefits everyone. Not only does it put a smile on people's faces, especially when we win, but a recent economic study also revealed that the club's first season in the Premier League brought an amazing £58.5m into the local economy.

With Cardiff City joining us in the Barclays Premier League, it will not only boost football in Wales, but also the whole economy.



FROM LOCAL TO GLOBAL – WHY THE PREMIER LEAGUE IS GREAT FOR BRITISH BUSINESS

SPORT IS GREAT
BRITAIN

By Maria Miller, Secretary of State for Culture, Media and Sport

I was recently told a story about a man who had travelled through the mountains of Ethiopia to reach his final destination – a remote village, nestled amongst the hills. Upon arriving there, he was alarmed to note that no men were present in the village, and he feared some awful calamity. The local women quickly reassured him however: “Today it is Manchester United against Chelsea. The nearest television is in a village three miles away so the men are all there, watching the game.”

Rule Britannia: Maria Miller (bottom left) hails initiatives like Premier League Reading Stars (below) and Premier League 4 Sport (top right). Of particular note is that the Premier League has now launched Premier Skills in Afghanistan (bottom right).



Given it was a Sunday and just gone 4pm in the UK, this should have come as no surprise to the man in question. In more than 200 countries, and in hundreds of millions of homes all around the world, the Premier League is part of the staple diet. The appetite for English football, and for the Premier League in particular, is truly a global phenomenon.

This is the reason that the Premier League is a natural partner for the Government's 'GREAT' campaign. GREAT aims to showcase the very best of what our country has to offer in international markets, in order to encourage the world to visit, study and do business with the UK. It aims to reaffirm our international reputation, whilst generating jobs and growth for the UK, and is a key part of the Government's prosperity strategy. In each of these areas, the Premier League has a story to tell.

The Premier League's reach and reputation is unique in sporting terms and it is undoubtedly one of our country's most recognisable assets. So it's fantastic that Richard Scudamore has been able to join some of our trade trips over the last 18 months to help bang the drum for Britain, most recently joining the Prime Minister and a delegation to India.

And what is startling on overseas trips nowadays, is the common currency which the Premier League provides. Whether you're at a hotel reception in Kuala Lumpur or in a taxi in Buenos Aires, the chances are they will have heard of Steven Gerrard or Theo Walcott – and have plenty of opinions on how they are best deployed!

This is an example of the 'soft power' which underpins the GREAT campaign, and is why the Premier League's relationship with the British Council is so important. Influence and attraction are essential tools of modern foreign policy – and the Premier League delivers these in spades.

The British Council partnership with the Premier League has allowed for the creation of Premier Skills. This unique initiative has seen Premier League football coaches work in Asia, Africa and the Americas, and improve the coaching and refereeing ability of 1,500 local coaches. In turn, they have gone on to build their own football projects and reached out to 400,000 young people in their local communities. And the pull of the Premier League is clear from the fact that almost one million foreign fans came to the UK last season, and spent over £700 million whilst here.

But the Premier League's story is not just an international one, of course. At home they provide over £1 billion of revenues to HMRC, put tens of millions of pounds into community activities and provide opportunities for millions of children through their Creating Chances work. Whether it is helping deliver the Olympic legacy through Premier League 4 Sport, tackling crime through Kickz, aiding literacy through Premier League Reading Stars, improving business skills through the Premier League Enterprise Academy or improving this country's reputation through delivering a world class product, week in, week out, one thing is clear. The Premier League is GREAT.



All over the world, people are following English football. I remember taking the Premier League trophy on a trade visit to Malaysia, and business leaders from all over east Asia came to this dinner. And I thought, what an honour – all these people coming to have dinner with me, I must be such a big draw to get all these business people. They all wanted to come and have their picture taken with the Premier League trophy. It wasn't me they were coming to see at all!"

PRIME MINISTER, DAVID CAMERON

COLLECTIVE RESPONSIBILITY



Rocket men: Anyone can compete with anyone, and any player can be a hero in the Barclays Premier League.

Competitive and entertaining football played in top class stadiums that are full of passionate fans is the overarching aim of the Premier League. It has to be all about the football and the clubs delivered another enthralling season that saw 1,063 goals scored across 380 matches, 59 matches won from losing positions – the most in Europe’s top five leagues – and record Premier League attendances, with crowds at 95.3% of capacity.

It is this compelling football competition that enables the Premier League to

successfully convert the interest generated in the broadcast and central commercial rights into revenue for the clubs to put on the show. Our partners, domestic and international, know that the Barclays Premier League not only brings entertainment, but drama too; fans tuning in from Birmingham to Buenos Aires relish the unpredictability top to bottom.

Tottenham Hotspur won at Old Trafford for the first time since 1989 in September, but over the next two months they would lose to rivals for a top four place in Chelsea,

Manchester City and Arsenal. In the latter defeat to their north London rivals they conceded five goals despite taking the lead. In December Aston Villa beat Liverpool at Anfield 3-1, but in their next three games over they lost 17 goals without reply to Chelsea, Tottenham Hotspur and Wigan Athletic. When Sunderland came to Villa Park in April, with relegation a real threat to both, they arrived full of confidence having unexpectedly beaten their North East rivals Newcastle United 3-0 as well as securing three points against a strong Everton. Villa promptly thrashed Sunderland 6-1.

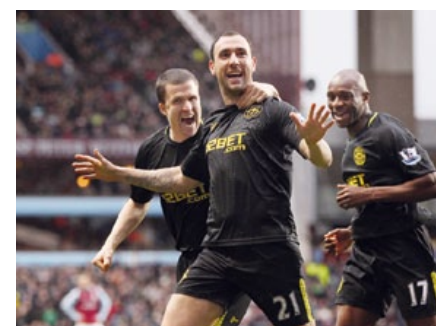
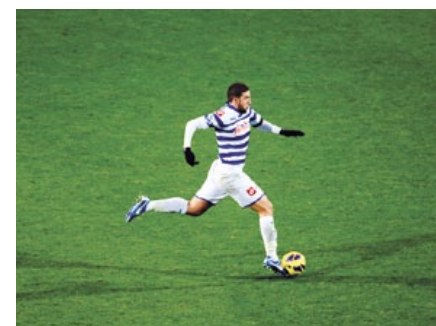
It is the collective strength and equitable distribution of our broadcast revenues that creates this sporting tension. In 2012/13 – the last season in our current three season commercial cycle – record broadcast payments were made to clubs including the £60.8m paid to Barclays Premier League champions Manchester United, the highest broadcast payment any winner has received in the Premier League. However 20th-placed club, Queens Park Rangers, received £39.7m. The ratio between those two clubs was 1.53:1 making us the most equitable of Europe’s major football leagues in terms of how central income is shared.

The Founder Members’ Agreement, which formed the basis of the League’s constitution in 1992, means domestic broadcast income is distributed across the 20 clubs as follows: 50% as an Equal Share, 25% paid based on where a club finished in the final League table as Merit Payments, and 25% in Facility Fees paid when a club’s matches were featured on TV in the UK. All international revenue is shared equally with the same Overseas TV payment made to each member club – £18.9m last season.



























In terms of broadcast income, £972.2m was paid to our member clubs in 2012/13. When Parachute Payments to relegated clubs are added this becomes £1.06bn. With central commercial income – split evenly between our clubs – included, the League made total

payments of £1.125bn to clubs during the season.

The table on the next page shows the broadcast revenue paid to each individual club in 2012/13 and Parachute Payments made to relegated clubs also.



TOTAL BROADCASTING PAYMENTS SEASON 2012/13

	EQUAL SHARE	FACILITY FEES	MERIT PAYMENT	OVERSEAS TV	TOTAL PAYMENT
 ARSENAL	13,803,038	11,525,944	12,849,977	18,931,726	57,110,685
 ASTON VILLA	13,803,038	7,697,488	4,535,286	18,931,726	44,967,538
 CHELSEA	13,803,038	8,654,602	13,605,858	18,931,726	54,995,224
 EVERTON	13,803,038	7,697,488	11,338,215	18,931,726	51,770,467
 FULHAM	13,803,038	5,783,260	6,802,929	18,931,726	45,320,953
 LIVERPOOL	13,803,038	11,525,944	10,582,334	18,931,726	54,843,042
 MANCHESTER CITY	13,803,038	11,047,387	14,361,739	18,931,726	58,143,890
 MANCHESTER UNITED	13,803,038	12,961,615	15,117,620	18,931,726	60,813,999
 NEWCASTLE UNITED	13,803,038	8,654,602	3,779,405	18,931,726	45,168,771
 NORWICH CITY	13,803,038	5,783,260	7,558,810	18,931,726	46,076,834
 QUEENS PARK RANGERS	13,803,038	6,261,817	755,881	18,931,726	39,752,462
 READING	13,803,038	5,783,260	1,511,762	18,931,726	40,029,786
 SOUTHAMPTON	13,803,038	5,783,260	5,291,167	18,931,726	43,809,191
 STOKE CITY	13,803,038	5,783,260	6,047,048	18,931,726	44,565,072
 SUNDERLAND	13,803,038	7,697,488	3,023,524	18,931,726	43,455,776
 SWANSEA CITY	13,803,038	5,783,260	9,070,572	18,931,726	47,588,596
 TOTTENHAM HOTSPUR	13,803,038	11,047,387	12,094,096	18,931,726	55,876,247
 WEST BROMWICH ALBION	13,803,038	5,783,260	9,826,453	18,931,726	48,344,477
 WEST HAM UNITED	13,803,038	7,697,488	8,314,691	18,931,726	48,746,943
 WIGAN ATHLETIC	13,803,038	5,783,260	2,267,643	18,931,726	40,785,667
SUB TOTAL	276,060,760	158,735,330	158,735,010	378,634,520	972,165,620
 BIRMINGHAM CITY	6,211,367			6,090,277	12,301,644
 BLACKBURN ROVERS	7,591,671			7,983,449	15,575,120
 BLACKPOOL	6,211,367			6,090,277	12,301,644
 BOLTON WANDERERS	7,591,671			7,983,449	15,575,120
 BURNLEY	3,450,760			2,303,932	5,754,692
 HULL CITY	3,450,760			2,303,932	5,754,692
 PORTSMOUTH	3,450,760			2,303,932	5,754,692
 WOLVERHAMPTON WANDERERS	7,591,671			7,983,449	15,575,120
TOTAL	321,610,787			421,677,217	1,060,758,344

SUSTAINING SUCCESS

90%

OF FANS THOUGHT THEIR CLUB WAS WELL RUN, UP 8% FROM THE 2011/12 SEASON

Source: Populus



The Premier League and its clubs have a long track record of meeting key governance challenges with better regulation. Last season was no exception. At the Premier League's Annual General Meeting (AGM) in May 2012 the clubs expressed a desire add further appropriate financial regulations to the Premier League rule book.

The Premier League executive was tasked with drafting proposals that addressed increased sustainability as well as short-term cost controls.

All 20 Premier League clubs and the League executive inputted to and debated different options at six separate club meetings. The final detailed proposals were put to the clubs for a vote in February 2013. Those proposals were agreed, which led to the League's Legal Advisory Group – a group made up of legally qualified club executives, Premier League executives and independent lawyers – to work on the exact wording of the rules.

A second vote, on the specific rules, was passed in April 2013. This is what the clubs agreed to introduce:

SUSTAINABILITY REGULATION

- A rolling three season test, starting 2013/14, that looks at each club's aggregated three season profit or loss after the write back of: depreciation/impairment of tangible fixed assets (e.g. stadium, training ground); expenditure on youth development; and expenditure on community development.
- A club can make a permitted loss of up to £15m aggregated over a rolling three season period without prescription as to how that loss is funded.
- A club can make a loss of up to £105m aggregated over a rolling three season period provided the club provides evidence of secured owner funding for two full seasons ahead. The first assessment of the Sustainability Regulation will be carried out in March 2016 on accounts covering 2013/14, 2014/15 and future financial information covering 2015/16.

SHORT TERM COST CONTROL

The Short Term Cost Control measure applies to clubs with player costs in excess of £52m in 2013/14, £56m in 2014/15 and £60m in 2015/16.

Clubs that have player costs exceeding those figures are limited in terms of the amount of increased Premier League Central Funds that can be used to increase player costs.

Those limits are (per club):

- 2013/14: A maximum of £4m of increased Central Funds can be spent on player costs
- 2014/15: A maximum of £8m of increased Central Funds can be spent on player costs
- 2015/16: A maximum of £12m of increased Central Funds can be spent on player costs.

This gives clubs the opportunity to retain a significant amount of Central Funds either to improve balance sheets, profitability, and/or invest in other areas of the club.

Joy division: One of the things that makes the Premier League so popular globally is the passion and the commitment of the players.



A RECORD OF GOOD GOVERNANCE

It is not just in 2012/13 that new financial regulations have been introduced, over the last few seasons the following financial regulations have been introduced as Premier League rules:

- **HMRC reporting:** Quarterly evidence that Clubs are up-to-date with HMRC payments and each club will give HMRC permission to share directly with the Premier League Board details of any non-payment of PAYE or NI.
- **Change of control:** Prospective new owners must provide evidence of sources and sufficiency of funds for an acquisition and a business plan that proves they can sustain club for the following 12 months.
- **Owners' and Directors' Test (ODT):** Formerly the Fit and Proper Persons Test, this was strengthened to include unspent conviction resulting in 12 months imprisonment bars person from a directorship. Any dishonesty conviction bars person from a directorship. In addition to Company Law regarding directors.
- **Financial disclosure:** All Clubs must provide Future Financial Information showing they can meet all liabilities that fall due for 12 months ahead.
- **Ownership transparency:** Public declaration of shareholders with 10% shareholding.
- **Publication of Agents' Fees:** All clubs must reveal the total amount they pay to authorised agents.

Profit and Loss	2013	2012
Turnover	1,278.1	1,255.4
Cost of Sales	(1,155.4)	(1,136.6)
Gross profit	122.7	118.8
Other operating expenses	(128.0)	(121.0)
Operating profit (loss)	(5.3)	(2.2)
Interest receivable	5.3	2.3
Profit on ordinary activities before tax	0.0	0.1
Tax on profit on ordinary activities	0	0
Profit/(Loss) for the financial year	0.0	0.1
Retained profit brought forward	0.4	0.3
Retained profit carried forward	0.4	0.4

Balance Sheet	2013	2012
Fixed assets	1.8	1.7
Net current Liabilities	(1.4)	(1.3)
	0.4	0.4
Total Shareholders' funds	0.4	0.4



BUILDING HEALTHY GRASSROOTS

By Paul Thorogood,
Chief Executive,
Football Foundation



It is not only those at the very top of the game that benefit from the success of the Premier League. Significant funding is being directed into local communities.”

PAUL THOROGOOD

BEFORE



AFTER



Before and after: Whaley Bridge FC secured a £97,048 grant to install a 3G artificial pitch. The new surface benefits their 16 teams, from the Under-8s to the adult first team, and its many girls' teams.

The Premier League is undeniably a global commercial success story. The revenue it generates from broadcasting one of the most exciting sporting spectacles across the globe every week of the season is unparalleled in sport.

However, although the Premier League is very much concentrated at the elite end of the game, what is less known is the significant contribution it has made to the grassroots level over the past 13 years.

In 2000, the Premier League set up the Football Foundation, in partnership with The FA and the Government, and since then it has ploughed more than £200m into the grassroots of the game via the Foundation. State of the art new changing pavilions, artificial playing surfaces and properly-drained grass pitches are being unveiled each week across the country, thanks to this vital investment that comes directly from the top of the game.

This is so important, not only for the game itself, but for the general health of the nation. We are the most obese nation in Europe, yet despite this our inventory of grassroots sports facilities is woeful, which is not encouraging people to choose sport as a healthy lifestyle option. The cost to the NHS of managing the obesity problem is currently £5.1 billion each year and rising quickly, so it is vital that more people live healthier lives.

Before and after: Barnes Eagles received £547,138 of Football Foundation funding to help create a new community pavilion that has six changing rooms and a community and function room.

BEFORE



AFTER



The funding being channelled through the Football Foundation by the Premier League is resulting in improved facilities and encouraging more people to lead healthier lives through sport. Importantly, much of this funding is directed by the Football Foundation into areas that have not received any investment for years and these state of the art facilities are helping to breathe new life and pride into the most rundown urban and rural communities.

So it is not only those at the very top of the game that benefit from the success of the Premier League. Significant funding is being directed into local communities via the Football Foundation, which is providing improved grassroots facilities, having a positive impact on the health of the nation and is helping to regenerate run down and deprived communities.

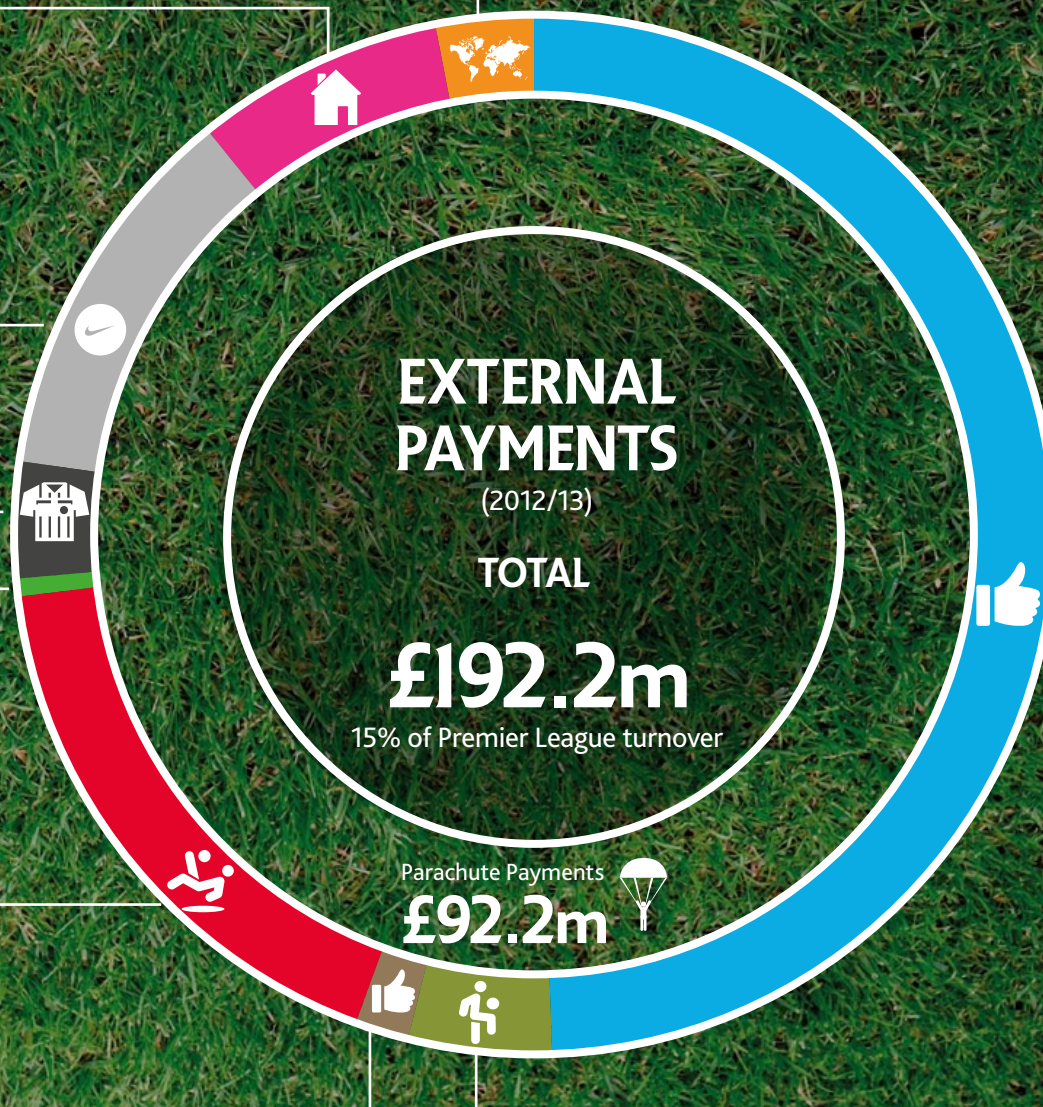
Creating Chances (domestic)

£7.6m

Creating Chances (international)

£3m

Football Foundation

£12mProfessional Game
Match Official Ltd**£3.5m**League Managers
Association**£0.7m**Professional Footballers'
Association**£17.3m**Football Conference
Solidarity**£1.6m**

FINAL SCORE



2012/13

POS	CLUB	P	W	D	L	GF	GA	GD	PTS
1	 MANCHESTER UNITED	38	28	5	5	86	43	43	89
2	 MANCHESTER CITY	38	23	9	6	66	34	32	78
3	 CHELSEA	38	22	9	7	75	39	36	75
4	 ARSENAL	38	21	10	7	72	37	35	73
5	 TOTTENHAM HOTSPUR	38	21	9	8	66	46	20	72
6	 EVERTON	38	16	15	7	55	40	15	63
7	 LIVERPOOL	38	16	13	9	71	43	28	61
8	 WEST BROMWICH ALBION	38	14	7	17	53	57	-4	49
9	 SWANSEA CITY	38	11	13	14	47	51	-4	46
10	 WEST HAM UNITED	38	12	10	16	45	53	-8	46
11	 NORWICH CITY	38	10	14	14	41	58	-17	44
12	 FULHAM	38	11	10	17	50	60	-10	43
13	 STOKE CITY	38	9	15	14	34	45	-11	42
14	 SOUTHAMPTON	38	9	14	15	49	60	-11	41
15	 ASTON VILLA	38	10	11	17	47	69	-22	41
16	 NEWCASTLE UNITED	38	11	8	19	45	68	-23	41
17	 SUNDERLAND	38	9	12	17	41	54	-13	39
18	 WIGAN ATHLETIC	38	9	9	20	47	73	-26	36
19	 READING	38	6	10	22	43	73	-30	28
20	 QUEENS PARK RANGERS	38	4	13	21	30	60	-30	25



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