

PREMIER LEAGUE 2011/12 SEASON REVIEW



WELCOME TO THE 2011/12 SEASON REVIEW

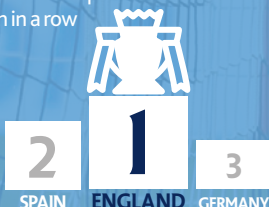
THE GREATEST PREMIER LEAGUE SEASON EVER

The record-breaking season



Europe's No.1 league

Chelsea's Champions League win ensured England was top of the UEFA League Coefficient for the fifth season in a row



Growing our own talent



55%

of players who played in the Barclays Premier League last season were home grown (24% increase since 2009/10)



Fantastic attendance growth



69.6%

Seats filled
1992/93 Season



92.6%

Seats filled
2011/12 Season

The world's best supported league

4.7bn

Global adult population

2bn

Football fans

935m

Premier League followers

615m

Club supporters



The world's most watched league



720m

homes



212

territories



217,000

hours of coverage

Cover photo:

The power of the glory: The joy of Manchester City goalkeeper Joe Hart is unrestrained after Sergio Aguero's last minute winner secured the 2011/12 Barclays Premier League.

Creating Chances for good causes

£45m
Invested by Premier League

4.5m
People benefiting



£169m
Contributed by the Premier League to the Football Foundation over the last decade



Investment and rewards



6,500
direct full-time employees at Premier League clubs



£1bn provided in taxes to HMRC by Premier League clubs during the 2011/12 season



15%
Not only our clubs benefit, as 15% of Premier League turnover is redistributed outside of the League.

2011/12 turnover **£1.26bn**

1992/93 turnover **£46m**

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FOREWORD

BY ROBERTO MANCINI

I think it is probably true to say that in the 20 years of its existence the Premier League has never had a season like the one that has just gone.

It wasn't just the crazy way we won the title but the fact that coming into the final weekend of the season there were still relegation issues and Champions League places that were not decided.

The fierce competition from top to bottom in the Barclays Premier League is why English football is so compelling and why for any player or manager having a winner's medal is so very special.

No game is easy, no opposition can be disregarded at any time. Although there was a big points gap between City and Manchester United and the rest of the league, everyone knows that the Premier League is amongst the most competitive in the world.

That's why attendances are so healthy. The Barclays Premier League is terrific box office. Every week thousands of fans travel the country supporting their teams. They do this no matter where the team is in the table or at what stage of the season. You do not get this in other countries.

For us at Manchester City the 2011/12 title win was truly historic and we dedicate it to our fantastic fans, many of whom were not born or who were very young when their favourites were last Champions of England.

“ Roberto Mancini

The fierce competition from top to bottom in the Premier League is why English football is so compelling and why for any player or manager having a winner's medal is so very special. No game is easy, no opposition can be disregarded at any time.”

The sweetest feeling: Roberto Mancini can't hide his emotions as Manchester City secure their first Barclays Premier League title in extraordinary fashion on an unforgettable final day.



Although we had won The FA Cup and League Cup in between – and even a European Cup Winners' Cup – we had not been English champions for 44 years before last season. I think for that fact alone, most neutral fans were perhaps cheering us to victory in that last day and that is why it was such a joyous occasion for our supporters who I am sure will never forget the dramatic last minute goal from Sergio Aguero against Queens Park Rangers.

New heroes were forged last season and it was a triumph made all the more sweet by the fact that we pipped a club of the stature of United. They are a great club and to beat them when they have scored one of their best points totals is a great achievement. I am sure they will come back strongly next season.

Although we eventually won the Barclays Premier League title due to that amazing last 90 seconds, it was not this that actually enabled us to lift the trophy, it was what we – all the people who work at City – did over the entire 38 games.

The season was about many things that will stand the club in good stead in the future. Off the field we had many accolades too, best supporter experience, best website, our community work went from strength to strength. We are a club that has a vision and big commitment to achieve that vision.

People talk about us being a rich club but we are rich too, in tradition and history. It was great that so many of the side that won the league back in 1968 were in the Etihad Stadium to witness us winning the title. It was emotional for them and for us.

Manchester City will never lose its soul whilst the current supportive owners are in charge and our plans to help regenerate the area around our stadium to the benefit of the community support that principle.

Financial sustainability is a core tenet of the owners' ambition for the football club and we are investing heavily in our Academy both in terms of facilities and coaching programmes. It is important to the game in this country and all over the world for clubs to make sure young players are well looked after, well coached and well educated.

We pride ourselves at Manchester City that we have produced many Premier League and international footballers through our Academy and that many more have gone on to have a career in the Football League too.

Our job in the future is to ensure that commitment to youth and our community continues. More immediately our job this coming season is to defend the title using hard work, attention to detail, and the enthusiasm for everything that we do.

By doing this we can stay ahead of our challengers. They won't go away. I expect Arsenal, the European Champions Chelsea, and Tottenham to improve again next season. Liverpool has a new manager and ambition and, of course, as I said, let us not forget that United amassed the same number of points as us last season. Sir Alex has already stated that they relish the challenge we have given them.

I hope the Premier League will continue to go from strength to strength this next season and that it is as equally as exciting as last season, though that will not be easy.

“ Roberto Mancini

Manchester City will never lose its soul whilst the current owners are in charge. Our plans to help regenerate the area around our stadium to the benefit of the community support that principle. Financial sustainability is a core tenet of the owners' ambition for the football club.”

CHIEF EXECUTIVE

RICHARD SCUDAMORE



MEETING CHALLENGES, DRIVING STANDARDS

“ Richard Scudamore

The investment the Premier League is making in Youth Development as a whole over the next four years is in excess of £300m, which will drive the standards of facilities, coaching, education and access. The ultimate aim is that the boys who come through the EPPP will be as well equipped, if not better, than their Dutch, French, German, Italian or Spanish counterparts.”

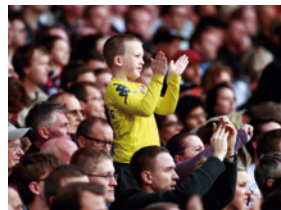
Last season, by any definition, was one of the best. There has been much written about it by many better qualified, so hopefully we will get close to encapsulating some of the quality and drama that marked out the 2011/12 Barclays Premier League as well as do justice to the excellent work that goes on right across the business.

It is nigh on impossible to describe and capture in words a season that ended in such fashion – Sergio Aguero’s finale causing hearts to soar and break in equal measure across the city of Manchester and beyond; Martin Tyler’s brilliant commentary etched on fans’ memories. However, it does say an awful lot about what the Premier League is and what we are striving to achieve. To constantly challenge and raise standards in all aspects of our activities and responsibilities.

The Premier League is in an extremely fortunate position. The football our clubs produce is admired and sought after at home and abroad. Stadiums remain full, despite the difficult economic conditions, and viewing figures – both for live matches and free-to-air highlights – continue at high and even record levels. The off-field activities undertaken by the League, the clubs and the players – more often than not in a community context – deliver some of the best social-change and engagement programmes available. Not just in this country, but globally too.

As this was the Premier League’s 20th season, it provided the opportunity to reflect on the managers, players, matches, goals and moments that have all contributed to this backdrop of success. This was done very effectively through the 20 Seasons Awards process, more of which is detailed later. The focus was inevitably on the actual football. It is that which has driven the progress in all that the Premier League does. However, the standard of football is not the only element of the Premier League that has progressed over the last 20 years. You will read in these pages about a whole range of activities undertaken both centrally and by the clubs that, right across the business, are laying the foundations to ensure that football continues to grow and develop from a position of strength. Not just at the elite level, but at every level of the game.

The biggest piece of work delivered during the course of the past year is the Elite Player Performance Plan (EPPP). It has – as with any significant and radical change – been difficult, and at times even divisive, to convince all of the key components of the game of the necessity of delivering all the core elements of EPPP. With the full support of The FA and Football League, proper systemic change, honed over three years of engagement and consultation, is now in place. There are still some individuals to win over, but we are confident that the quality-



All together now: Passionate fans from all 20 Barclays Premier League clubs were captivated by an enthralling and unpredictable campaign.

based agenda in place will ultimately convince them. Things we read about in newspaper columns such as mastery of the ball, focus on player retention as well as development, revamping the Reserve League, the professionalisation of coach development, a fair and transparent compensation system, independent auditing and categorisation of Academies, are all embodied in the collaborative effort that has resulted in the implementation of the EPPP.

Youth Development structures need to work across all 92 professional clubs; it is they who produce the players. It is essential that Academies throughout the system are producing more and better young players. That is why the funding for Youth Development across the four divisions has been increased and the new compensation system will mean more money flowing down the football pyramid. The EPPP is designed to incentivise clubs who take Youth Development seriously and those who want to. The investment the Premier League is making in Youth Development as a whole over the next four years is in excess of £300m, which will drive the standards of facilities, coaching, education and access. The ultimate aim is that the boys who come through the EPPP will be as well equipped, if not better, than their Dutch, French, German, Italian or Spanish counterparts.



CHIEF EXECUTIVE CONTINUED



Plan of action: The Elite Player Performance Plan will see £320m invested in youth development over the next four years. A network of 120 leading coaches will support 4,500 coaches developing 12,000 players aged 9-21.



Pathways to success: To meet the changing priorities of the players as they develop, a 'Performance Pathway' has been structured in three phases: Foundation (U9-U11), Youth Development (U12-U16) and Professional Development (U17-U21).



Delivering more and better: The critical challenge that the EPPP is designed to meet is the growth in the number and quality of home grown players that are developed through the Academy system across the professional game.

This year also saw the work on the governance and structures of football come to some constructive outcomes. Admittedly, especially compared to the action on the pitch, this process is dry and of little interest to most football fans. However, the restructuring of The FA is of critical importance to how the game runs itself and ensuring the right decisions are made at the appropriate level to safeguard the success and continued development of English football.

Real change is contained within the new structures and processes. The formation of The FA Regulatory Authority to enforce league-wide rules such as the Owners' and Directors' Test, demonstrates the advances in English football's governance and understanding of supporters' concerns about the nature and transparency of club ownership. This commitment is further underlined with the adoption of Supporter Liaison Officers and greater consultation with fans over matters of fundamental importance, such as proposed stadium redevelopments or relocations.

Again, this is a shift in culture; real change that will improve standards in the game for years to come.

It is with this backdrop of success that we must continue to drive standards. The new broadcast and commercial agreements that we have recently reached are a demonstration of the faith others have that we are getting it right. Of course there is always room for improvement – the EPPP is only the start of the journey for Youth Development and the new governance structures are designed to respond to challenges as they arise – but the Premier League's success is a demonstration that the English game is thriving and has the potential to develop even further, so that the benefits of our achievements are felt from park pitches right through to St. George's Park.

Richard Scudamore
Chief Executive





CHAIRMAN'S REPORT



As celebrations go the 2011/12 Barclays Premier League season was a stylish affair: our 20th season was enthralling and energising from the first to the very last kick of all 380 matches. It was another year where records fell, the grounds were full and more fans than ever watched matches live on TV both at home and abroad.

It was the common position that this was the best season of our 20 so far, and few disagreed. As ever, all 20 clubs made the League the compelling story that gripped everyone involved, but there can only be one winner and Manchester City edged out Manchester United by the thinnest of margins in the most dramatic final day of top-flight football I can recall.

The football is the basis of all the Premier League does and the clubs could not have picked a better time to remind our sponsors, broadcast partners, stakeholders, politicians and the press what makes the Premier League the success story it undoubtedly is.

As ever, the Board's and the Executive's roles have been to provide the stability and continuity to enable the clubs to channel their energies on running their football and commercial businesses to the highest possible level, while facing down the challenges of unwarranted and unnecessary external regulation and the constant threat of infringements of our intellectual property rights.

The ongoing Department of Culture, Media and Sport process gave focus and impetus to the restructuring of our relationship with The FA, which has successfully defined key areas of responsibility and provided clarity which should serve the English football authorities well going forward. The detail is yet to be signed off by all parties, but it has been well received by Government and should draw a line under their interest in how we choose to govern the game domestically.

Beyond these shores it was a good year too: Chelsea's dramatic victory over Bayern Munich in the Allianz Arena was a great occasion for English football and a fantastic achievement for the club. Our relationships with the international footballing bodies – ostensibly UEFA and FIFA – continue on a similarly solid

footing. Processes like Club Licensing demonstrate what can be achieved when policy is clearly set out and adhered to. The European Club Association and the EPFL are both important bodies in putting forward Premier League positions – we must continue to engage fully and effectively through these mechanisms.

The Football League Executive has endeavoured to drive through the Elite Player Performance Plan off the back of the harmonisation of our Rule Books and seems particularly determined to address the issue of financial sustainability in the Championship. No one can argue with the desirability of that, but there are certain aspects of the regulations being proposed that will need careful consideration by this group ahead of their introduction into Rule.

Our financial commitment to the lower reaches of the football pyramid is of huge importance with solidarity payments to all Football League and Football Conference clubs, as well as investment in facilities via the Football Foundation and Football Stadia Improvement Fund, meaning a great deal to clubs throughout the professional and amateur game.

The profile of the Premier League and the clubs means we will always have our detractors. The continued investment we make in communities, via the Creating Chances programmes, and Youth Development as well as our commitment to high standards of corporate governance and financial regulation is an effective way of combatting their worst excesses. But what really stumps them is the consistent quality and compelling nature of the League.

The 20 Seasons Awards process was a good opportunity to reflect on what really makes the Barclays Premier League tick – the clubs, managers, players, matches and goals that have all contributed to making the competition what it is today; something that is admired and celebrated the world over.

David Richards

Sir David Richards
Chairman



FRANK AND FEARLESS

WITH FRANK LAMPARD

If Chelsea midfielder Frank Lampard had his own trophy room at home it would be jam-packed with all the individual honours and titles he has amassed during his 17 years in the Premier League.

A three-time League winner with the Blues, he is the highest scoring midfielder in the competition's history, the only player to have managed double figures in goals in nine consecutive seasons and last season he became one of only six players to have passed 500 Premier League appearances.

Frank's 2011/12 season was bookended with trophies. He won the Barclays Asia Trophy with Chelsea in July 2011, before in May lifting The FA Cup and then adding the one major club honour missing from his collection: a Champions League winner's medal. The 34-year-old exclusively talks about the drama of last season's campaign and modestly reflects on his legendary status in Premier League history.

Q: How exciting a season was that to be part of?

A: It was amazing. If you wrote it as a movie script no one would believe it. It just shows how competitive the Premier League is.

Q: What's the footballer's take on Sergio Aguero's injury-time winner that sealed the title for Manchester City – are those last-ditch goals about guts or luck?

A: You need a bit of luck – every team does. We had some at Chelsea last season, but you have to keep believing and Manchester City never gave up. They pushed and pushed and got the reward. Aguero is a class player and with strikers like that in your team things can happen for you any time in a match.

Q: Was it the most competitive season you've played in?

A: For me personally it wasn't, because we weren't where we wanted to be in the League. Not to be challenging for the title and focusing on the two cups we eventually won changed the emphasis at

“ Frank Lampard

There's no easy games, no simple three points as all the way down the League the teams are improving and have something to fight for. Other leagues in Europe have top teams but I feel we have more strength in depth.”

Chelsea. Six teams competing for the top places made it harder than ever and it will be tougher again next season. Manchester City will be strong, Manchester United are always the benchmark and you can't underestimate teams like Arsenal or Liverpool. It's great for the League to have so much strength.

Q: Chelsea's victory in the Champions League ensured England were the top performing European league for the fifth year in a row. What makes the League so strong?

A: It's tough as there's no easy games, no simple three points as all the way down the League the teams are improving and have something to fight for. Other leagues in Europe have top teams but I feel we have more strength in depth and more top players from around the world.

Q: What was the secret to Chelsea's Champions League win?

A: It's common knowledge we had some shaky times last season, but once the managerial change came there was a fresh



unity – like the Chelsea of old. We all felt part of the campaign again and we wanted it badly – we always have. Players that are used to winning things don't give that up easily. It's about big players and determination.

Q: Last season was the Premier League's 20th. You've played in 17 of them – what has changed on and off the pitch in that time?

A: So much has changed in my time. The TV influence is huge and it has taken the English game to such new levels with interest around the world. This has allowed teams to grow and attract the best players and they have helped raise standards and training techniques, which now leave us with the most interesting and, for me, best league in world football.

Q: How proud are you of what you have achieved in the Premier League?

A: When I signed for Chelsea I wanted to win things for my club. Having done that, personal achievements are great to have – but they're just stats. It's all about trophies. I'm part of a team and if I can break records to help my team I'm doubly happy.

Q: What is your most memorable experience in the Premier League?

A: When I scored the two goals against Bolton that won Chelsea the League for the first time in 50 years. Wow, that was something, even thinking back to it now. The reaction of the fans was unreal.

Q: We said goodbye to Didier Drogba at the end of this season. He has been a wonderful ambassador for the Premier League, but what are your memories of your long-time teammate?

A: Didier is a great player and a great man and he will always be a friend. We get on really well. He's a winner and a decent human being and he does such tireless work for charity.

Q: What about the next generation of Frank Lampards? Do you think we will see more home grown players coming through Chelsea's training ground?

A: Cobham is a great facility and I feel we have a good, fresh generation of young coaches working with our players. Everything is set up for the youngsters and Chelsea and I hope we bring through lots of great players.

Q: What will be your memories of being part of the Premier League's history?

A: I love playing in the Premier League. It's no secret I nearly went to Italy with Jose [Mourinho] and I would have liked to have seen what it was like playing in a totally different league. But I've no regrets as the Premier League is watched all over the world and it's great that people enjoy what we do. To play in the Roman Abramovich years at Chelsea has been incredible. He gave us the chance to challenge for all the honours and it's been a real pleasure.



Just champion: (far left) Frank Lampard adds another title to his collection as he lifts the 2011/12 UEFA Champions League trophy; (bottom left) Frank celebrates Chelsea's first top flight title in 50 years with Jose Mourinho; (left) Frank with fellow Premier League '500 Club' members Sol Campbell, Emile Heskey and David James.

THE LATEST GREATEST SHOW



It seemed fitting that the most dramatic season in the Premier League's 20-year history would go down to almost the last kick of the last match on the last day. Looking back perhaps it should not have come as a surprise, considering the two main protagonists Manchester United and Manchester City. They met a week before the start of the Barclays Premier League season in the Community Shield and were separated by a 94th minute goal from United winger Nani.

Nine months later there would be even greater dramatics, but along the way there would be twists and turns that would surprise even those that thought they had seen everything in the Premier League.

The theme of the season – that all teams would be tested every week – was set by the end of the second round of matches when only three teams had 100% records: the two Manchester clubs and Wolverhampton Wanderers.

The ominous early season form of United and City was demonstrated on the 28th August when the cream of Manchester took on North London's finest. Edin Dzeko scored four goals in a 5-1 win for Manchester City away to Tottenham Hotspur, only to be overshadowed later that afternoon by Manchester United's 8-2 demolition of Arsenal.

But even the Manchester clubs would not have it all their own way as, before September had finished, United slipped up at Stoke City and the 100% record of Roberto Mancini's men was ended by Fulham.

The Cottagers showed there was little logic to some of the early season scorelines. They had drawn five and lost one of their first six matches before they thrashed London rivals Queens Park

MAN UNITED 8 ARSENAL 2

MAN UNITED 1 MAN CITY 6

Rangers 6-0. Likewise, Blackburn Rovers had picked up just one point from their first 12 matches before they beat Arsenal 4-3, while Bolton Wanderers opened up with a thumping 4-0 win over QPR only then to concede 21 goals in their next six matches.

But few games encapsulated the pulverising excitement of the season better than the first Manchester derby of the season on matchday nine. The final scoreline of Manchester United 1 Manchester City 6 had everyone reaching for the record books. As a rocket-fuelled Mario Balotelli – one of the personalities of the season – pondered 'Why always me?', United boss Sir Alex Ferguson was left describing his side's performance as his "worst ever day in football".

As October passed without a scoreless draw there was no sign of the goals drying up and during this 20th season of the Premier League it was appropriate that the 20,000th goal was scored. That honour belonged to Marc Albrighton of Aston Villa, netting in the 54th minute against Arsenal on 21 December 2011.

It was not just quantity but quality. At one stage, 30-goal Player of the Season Robin van Persie threatened to stage his own goal of the season competition, before the pundits started purring over Peter Crouch's sublime volley for Stoke versus Manchester City, Luis Suarez's inch-perfect chip from 50 yards out against Norwich City for Liverpool, and Hatem Ben Arfa's solo run and finish for Newcastle United against Bolton, a goal that got better with every showing.

However, Papiss Cisse managed to outdo all of them. Newcastle United's January signing capped a run of 13 goals in 12 matches with a shot from outside the area in the Magpies' win

“ Martin Tyler

I swear you will never see anything like this ever again. But watch it, drink it in.”

Sky Sports commentary 16:54, Sunday May 13, 2012.

over Chelsea with such slice it would have looked more at home on a golf course than a Premier League pitch.

The Blues did at least end Manchester City's unbeaten record in December and Manchester United's 5-0 win at home to Wigan Athletic on Boxing Day moved them level on points at the Premier League summit.

The outrageous scorelines continued to astound in the second half of the season as Arsenal won 7-1 against Blackburn, Manchester United showed their resolve by coming back from 3-0 down to share a draw with

Chelsea, and Tottenham Hotspur humbled Newcastle 5-0.

Spurs briefly threatened to break up the Manchester duopoly at the top but a 2-0 lead at Arsenal turned into a 5-2 defeat, dragging them back into a fascinating race for the Champions League places which went down to the wire also. Newcastle was the surprise package in that shoot out, emerging as genuine and sustained challengers for the Champions League spot. Manager Alan Pardew picked up the Barclays and LMA Manager of the Year awards as a result.

He wasn't the only manager to impress. Paul Lambert of Norwich City and Brendan Rodgers of Swansea City played what Sir Bobby Robson liked to call 'carpet football'. Indeed the Swans recorded an 85.7% pass completion rate, the second highest in the Premier League. As the season ended Rodgers delighted in reminding people that "The bookies said there was more chance of seeing Elvis alive than little Swansea staying up."



Party pooper: Grant Hanley spoils Sir Alex Ferguson's 70th birthday celebrations as Blackburn Rovers shock Manchester United with a 3-2 victory at Old Trafford.

Rank	Name	Club	Score
1	Robin van Persie	Arsenal	854
2	Wayne Rooney	Manchester United	845
3	Emmanuel Adebayor	Tottenham Hotspur	704
4	David Silva	Manchester City	668
5	Sergio Aguero	Manchester City	648



Top ranking: The EA SPORTS Player Performance Index uses a range of statistics to analyse a player's contribution to his team, with Robin van Persie edging out Wayne Rooney last season in a close-run race.

CHELSEA 3 ARSENAL 5 MAN UNITED 2 BLACKBURN 3

THE LATEST GREATEST SHOW CONTINUED

The League was all shook up with 10 matches to go when Swansea beat Manchester City to knock them off top spot for the first time in five months. Quickly Manchester United moved four points clear with a 5-0 win at Wolves and that became eight when Sunderland became the first team to take a point at the Etihad and a late Mikel Arteta goal handed Arsenal a 1-0 win at the Emirates.



Dead-eyed Dempsey: American midfielder Clint Dempsey scored 17 Barclays Premier League goals in a sensational campaign for Fulham.

What happened next was the stuff of dreams for City – and nightmares for United. City manager Roberto Mancini seemed to lead the way in writing off their title hopes but 10 goals in three days – including a hat-trick return from Carlos Tevez in a 6-1 win at Norwich City – gave them a sliver of hope.

Mancini refused to publicly endorse it, not even when Wigan beat United at the start of an improbable run that saw the Latics win at Arsenal and beat Newcastle 4-0 to ease their drop fears.

Then Everton clawed back from 3-1 down to hold Manchester United 4-4 and City edged a nervous Manchester derby at the Etihad Stadium, settled by Vincent Kompany's only goal. City were back on top by virtue of goal difference and within touching distance of a first ever Barclays Premier League title.

For the 13 million spectators who passed through the turnstiles and the billions more watching around the world on television, there had never been a season like it. The title race, Champions League places and the final relegation spot were all to play for on the final day.

As the 2011/12 campaign was voted the Best Season in the Premier League's 20 Seasons Awards, there was more to come as Arsenal rallied from behind in thrilling fashion to win 3-2 at West Bromwich Albion to claim third ahead of Tottenham Hotspur, while Bolton's 2-2 draw at Stoke was not enough to prevent them joining Blackburn and Wolves in dropping out of the top flight.

Against the odds Manchester United's 1-0 win at Sunderland looked set to give them a 20th English crown when 10-man QPR clung on to a 2-1 lead at Manchester City. At that point a new Premier League goalscoring record was created in 1,064 goals, but the final two were yet to be scored and they would prove to be the most pivotal.



Celtic connection: Brendan Rodgers (left) and Paul Lambert (right) both had excellent debut seasons as managers in the Barclays Premier League.

In injury time Dzeko levelled for City. Then, amid the mayhem of the most nerve-shredding football matches, Sergio Aguero kept his cool to slot home in the fifth minute of stoppage time to seal a 3-2 win.

On his commentary for Sky Sports Martin Tyler, who was on the microphone for the very first Premier League live TV game in August 1992, bellowed, "Aguerooooo... I swear you will never see anything like this ever again. But watch it, drink it in."

Mancini imbibed; he had delivered not only a first ever Barclays Premier League crown but City's first top-flight title since 1968 and he was glad.

"We have changed the history of this club and for that we should be proud. We wanted this title and we deserved to win this title. We deserved this and so do all our supporters," said the Italian before giving his closing apposite assessment on the 2011/12 campaign. "This is the perfect finale for a crazy season."

ARSENAL 1 WIGAN 2 MAN UNITED 4 EVERTON 4

SEASONS OF CHANGE

There is an argument for saying nothing has changed across the 20 seasons of the Premier League: it's still 11 v 11 and when you look at the trophy lifts that adorn the back page of this Season Review the first season doesn't look that different to the 20th. But behind the scenes an awful lot has changed, particularly in the support given to the players. Pitches look as good on the last weekend as they did on the first weekend, sports scientists ensure footballers are the most athletic they have ever been and medical care is now world class. To see why this is the case we look at the work of three men whose professionalism impacts on what happens on every Premier League match weekend.



THE SPORTS SCIENTIST

DAVE BILLOWS
HEAD OF SPORTS SCIENCE AT EVERTON



Previous jobs: worked in boxing, rugby and athletics.

My job involves everything that sports science entails – fitness, strength, agility, nutrition and recovery. In short, I'm trying to get the players in peak condition when they turn out on the pitch.

The role now is more about analysis of the workload on the players than anything else, the matches they are playing and the training they are doing. The most important thing is the reduction of injuries.

One of the key things is making sure that players do not over-train. Generally at this level they are naturally good athletes. If they are playing regularly in the Premier League then what we need to do is just maintain, tweak a little bit here and there, and get them ready for a Saturday afternoon.

It's a very individual thing finding out if a player is training too much. We use GPS in training every day as well as heart-rate monitoring and ProZone at the games. We can work out the exact workload that each player has done, in a day, a week, a month and a season.

There's a lot more athleticism in football now. In the past players used to regard themselves as footballers rather than athletes, but they now realise that athleticism is a massive part of the game. Year on year, the ProZone stats have shown that players are doing more sprints per game, they are sprinting at a higher speed, covering more distance at high intensity and more total distance.

The attitude to sports science is definitely changing for the better. Most of the Academies have sports scientists now so the players coming through have been brought up with that ethos

and mentality, and they accept it and expect it. If it is not there, they want to know why.

Recovery time is one of the most important things I have to work on. The recovery process is about getting the right nutrition at the right times, getting it into the players quickly after the matches, getting them into the ice baths to start the recovery, and getting the contrast bathing going the following day. If you can get it right, it's worth its weight in gold.

Managers question everything we do and that's the way it should be. When you first come in and say you want everyone to sit in an ice-cold bath for 10 minutes, people think you're mad. Then you get one or two players who try it and say 'I feel quite good actually', and the next day they do not feel as stiff as the other players. The other players feed off that.



THE GROUNDSMAN

JONATHAN CALDERWOOD
GROUNDS MANAGER AT ASTON VILLA

Previous jobs: Wolverhampton Wanderers, deputy head groundsman at the old Wembley Stadium.

People have this image of a groundsman being a retired guy sitting on a big tractor with a roller just to keep the pitch flat, but that is completely the opposite of what we do now. What we do is a science.

You can't really put into words how things have improved over the last 20 years. Sometimes it's nice to go home at night and watch an old match on the TV, because it gives a reminder of just how far we have come. You might have spent the day worrying about a little speckle on the pitch and then you see one of these mud baths and you realise that perhaps the problem is not as bad as you think.

Our pitches have basically become one giant golf green. The pitch at Villa Park is 98% sand and because of that, you don't get that dirt or waterlogging. It makes the drainage a lot better. Players used to come off the pitch covered in mud. You don't see that anymore, or divots. Artificial grass is added into the sand, which is what helps the pitch become more stable.

The products we use on the pitch have also improved massively. The grass seed we buy has been designed and modified to be hard-wearing, have quick recovery, good root growth and shade tolerance because of these big stadiums. We are also now able to grow grass 12 months of the year, thanks to a lighting system we use on the pitch. Years ago the grass would only have grown from April to October, but these lights are pretty much creating a summer's day in December and January.

The pitch plays an important role in player welfare as well. The clubs cannot afford to be without players, so you have got to try to produce a pitch the best you can so that nothing happens to them out there.

Non-footballing events are always going to have an impact on the pitch. Last summer we had Take That at Villa Park and we had a total of 400 articulated lorries driving on the pitch. Watching them made me cringe but luckily there are some superb pitch protection systems out there now.

The standard of the pitches has become so important now in terms of TV coverage, the quality of players we have got in the Premier League and the passing game that teams want to play. Years ago it was just a case of marking out a green piece of grass, goals up, and just get on with it. Now it's the stage for the show.





THE MEDIC

MARK GILLETT

HEAD OF MEDICAL SERVICES AT WEST BROMWICH ALBION



Previous jobs: Chelsea, English Institute of Sport, consultant in emergency medicine. Helped draw up guidelines for the medical treatment of footballers after Chelsea goalkeeper Petr Cech suffered a fractured skull in 2006.

I have been working in this field for 15 years now.

In the early stages, football was always considered to be a long way behind Olympic sports in terms of the professionalism of what it provided for the players from a science and medicine perspective. I am pretty confident now that we've matched and gone past them.

The pace of the game is so different now, and there will possibly be less contact injuries because of the way people tackle these days. But what has improved is our ability to impact on the injuries and get the players back in a really quick time frame. That's the big difference for us.

What happened with Petr Cech was a warning sign. He had quite a nasty head injury that got picked up in an appropriate time frame, but there wasn't really the infrastructure and process to make sure that if that had happened somewhere else there would have been the same outcome.

In terms of the Fabrice Muamba incident, I have absolutely no doubt that the changes that were made post-Cech – and the level of awareness, training and equipment – were a massive factor in him having such a good outcome.

They picked up what had happened with Fabrice as quickly as possible and gave him the best possible chance of survival, so that's a massive credit to the Premier League. It was the speed of diagnosis, the understanding of what needed to happen. One of the fundamental changes was making sure that there was an ambulance devoted to the players.

The medical provision in the Premier League has changed massively. You generally have a couple of physios sitting on the bench. If something happens you get to players very quickly and start the treatment as soon as they are injured, so you minimise the damage to the player.

The equipment, the exit routes, who does what in terms of taking people to hospital, and how that works, is now very clearly prescribed by the Premier League. It's not left to the discretion of clubs.

The Premier League supports the baseline work that we need to do. For instance, if you are applying for a UEFA licence via the Premier League but your doctors have not passed an area course, and you don't have cardiac screening records, you can't get it. They have put medical criteria higher up the agenda so the clubs have to take them seriously.



PROFESSIONAL GAME MATCH OFFICIALS



16

referees

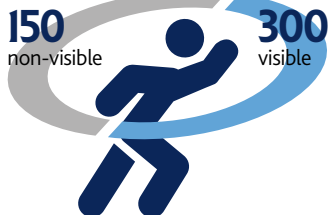


32

assistant referees

Decision time

A Premier League referee makes 450 decisions a game



one
decision
every 12
seconds



171,000
decisions
over the
season

Falling fouls



22.5

average amount of
fouls per game, the
lowest in Europe and
16% reduction since
2009/10.

9% fewer
fouls in the
2011/12 season

5% fewer
yellow cards (1,207)

Raising standards

95

% of referees'
performances
are good or
excellent
according to
Match Delegates

99

% of offside
decisions
by assistant
referees
are correct

World class



England is one of only
three European
nations with three
Elite FIFA referees –
Martin Atkinson,
Mark Clattenburg
and Howard Webb.

72

FIFA and UEFA
international
appointments
for Select Group
referees, including
semi-finals in both
UEFA Champions
League and
Europa League.

MIKE RILEY FIRST XI

The remit for Professional Game Match Officials Limited (PGMOL) is much wider than looking after training and development and match appointment of 77 referees and 231 assistant referees. For General Manager Mike Riley and his management team it involves working closely with no less than 11 external bodies and groups. As Mike explains, PGMOL's working year is never quiet.

LEAGUE MANAGERS ASSOCIATION AND PROFESSIONAL FOOTBALLERS' ASSOCIATION

Refereeing does not exist in isolation and it is incredibly important to continually build the cooperation and communication between players, managers and match officials. The reduction in the number of free-kicks and yellow cards in the Barclays Premier League last season underlined the progress made. The expertise of the LMA and PFA sees their members used as the Premier League's Match Delegates. They judge our on-field standards, monitor performance and coach the next generation of officials, particularly in game and player management and tactical appreciation. We meet quarterly, but there is regular contact and we can move quickly on issues such as two-footed tackling last season. We met to get consensus on the issue before providing in-season guidance to player and managers.

CLUBS

At the beginning of the season we have a briefing with all managers, and every club squad also receives a visit from a Select Group referee to brief them on Law and what we'll be looking out for during the season. For 2012/13 we'll extend the club visits to twice in the season, going in over the winter to participate in training sessions, work with players and discuss topical on-pitch issues. Again that's all aimed at building understanding and improving communication.

PGMO TECHNICAL COMMITTEE

This group meets quarterly to discuss and suggest to FIFA changes in the Laws Of The Game. It brings together the organising bodies responsible for the game in this country, the LMA, the PFA and club representatives. It's very purposeful: there is a FIFA Task Force on Denial of a Goalscoring Opportunity that we have been feeding in to and work by Dave Allison, who looks after the Football League referees, saw a Law introduced so that you can't score direct from a drop-ball.



“ Mike Riley

Refereeing does not exist in isolation and it is incredibly important to continually build the cooperation and communication between players, managers and match officials.”

FIFA

I'm England's representative on the Referees Committee (Development), whose job it is to develop training standards for match officials throughout the world. FIFA has a network of training contacts to inform best practice and we promote our officials for participation in FIFA tournaments. Former Select Group officials Steve Bennett and Neale Barry are FIFA Referee Assistance Programme Instructors and Steve is part of the team evaluating candidates for FIFA World Cup 2014.

UEFA

In partnership with the FA Referees Committee, PGMOL works closely with UEFA to promote referee development. I'm also one of six former Select Group referees who are UEFA matchday observers. Not only does that give us good insight into refereeing standards across Europe but, with Martin Atkinson and Mark Clattenburg, we've also had a front row seat on the implementation of fifth officials.

CONFEDERATIONS AND NATIONAL ASSOCIATIONS

The Premier League is seen as a model of best practice for refereeing and we share that knowledge around the world. With the Asian Football Confederation we have seven of their Project Future talent referees come to work with the Select Group every winter. The Japanese Football Association also send two of their officials over here and last season one of them became the first foreign official to take charge of an FA Cup game. In return every season we send two Select Group referees to officiate in the Japanese J-League. We also have long-standing relationships with other FAs such as Iceland, Australia, New Zealand and, more recently, Major League Soccer in the United States.

THE BRITISH COUNCIL

Training of match officials was added to coaching initiative Premier Skills in November 2010. PGMOL has provided coaches to train over 300 grassroots referees and assistant referees in 14 countries across Africa, China, South East Asia and Mexico.

REFEREES' ASSOCIATION

Our 16 Select Group referees are the very top of the tree but there are 28,000 local referees in England looked after by the Referees' Association and many of them aspire to reach the Select Group. So we have a job to do to motivate and deliver high quality training to that next generation of officials. Last season Select Group referees spoke at 103 Referee's Association events.

COMMUNITY

Select Group officials visited 100 schools and community events last season and with the Premier League we launched a new curriculum-based website that uses refereeing to help educate children, teachers and parents about lifelong citizenship messages. With the website <http://kids.getonwiththegame.com> we're showing what can be learnt from the field of play: staying calm, seeing another person's point of view, resolving conflict, working as a team and being the best you can. The site has proved very popular having had over 118,000 views and 15,000 teachers packs have been downloaded.

MEDIA

We've expanded this greatly in recent years and work closely with Premier League rights holders to give guidance on Law and former Select Group referees like Dermot Gallagher and Alan Wiley regularly appear on Sky and BBC to explain decision-making. We also hold briefings with journalists on Law because when decisions made in a match can be such a large part of their work it's incredibly important they understand so they're calling things appropriately for viewers and readers.

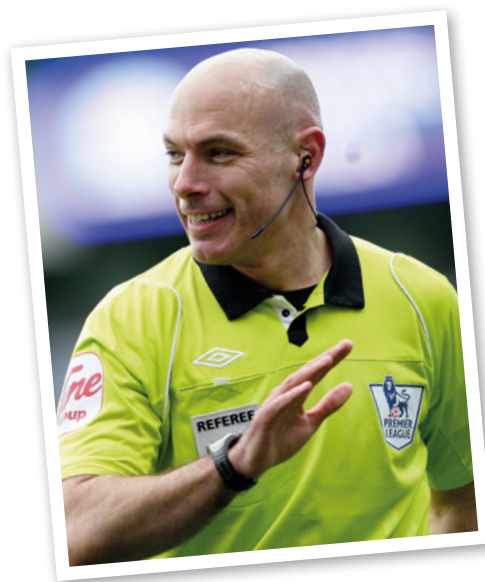
SUPPORTERS

Football supporters' opinions about referees can be coloured by the experiences of the team which they support. It's not always possible to get our point of view to the media, so last year we piloted meeting fan groups at Premier League clubs. We met supporters from Everton and Manchester City and it was very successful as we were able to explain our job and how decisions on a matchday can come about. The fans have been very receptive and we aim to do more of this.

HOW OUR TEAM WORKS

“ Howard Webb

There is no doubt that the standard of officiating by the Select Group is particularly strong at the minute, both domestically and internationally.”



HOWARD WEBB

Howard Webb is one of Select Group's most experienced referees and has taken charge of over 235 Premier League games. A FIFA Elite Referee, he has refereed the UEFA Champions League and FIFA World Cup Finals; he was most recently one of 12 referees involved in UEFA Euro 2012. For PGMOL he is in charge of a group of four referees and eight assistant referees.

There is no doubt that the standard of officiating by the Select Group is particularly strong at the minute, both domestically and internationally. It's not just the fact that we are one of just three countries in Europe with three FIFA Elite referees, what's good as well is that we have several other guys who are just below that level and another seven, eight, nine lads who can do any game in the Premier League. That's healthy

because it doesn't put pressure on a small group of people; it gives other people an opportunity to do games and means that you see different faces on important matches, which is good for the game as well.

We've had to increase our standards in line with the football. Every season the bar gets set higher both in terms of the playing standards and the speed of the play, so we need to be able to perform at this higher level each and every season. The good thing is we have now got a team of match officials who understand the requirements placed upon them both physically and mentally.

There are a few reasons for that. I think that the professional approach to our training and development has continued to improve under Mike Riley and his team of coaches. There's more structure to what we do: our in-service training and the way we review our performances again has never been better.

Also, the introduction of the Premier League Match Delegate scheme, which started eight seasons ago, is showing some real benefits now. Again, it is something that we have grown with. When it was first introduced there were those that resisted it, but now those on the Select Group work with it. There's great value in speaking to former players and managers about how best to control a match. We embrace what they say because that will produce better performances, something borne out in our highest ever Match Delegate marks this season.

As a Select Group we work closer than ever before. Across the 16 of us we are split into groups of four referees and eight assistants who will officiate together throughout the season. I am a big believer in the team and working with people on a regular basis so you can understand the way that people work and the way that they think. That way you get the best out of each other as individuals and as a group as well.

I have seen massive benefits in build-ups to tournaments in the past where I have worked with the same people on a regular basis. There are also some benefits in not just working with the same two assistants all the time, you get to share good practice across a slightly wider group. But for me the real benefit to small numbers of people working together on a regular basis is that it does deliver better overall team performances.

And people seeing us as officials operating at the highest level encourages grassroots officials to get involved and gives aspirations as well to what is achievable. It also emphasises that the way we are doing things on the domestic, European and world stage is right and will lead to better officiating in the Premier League.

SIAN MASSEY

Sian Massey completed her first season as a Select Group Assistant Referee and is the first female official to do so. She is also a FIFA Assistant Referee and is officiating at the FIFA U20 Women's World Cup in Japan. Sian is part of Howard Webb's group.

Our high standards are because of the structure of our refereeing, how we get promoted, how many levels we have and the amount of competition between referees makes us strive to be better. We have a great refereeing upbringing and the coaching and development that goes into referees makes us strong.

My first season was an amazing experience and I have the team who took me through it to thank. From the likes of Lee Mason, who I worked with a lot and built up a great deal of trust, through to the huge support that PGMOL provided

with regards to coaching us to be prepared for the top flight.

It was a dream come true to be operating at that level of football. When you get to the Barclays Premier League the first thing you notice is the speed of the game. The difference between it and the Championship is the speed of the ball travelling and how quickly the players will move it from one place to another. It's not get the ball, have a look, see where it is and have a pass, it's gone before they've even thought about taking a touch. Technically it's just quicker and as an assistant referee your reactions have to match those of the players.

The 99% accuracy in offside decisions is not luck, it's down to a huge amount of training. You learn that sometimes, when players are going out in a certain position and you are looking down the line, you need to lie in your head so that

when you see a picture it's slightly different to what you're going to see on a replay.

We train ourselves to take 'pictures' at the moment that the ball is kicked. Sometimes it could be easy to talk yourself out of a decision when things happen so quickly: instinct is to say he looks miles offside, but you have to revert back to that 'picture' and think "no, this was when the ball was kicked, that's what I saw when I took this picture and it wasn't offside".

We also train our bodies to be in the right position. If you turn slightly you alter your peripheral vision, so it is about training where to position your body and how quickly you move your eyes. That sounds like a minute detail but when we can afford to switch our vision and turn our body and when we can't is a big part of the training process; referees rely on being able

to see everything that is going on.

The other vital thing is that from the first to last minute you must always be concentrating. If you're distracted then you could miss something crucial. Even when you're on the halfway line you're always feeding information to the referee or the other assistant about where the ball is. And sometimes having peripheral vision, being the furthest person away, you can see clearer what's going on than a referee stood right in front of an incident.

You can't switch off for a second and especially because play can change so quickly in the Barclays Premier League. One moment you think it's at the other end and they're attacking but they can switch play and it's right back up in your end and you've got to concentrate. If it's a quick break and the referee is in a position to see you've got to be focused and ready to make that decision.

“ Sian Massey

The 99% accuracy in offside decisions is not luck, it's down to a huge amount of training.”





YOUTH DEVELOPMENT

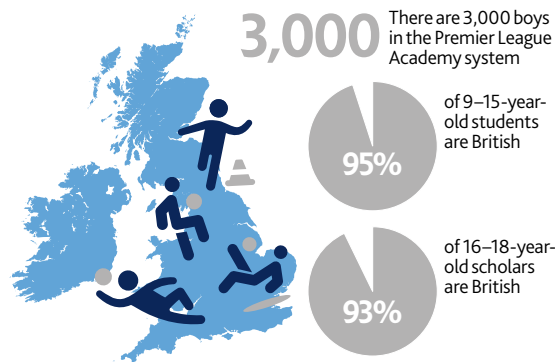
Growing our own

539

players played Barclays Premier League football last season

297

are home grown, developed by Premier League clubs



Making the grade, building careers

69% of scholars progress to a professional contract

93% of scholars gain an Advanced Apprenticeship in Sporting Excellence (AASE)

the national average for AASE is 85%

83% of scholars achieve a Level 2 Coaching Certificate

Getting with the Programme

The Premier League has an extensive Games Programme for students aged 9–16. Last season there were:



34

Festivals & Tournaments

from 6v6 to 11v11, 9v9 to futsal, from Birmingham to Barcelona, Ypres to Warwick.

2,080

boys who played competitive football and had fun

KNOWING YOUR HISTORY, SHAPING THE FUTURE

BY DAVID MOYES



In an exclusive article for the Premier League Season Review, youth development advocate Everton manager David Moyes explains how philosophy, more hours and better coaching are key if we want to produce more home grown talent for the Premier League.

Any boy hoping for a career in football doesn't have to look far for inspiration at Everton's Finch Farm training ground. On each locker in the first team changing room is the name of every player who has had that locker. Players can move on but their place in our history remains. That's what we want young people to come here and appreciate: look at the people who have come here, understand that the seat you are now sitting in is a player from the past. That name could be yours.

We want the ethos of our club running through all the boys that we come in to contact with because every club wants to have young players who are attached to them. You want boys who understand what you do at your club, have a feeling of where it has come from and the direction in which it's heading.

The good news is that there is greater direction and focus on youth development than I can ever remember and clubs are working very hard to try and identify the best young British players very early. Over the years Everton have had excellent players coming through, as have the likes of Manchester United and Arsenal; there is a lot of their own home grown talent coming through the ranks.

The development of young players who have come through our club is something that we rely on and the people in our Academy there have done a terrific job in giving us players like Wayne Rooney, Leon Osman,



“ David Moyes

The good news is that there is greater direction and focus on youth development than I can ever remember and clubs are working very hard to try and identify the best young British players very early.”

Tony Hibbert and Jack Rodwell. That is what I need them to do: deliver me players in a shape where I believe I can put them in a team.

I hope that is what the Elite Player Performance Plan delivers. What is important now is that a lot of the clubs have got facilities so that we can have an emphasis of getting more hours with the young players than we have had in the past. What I have seen and heard so far is that having time in the morning for training, then schooling followed by more training is physically and mentally demanding. Equally though, once they are into the routine of it they are actually okay. Because you are starting them early in the morning, it's actually keeping them away from anything else that might allow them to stray at the time.

A football club has a delicate balancing act. We must allow children and young men to grow up and not be over-coached, while at the same time ensuring that we are improving their football and still contributing to their education. It is an important part of youth development that we want rounded and educated young men as well as talented footballers.

For that to take place it is vital that learning should not stop with the boys and that we improve the standard of the coaching being delivered. I visit and speak at a lot of coaching courses and I see everyone getting their badges – which is good – but what I also see is a lack of imagination in the coaching. I see people stuck in the past, doing the same coaching courses and coming out with the same ideas. What I don't see enough of is coaches thinking, 'Now, how can I take it into practice? How can I test the players and task them more to take what we do in that practice into games?'

From my experience it is important for both coaches and players to

be inspired. I think it's really important that if you are an Academy Director or coach that you are also good enough to teach the coaches who are below you too. I hope that is what St George's Park will deliver because I don't think it is rocket science that good teachers create good students.

When I think of my own background gaining my badges in Scotland, one of the reasons why you see so many Scottish coaches around the leagues isn't because the Scottish coaching was much different, it had more to do with who we were taught by. We had the likes of Sir Alex Ferguson, Craig Brown, Andy Roxburgh and Walter Smith running it, all senior managers that gave up a week or two to come and be in charge of the coaching courses.

The importance of learning from others has never left me in my coaching career. Interestingly, when I took over from Walter at Everton one of the first things I was asked was whether I wanted to separate the first team training ground from the Academy. I said no because I've always thought it's important for the young boys and their families who support them to be inspired.

It's a long journey from being an Academy boy to being a first team player: you have to be dedicated and put in time and effort. I think it is important that the young players do get a chance to see how senior players work and at Everton we try and keep our first team players involved with much of what happens in the Academy at all different levels. They'll be seeing them playing regularly on TV in the Premier League; these are the players who they will eventually have to try and take their jersey if they want to be the next name on the locker door.

WHAT IS THE ELITE PLAYER PERFORMANCE PLAN?



£320m

will be invested over 4 years



120

leading coaches

4,500

professional coaches



12,000

players being developed at all levels

The Elite Player Performance Plan (EPPP) is the culmination of three years of consultation and development. It represents the most comprehensive overhaul of player development to have ever taken place in the English game and comes into force as of the 2012/13 Barclays Premier League season.

With the full support of The FA and Football League the EPPP addresses the fundamentals of player development in the quality of coaching, access to coaching contact time and provision of support facilities and staffing to enable the highest possible level of player development. Underpinning this is the grading and auditing process of Academies to guarantee that successful implementation is achieved across all 92 professional clubs.

The four categories will better reflect the full scope of the Academy System. The new classifications will also reflect the ambition to extend the elite environment founded under the Charter for Quality. The new Classification System is designed so that each club can make its own strategic decisions as to its investment priorities and work towards a classification which is relevant and sustainable. An Independent

Standards Organisation (ISO) will be appointed to measure the effectiveness of the coaching process as part of the overall Academy classification.

These are lasting changes to the way in which young professional players are developed, and are essential to the future, success, growth and sustainability of the English game.

Over the next four years there will be the greatest investment ever in English youth development: £320m is the foundation money that will see a new network of 120 leading coaches supporting 4,500 professional coaches at 96 professional clubs and developing 12,000 players at all levels of English football.

The critical challenge that the EPPP is designed to meet is the growth in the number and quality of home grown players that are developed through the Academy system across the professional game. In short, the plan seeks to create more and better home grown players who are properly equipped to succeed at the highest levels of the Premier League.

This platform for change has been developed to place the player at the heart of the plan.

WHAT IS AT THE CORE OF THE EPPP?

DEVELOPING A WORLD-LEADING COACHING FRATERNITY

The introduction of the EPPP will ensure that for the first time all coaches working in Academies will be specialist trained according to the age group that they are working with.

Why is that important? Because the needs of players change as they grow, develop and mature. This has to be reflected in the coaching they receive and the Games Programmes they are involved in: from players as young as five who are just beginning to master basic ball skills right through to young professionals who are building their careers in the Premier League.

This season a whole new Coach Education Curriculum will be launched by The FA to support the specialist training of coaches. It will ensure that coaches are given age-appropriate training and will guarantee that the right types of specialists are working with young players.

There will also be more full-time employed coaches working in our Academies, especially in the Foundation Phase where traditionally coaches have been employed part-time.

CREATING A PATHWAY TO SUCCESS

To meet the changing priorities of the player as they develop, a 'Performance Pathway' has been structured in three phases.

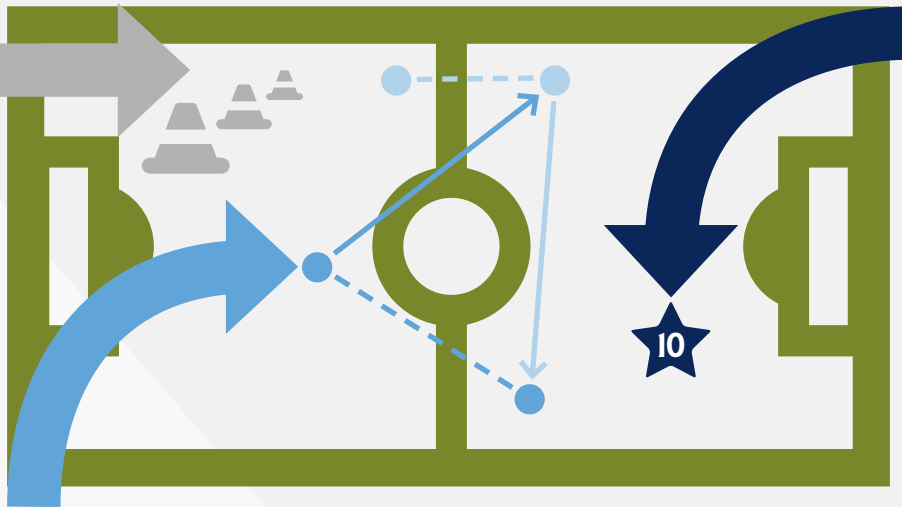
Foundation (U9 – U11) LEARNING TO LOVE THE GAME

- Mastery of the ball
- Guaranteed game time
- Multiple age-appropriate game formats
- Dedicated futsal programme



Youth Development (U12 – U16) LEARNING TO COMPETE

- Transition to 11 v 11 game
- Regional, national and international games
- Tournament football balanced with emphasis on development



INVESTING MORE TIME IN MASTERY OF THE BALL

Young English players, particularly in the Foundation Phase, have not been provided with enough time to work with coaches on mastery of the ball but new Rules will see the amount of time that coaches will have access to work with players significantly increase. In the Elite Category 1 Academies, players will expect to receive over 8,000 hours of elite coaching throughout their time at the club. This is a significant increase on what was previously available, and comparable with other elite development environments such as the British Swimming and Cycling programmes.

The challenge in the future will be to ensure that the increased opportunities to work with players are used effectively – more is only better if what is being coached is high quality. It is the combination of the employment of more

full-time, specialised professional coaches aligned to a coaching programme which provides more time to practice which will deliver improvements in player development.

All of these proposed changes will require significant new investment. This will be funded by the Game Youth Fund, which will provide increased grant support to every Professional Academy based on their categorisation. To ensure clubs are committed to youth development all of them will be required to contribute to the Academy by matching funding.

There is £40m a year earmarked to support clubs throughout the four divisions in meeting their Youth Development ambitions, meaning over the next four years up to £320m will be invested in laying the foundations for a world class player development system.

DELIVERING MORE AND BETTER HOME GROWN PLAYERS

Much is being done to modernise the youth system; however, unless more players are able to make the step up from youth football to the first team then the plan will have failed. It is therefore crucial that the Games Programme offered enables boys to make that critical final move.

At every stage of the EPPP age-appropriate coaching and development is employed, placing the player's needs at the centre of their progress. Where this comes into sharpest focus is in the final stage – the transition from youth to senior football. That is why perhaps the most critical innovation to be introduced in 2012/13 is the arrival of the Barclays U21 Premier League.

The Barclays U21 Premier League will, for the first time, provide a national competition for U21 players. Category 1 clubs will compete against each other in a Champions League styled competition. The new League aims to provide the last vital step before the professional game and, if it is to succeed, it will need to become the hardest playground in the world because the next game may well be a debut in the Premier League.



Professional Development (U17 – U21) LEARNING TO WIN

- 11 v 11 competitive Leagues and tournaments
- Regional, national and international games
- Season modelled on the professional game
- Barclays U18 and U21 Premier Leagues to aid transition between Academy and first team



GAMES WITHOUT FRONTIERS

The Premier League has, for several years, had a successful Games Programme, geared towards providing Academy players and coaches with the best possible playing experience.

With the implementation of the EPPP the Games Programme is expanding to match the changing priorities of the players as they develop through the Performance Pathway. It will mean greater access to appropriate games for players according to their age and development needs. The Games Programme will balance development and competition, ensuring that players are exposed to a range of environments designed to maximise the potential of each player in the system. The Games Programme is viewed as an extension of, and complementary to, the coaching programme, which in turn will be more closely linked to the specific development requirements of the players.

During the 2011/12 season a number of former Premier League players and coaches were recruited as Club Support Managers. They will not only assist the clubs with the implementation of the EPPP but will provide bespoke, continual professional development for coaches across the Performance Pathway. Here, three of them share their expert views on the evolution that is taking place in the Games Programme and what future progress can be made now that the EPPP is being implemented across the League.

Mark Robins

Foundation Phase – Mastery of the ball

The CV: Played for 13 professional clubs including Manchester United, Norwich City and Leicester City. Former Rotherham United and Barnsley manager. England U21 international.



At the Foundation Phase it is clear that our best clubs create a learning environment which is also great fun for the players to be engaged in. The most important thing is to ensure that the boys are participating, learning and really enjoying themselves at the same time, this way they learn quicker and stay committed. One of the key priorities for the future is getting young players as much game time as possible. With the decline of street football, kids just get less game time than they used to and so it is doubly important that in the Games Programme in the Foundation Phase boys get regular time with the ball at their feet.

Allied to that are technical objectives and mastery of the ball. Small-sided football like 4 v 4, 6 v 6, 8 v 8 and futsal will provide players with a range of formats as they grow up through the phase. The introduction of futsal is arguably the most important format we've been working with. There's a lot of research on the foundation years of elite players and how they were the boys who played most street football. The learning objectives of futsal are all about ball mastery: you can't play the ball back to the goalkeeper or go square, so you have to manipulate and control the ball

in tight areas and move it really quickly; being bright and aware is the key to the game.

If boys in the Foundation Phase are going to learn to love the game then it is essential that coaches are strong enough to allow players to experiment and at times make mistakes and fail. We've got to be braver and say if we are going to develop technical players then it's not about an individual result on any given weekend when a player is 9- or 10-years-old. Once you get to 17 or 18 you have got to have game management and understand how to see a game through, but it's not about winning for our Foundation Phase players, it's about how they play and express themselves on the pitch.

One of the most important developments that is endorsed through the EPPP is that new age-appropriate coaching courses are now being developed and implemented which will ensure that the Foundation Phase specialism is recognised as a defined approach in much the same way as primary school teachers are recognised as specialists who have a different skill set to a university lecturer. We want to put young players into a structure that will develop them technically, and so it is essential that coaches have an in-depth understanding of what the player actually needs.

Chris Casper

Youth Development Phase – Competing in the team

The CV: Played for Manchester United and Reading. Former Bury manager. England U18 and U21 international.



The Youth Development Phase is when players transition from small-sided games to 11 v 11; this is a building phase. There is increased contact time, giving players more opportunity to assemble the tools they will need to be successful as a professional player. There are more technical challenges to deal with and players are increasingly encouraged to develop tactical awareness in the game.

This is the age range best served by the festivals and tournaments put on by the Games Programme. The various competitions encourage the boys to improve as they play more against other players with similar skills both in this country and abroad. One key objective is to ensure that the first time an English boy plays against a foreign player cannot be in the Premier League.

Last season's National U14s Tournament was a great example of that: all 20 Premier League academies competed against each other in a national tournament for the right to go over and play Barcelona U14s in an international head-to-head at the first team training ground in Barcelona. What we saw was boys raising their game and developing their competitive instincts to compete against the best for a prize. Arsenal and Fulham won through the national qualification and once over in Barcelona they raised their

standards again because they wanted to equip themselves against a side known for their technique and passing ability. You have to believe that early exposure and success in these types of events can only bode well for the future development of home grown players.

Building opportunities for players to stretch themselves 'best versus best' is one of the key elements of the Games Programme in the Youth Development Phase. But players also need time to practice in games and in training away from the spotlight and not always being stretched to the limit in terms of intensity of competition and so the Games Programme in this phase is also designed to give players a variety of challenges. It is seen as important that players should practice and succeed as well as practice and be stretched and so the Games Programme is consciously planned to provide space for players to meet a variety of opposition which might be deemed to be 'weak' or 'strong' throughout the season.

What we can be fairly confident of in this phase in the Games Programme is that it has evolved quickly over the last few years and when we host our international competitors they are envious of the range of competitive opportunities that are made available to our Youth Development Phase players.

Terry Westley

Professional Development Phase – Learning to win

The CV: Managed Luton Town and Derby County. Former Academy Director at Derby County and Birmingham City. Thirty-three years' experience in youth development.



The Professional Development Phase is about preparing players for the final stage of their development – first team football. The coach's role changes emphasis and for the player the requirement to learn to win, be tactically aware and understand the responsibilities of his role within the team become of paramount importance in this phase. The focus swings towards the successful outcome of the game.

But practice and preparation for games and training is not only taking place on the training ground. At this stage we are asking the players and staff to work as closely to the first team as possible. Players need to be analysing and reflecting on the game, working on sports science and video analysis.

In the immediate aftermath of the game, dissecting the player's performance may not be ideal. With the benefit of technology and advanced methods of communication, the player can be sent clips of his performance to his iPad ahead of returning to the training ground on Monday where the coach can have a much more in-depth and analytical evaluation with his player regarding his performance.

I've been all across European football this season and the Games Programme is seen as a torch-bearer of teaching by the likes of Ajax, Dortmund and Real Madrid. But the missing link has always been

taking these educated scholars who have graduated and keeping them competitive.

Professional Development Phase coaches align their work as closely to the first team as possible but with the loan system being very prominent in this phase, the coach can often lose players for several months. Undoubtedly there are gains to a player getting first team experience but there is also danger; with the development process having not yet reached its conclusion, it could potentially hamper the young professional's progress.

The Barclays U18 and U21 Premier Leagues have been designed to offer an alternative. The vision is for the best young players to compete against each other in a 'best versus best' scenario, which can only enhance their development and take them closer to the competitive nature of first team football.

The games will be structured to complement the Premier League match weekend. So, as a first team manager there is a great benefit in knowing that you can have your U21 player on the bench for the Premier League, but if he doesn't play then there's still the option for him to have high quality football that weekend in the U21 League. A competitive situation where fans are coming along to watch the next generation of talented young players at their club is what we must aspire to.

A FOOTBALLING EDUCATION

The Premier League has a multi-award-winning Education Department who deliver a programme to support the technical, tactical, physical, mental, lifestyle and welfare development of all Academy players, from the youngest nine-year-old schoolboys who come in to the Academy through to the 19-year-olds ready to step on to a Premier League pitch.

In addition to the Premier League's own educational body, who ensure the same high

standards across the Academy system, every club also has an education department and Head of Education. Together they provide both a formal education with academic outcomes and an informal education which is all about developing them as a person.

Innovation is at the heart of the educational work and last season was no exception as a range of new initiatives made their debut in each of the Performance Pathways.

FOUNDATION – HISTORY IN THE MAKING

BY BRIAN MCCLAIR
MANCHESTER UNITED



Former Premier League star Brian McClair is now in charge of Manchester United's Academy. In December 2011 we took his U11s to compete in a tournament in Ypres, Belgium. The unique event was not only a chance to play football competitively, but also educate young players about the history of the First World War. The Christmas Truce Tournament recreated the events of 1914 with English, German, French and Belgian children coming together on Flanders fields.

As a weekend the Christmas Truce Tournament surpassed expectations. It was a great chance for the boys to learn as footballers both on and off the pitch. They came up against different football cultures and saw how they approached a game. We strongly believe that when our young players get out on to a football pitch there are problems to be solved and we want them to try and solve them for themselves. If they start with that mind-set now then it will benefit them in the long term.

But it was perhaps most productive off the field. The boys prepared for the trip with a lot of enthusiasm and they did a lot of studying into the historical background of the trip. We had a background learning pack for them, so they learnt about Manchester United players that were involved in the Great War, but some of

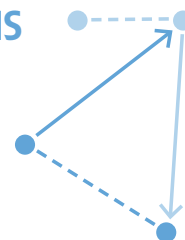
the boys also traced back family relatives who were there. One of the boys found out he had a great-great Grandfather who was one of the names inscribed at the Menin Gate, so he got the chance to say the 'Ode To Remembrance'. That, and the laying of the wreaths by our lads, was very touching.

I think it's important to understand that football has a wonderful power to build bridges. I know the visit to the Menin Gate was thought-provoking for them and will be a point in their life where they will be able to look back and say, 'I'm glad I did that'. They were given the time to pause and reflect on what happens when others go and fight for a bigger cause. It was interesting for them to see how football transcended all of that for a short while and football can make life enjoyable.

Our fundamental reason for being an Academy is that we want the kids to have fun. For all the time that they are involved with us we want them to enjoy the experience of playing football. My abiding moment of the weekend was when the kids went to the actual Christmas Truce site. They were very respectful, but then they saw a pitch of grass and had an impromptu kickabout. It was proper jumpers for goalposts stuff as the U11s took on the U12s. You would pay to watch that.

YOUTH DEVELOPMENT – UNITED NATIONS OF LEARNING

BY DEAN RASTRICK
TOTTENHAM HOTSPUR



The Premier League has an International U15s Tournament at the beginning of each season, bringing together Premier League clubs with the best international clubs from around the world in a week-long programme. In 2011, teams from Spain, Portugal, Brazil, Germany, the Netherlands and the United States competed with 16 Premier League sides. This tournament was the first to have a week-long 'Learning Zone' running parallel to it, with the players receiving teaching on elements that will be vital to their career progression, such as media training, video analysis and culture workshops. Tottenham Hotspur youth coach Dean Rastrick believes it was a valuable experience for all the players.

When you're involved in tournaments there is always a lot of downtime but the Learning Zone gave a real value to that time when they weren't playing. At this level we are trying to educate young people that they are not just footballers turning up to play in a game. They have to understand that they are involved in the elite end of the profession and they have got to be the total package and all the sessions taught different elements of that.

Take the cultural diversity workshop for example. That gave the boys an understanding



that the Premier League is a league that is of global and domestic interest. Mixing in sessions with players from other cultures is invaluable for a young English footballer because if you are going to play in the Premier League you are going to play with worldwide players. You are going to have to build relationships, interact and understand their cultures, understand their personalities, because there are differences.

The media handling session was also excellent as we had a journalist from Sky Sports News giving them the benefits of his experience. There's a lot of progress being made in this area. If you look at how the likes of Danny Welbeck and Alex Oxlade-Chamberlain handle themselves, that shows the new breed of young players who have been educated. They're intelligent and able to handle the pressure and that ultimately is what we have got to expose our 14, 15 and 16-year-olds to.

The same goes for the session on social media, which was eye-opening for all of us. It was fascinating to see, from the experts, what the boys were exposed to or what information there is out there on them on Twitter and Facebook. As a coach I found that so useful that we've since done a couple of Premier League workshops on this area with all the players in the Academy.

PROFESSIONAL DEVELOPMENT – ROLE MODEL BEHAVIOUR



BY JAMIE SENDLES-WHITE
QUEENS PARK RANGERS

Queens Park Rangers defender Jamie Sendles-White was one of 16 Premier League Scholars of the Year that went on a chance-of-a-lifetime educational visit to South Africa, visiting Robben Island and social intervention programmes as well as taking part in coaching sessions with young people in the townships. The trip was designed to give the scholars an understanding of the power of football and the responsibility they have as a role model to young people all around the world.

I was really happy to be awarded the trip in the first place. Throughout the season I kept my head down and worked hard in training. It was nice to be acknowledged for the hard work by being chosen to represent Queens Park Rangers in Cape Town.

Eye-opening is the best way to describe the visit. I expected poverty but I did not expect it to be that severe. I also didn't expect to see the kids constantly happy to be playing football and being around us.

I have never been that far away from England and it was a life-changing experience. We spoke in one of our last meetings and we all said that

when we are older, and if we have a good career in the game, we will look to go back again and maybe set up a foundation.

The lads were really touched by the whole thing. Especially on one of the last days when we gave out a few bits of our training kit and the kids reacted like we had just given them millions of pounds. It put everything into perspective. They get nothing out there and to get a jumper from a footballer means the world to them.

I have matured a lot from seeing the conditions out there, and it makes you think a lot. This experience will never leave me. Visits like this are really important because seeing that at a young age and then growing up and possibly making it in the game, it makes you realise that you have got the potential to change people's lives.

Before I went out, I thought I am not well known and am just a normal person but there, these kids treated us like heroes. All these people would do anything to be in my shoes. The trip rammed home that I've got to do my best and work hard otherwise it is pointless me being here because other people would love to take my place.





SUPPORTERS SERVICES

Grounds for optimism



13+ million fans came to watch the Barclays Premier League last season – the sixth season in a row where attendance was above 13 million.



92.6%

Premier League grounds were 92.6% full last season, one of the largest utilisation figures in world sport.

Worldwide interest, local attendance

OVER 750,000 FANS

who watched Barclays Premier League matches last season came from overseas and spent £595m in the process

The top five nations



1. Ireland
2. Norway
3. USA
4. The Netherlands
5. Germany

The top five most visited grounds



1. Old Trafford
2. Anfield
3. Emirates Stadium
4. Stamford Bridge
5. White Hart Lane

Above average



the average age of the adult Premier League supporter (the average age of the general population is 47)

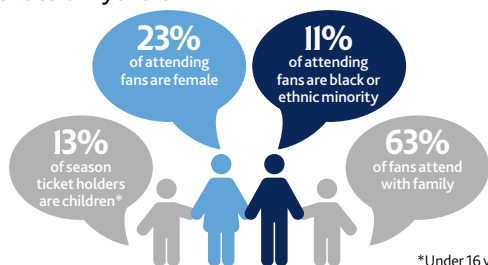


average number of years spent attending matches



average number of matches attended last season

A diverse family of fans



WOLVES' GRAND DESIGNS

As Premier League grounds become more diverse in their supporter base so customer service becomes an increasingly important area of the football business. The quality of Premier League stadia affects the matchday experience of thousands of fans across the country. However, visits to various stadia have highlighted that many communal spaces are made up of negative, inconsistent signage and unwelcoming expanses of concrete.

During the 2011/12 season the Premier League worked closely with a number of clubs to research opportunities to celebrate their history and fans. One of those was Wolverhampton Wanderers who, as part of an extensive redevelopment of Molineux Stadium, engaged with supporters on how they could create a more vibrant space for them. Wolves Chief Executive Jez Moxey explains the process.

Why do this at all, are fans that concerned about how a stadium looks?

Football is changing and we must move with the times. It's vital that the fans have as enjoyable a matchday experience as possible. We are doing this development for the fans, to try to create a home that will last for another 50–60 years before it needs doing again. That costs money and it takes time and requires dedication to the holistic improvement of the football club in all of its facets.

What was the process?

The club has gone through a rebranding exercise and because of that we consulted with the Premier League on how to implement best practice for stadiums. We have carried out audits of our signage inside the ground and decided that if we were spending all of this money on a new facility then we ought to really address the signage outside and within the stadium and create what we hope will be seen as a model for other clubs of our size.

What was the problem?

As we were expecting, the audit showed that there are a lot of signs put up over the years that are not consistent with each other and that are of higgledy-piggledy design.

Why should that be an issue?

They are not the most pleasant of reading materials, the tone of some of the signs was not correct. We wanted to create really fan-friendly signage that was consistent throughout the whole stadium from the moment you walk up to the ground to the moment you reach your seat.

Why is the language of the signs important?

The tone very much appeals to people's better nature. So whenever we ask them to do something we put the word 'please' in front of it. Although massive improvements have been made, especially with all the new stadia that have been developed over the years, we can do more and more to try to communicate with our supporters in a pleasant way, and hopefully we will get the positive responses back.

Is signage the only thing changing?

No, we're 'dressing' the stadium inside and out. So in place of grey breeze block walls, there are iconic images going up: of the fans, club images, quotes from the fans, as well as iconic moments, like Steve Bull's number of goals and Derek Parkin's number of appearances.

How were the fans involved?

Everything was led by the fans. We got them to tell us what Wolves meant to them through Facebook, Twitter and focus groups, and that helped us to develop the right designs. Then we took it all to our Fans Parliament and they give it their unanimous approval.

What do you think of the results?

I think it's excellent. Just from a practical point of view it is so much easier to get yourself around the place. But more than that, it is creating an environment that Wolves fans will feel really proud of: our history is very rich, we are a very traditional club and we are trying to combine the good things of the past with what's happening today and also keeping an eye on the future.

Before

The old signage at the Molineux Stadium was inconsistent, uninspiring and in need of an overhaul.



After

Following consultation with the club's fans, Wolverhampton Wanderers revamped the inside of the stadium with new signs that are fresh, clear and positive.



HOME COMFORTS AND AWAY STAYS

It is not just the facilities that the Premier League is looking to improve for supporters. An essential element for improving the fan experience is the level of service that fans receive before, during and after the match. Two practices, one well-established the other new for this season, highlight the increasingly warm welcome given to supporters.



Reaching out: Fulham believe fan communication is an important part of their work.



HOME – FULHAM'S ENGAGEMENT STRATEGY

Like nearly all Premier League clubs, Fulham have run a busy Supporter Services department for a number of years. While the role isn't new to the Premier League it has now become a UEFA licensing requirement and our clubs are at the forefront of sharing ideas and best practice. Tommy Guthrie, Fulham's Supporter Relations Manager, explains how clubs' engagement with fans has become more proactive than reactive.

Fan communication has long been a specialism at Fulham. This was our tenth season as a team and we sit within the communications and marketing department. It has grown from initially a customer service department, handling mostly complaints and issues, to more of an information department where we are now focusing on fan engagement.

Premier League football is much more focused on fan engagement. People understand that there are so many things you are competing against. There's an expectation that the facilities and the atmosphere will be better than it was in the past. It's a process that's moving towards making it

easier to attend games and making it enjoyable for a wider audience.

If people contact us about coming to a game, the first part for us would be explaining to them how to get tickets, and the second would be to go visit them in their seat on a matchday to see if they're enjoying a game. It's something that only takes two or three minutes but the feeling that someone has taken an interest in the fact that you're there is probably the best thing you can do. I think all clubs have improved as football has developed in terms of facilities, communicating with fans and understanding that you benefit the club if you listen to supporters and try to meet their expectations.

When Fulham Supporters' clubs come to matches from around the world we like them to get in touch so that we can organise a group of tickets together, a tour of the ground, and open the bars at ground for them after the match to have a drink and talk about Fulham and how they watch the games when they're at home.

Another thing we try and do is match the tone of the conversation. If someone sends you a friendly email you send them a friendly

reply. I think that surprises people who expect a football club to be quite formal.

Today it's all about making information more accessible. If we notice fans are discussing a problem about ticketing on the message board, instead of waiting for them to contact us we'll just jump on and respond on Facebook and Twitter.

Likewise with fan forums, we're trying to move away from formal, stuffy meetings where the same 10 or 12 people show up with the same ideas. We still have the forums but what we're trying to do is have more touch points with fans. If we've been corresponding with a fan in the week about a complaint or an idea, we've prioritised matchday staff now so that we can try to meet that fan on the day of the game. So you might meet six or eight fans for a coffee before the game or at half time. For away travel we're going to try to get to away games and have informal meetings when the bus stops for half an hour and you've got a captive audience. The number of problems you can solve over a cup of tea opposed to through an email or letter is unbelievable.

Something for the weekend: Away fans travelling to Swansea City were offered the chance to make more of their visit to Wales.



AWAY – SWANSEA'S WARM WELCOME

The promotion of the first Welsh club to the Premier League has not only seen greater interest in the football team but has also been beneficial to the local tourism industry, an innovative partnership has seen visiting fans being invited to turn their away day into an away weekend.

When Swansea City earned promotion to the Premier League it wasn't just the football club that started planning. Swansea Council made a conscious effort to make the most of the first Premier League fixtures to be hosted outside of England by encouraging fans to take advantage of their away day and even turn it into a holiday weekend on the Welsh coast.

Steve Hopkins, Tourism & Marketing Manager for Swansea Council, explained the rationale for the campaign: "As a council we wanted to not only bring people to Swansea to enjoy 90 minutes of football, but also provide them with messages about the wider destination and what the area has to offer. We aimed to provide information for away fans before their scheduled fixture, targeting

visitors from London, North West and Midlands, all key visitor markets for Swansea.

"We've had great success tailoring advertising to particular clubs. So before Stoke City travelled to Swansea, we broke down the key sights by Peter Crouch's height. Stoke fans were informed they could come watch Swansea City midfielder Nathan Dyer, who is 0.8 times the size of Peter Crouch, and then go visit the Meridian Tower – which is 53.5 'Crouches' tall."

The Swans also joined forces with the council and Visit Wales to rebrand the away stand of Liberty Stadium, gaining valuable TV exposure for their brand message of 'Swansea, Wales: Waterfront City'. But the most obvious message was for the visiting supporters, who were welcomed with not only clear directions around the stadium, but also with light-hearted references to Welsh culture.

"We just wanted to speak to away fans coming into another country," added Hopkins. "They might just get on the coach after the game and go home, but we wanted to give them ideas about possibly coming back."

The Premier League has certainly

had an impact on the council, who have enjoyed twice the amount of visitors to their tourism site, VisitSwanseaBay.com. Much of that traffic can be attributed to the new Fans Corner section of the site that offered Premier League fans a breakdown on the city, including information on breakfast spots near Liberty Stadium, the best places to park, and competitions for free away weekends to the Gower peninsula.

Social media has played its part too with key fans from other clubs being provided with visitor information that could be passed onto other fans. Bolton Wanderers chairman Phil Gartside even retweeted the Visit Swansea message to Bolton fans, adding that the welcoming material provided a "nice touch". The council also increased their number of Facebook fans from 400 to over 11,000 after the 2011/12 season thanks to endorsements from some Premier League players, including Rio Ferdinand and Tim Cahill. The latter told his followers that he was impressed by the beach next to the Everton team hotel, not a bad compliment coming from an Australian!





COMMERCIAL & BROADCAST

Premier partnerships

93

the cumulative number of seasons our official partners, sponsors and licensees have worked with the Premier League



BARCLAYS 11	11
14	18
20	19

Premier League on tour

46,000

visitors in nine cities across the Middle East and Asia have passed through the Barclays Premier League Trophy Tour



Connected worldwide with premierleague.com

Premier League 1.4m likes*	@premierleague 280k followers*
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*Information correct as per July 2012.

10.8m monthly unique users	171m monthly page impressions
4.3m registered users worldwide from 244 countries/ territories, 43:57 UK: International	2.77m Fantasy Premier League played by 2.77m fans

Wayne's world



Rooney the No.1 for replica shirt sales both last season and over the 20 seasons

according to SportingID, who develop the technology behind the official players' and replica products of the Barclays Premier League

THE WORLD'S LOCAL LEAGUE

THE PREMIER LEAGUE IS THE MOST WATCHED AND SUPPORTED FOOTBALL LEAGUE AROUND THE WORLD

MOST SUPPORTED

650m

Worldwide Premier League club fans

935m

Premier League followers

1.46bn

Worldwide interest in Premier League

2bn

Football fans

4.7bn

Total global population 16-69 years (worldwide estimate)

MOST WATCHED

68

Nationalities represented by players

80+

Number of broadcasters

217,000 hours

Over 217,000 hours of coverage

212

Viewed in 212 territories

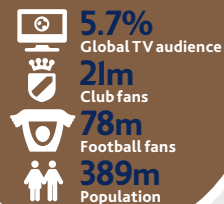
720m

Broadcast to over 720m homes

NORTH AMERICA & CARIBBEAN



SOUTH & CENTRAL AMERICA



UK



16.1%
Global TV audience



15m
Club fans



21m
Football fans



43m
Population

EUROPE



19.5%
Global TV audience



42m
Club fans



100m
Football fans



483m
Population

KEY



Percentage of global TV audience



Premier League club fans aged 16-69



Premier League football fans aged 16-69



Total estimated population aged 16-69

ASIA & OCEANIA



32.5%
Global TV audience



240m
Club fans



815m
Football fans



2.81bn
Population

MIDDLE EAST & AFRICA



22.6%
Global TV audience



290m
Club fans



406m
Football fans



738m
Population

All data Sport+Markt

EXPORTING THE PREMIER LEAGUE EXPERIENCE



The Barclays Asia Trophy is an established part of the Premier League's fixture calendar. Every two years we take three Barclays Premier League teams to an Asian country to compete in a four-team tournament against a local side. The 2011 event in Hong Kong was the most ambitious yet as we delivered the Premier League in microcosm. Premier League star Jason Roberts witnessed it up close and personal for Blackburn Rovers and shares his thoughts on taking the show on the road.



1. Three great teams in Aston Villa, Chelsea and Blackburn Rovers

Playing against Premier League opposition was a great way to start the season. As always it starts off a friendly, but then the pace picks up and it becomes very, very competitive. These are games that mean something to the players because you don't want anyone to have an edge on you come the start of the season.



2. Passionate, full stadiums

It was a bit surreal seeing a fan in Hong Kong with your name on their shirt. It brought home how huge the Premier League is and that they can be passionate fans of an English club even though they are thousands of miles away. People tell us the Premier League is in 720 million homes around the world and that can go over your head as a player sometimes but when you see a packed stadium, and a noisy one at that, it not only brought it home it felt like home too.



3. Enthusiastic commercial partners

You couldn't fail to see Barclays were sponsoring and Morten Gamst Pedersen told me good things about the Barclays Premier League Trophy Tour. The organisation and professionalism of the whole week is what made it feel like an authentic Premier League event. But then that's good because it's being treated seriously and it gives you the impression that you're playing in something important.



4. Lasting community legacy through Creating Chances

The Premier League is important to communities; even if that community is thousands of miles away, it's still part of the football community that the Premier League is supporting. We got the opportunity to work with local kids, do a bit of coaching, sign some autographs and see for ourselves the Creating Chances work that lives long after the football show goes.



5. World class broadcast through Premier League Productions

The broadcast brought a different element from your usual friendly, which doesn't usually get a huge amount of attention. But because the games were getting beamed around the world it felt like matchday. It was slick too. I do some work for Premier League TV and speaking to Alan Curbishley in the studio at the Hong Kong Stadium was no different from West London; well apart from the 90 degree humidity!

The Premier League is giving its support to a programme run by the Jason Roberts Foundation which aims to encourage family fitness and well-being. For more information on the opportunities the Foundation provides for young people in the UK and the Caribbean to participate in structured sporting activity go to www.jasonrobertsfoundation.com





1.



2.



3.



4.



5.

BROADCAST VIEWS

GARY NEVILLE'S FIRST YEAR OF MONDAY NIGHT FOOTBALL

Sky Sports' Monday Night Football (MNF) is the last word on the weekend's Barclays Premier League action and has been constantly evolving since it began in 1992. The show continued to innovate last season with former Manchester United defender Gary Neville making headlines for his incisive analysis, while the programme also embraced the role that social media plays in football discussion. Here, Neville and MNF producer Scott Melvin talk about what has made the show such a success.



4.1m

The Monday Night Football match between Manchester City and Manchester United on April 30 2012 was a record audience figure for a live Premier League match on Sky Sports

Were you ever concerned going in to MNF that people might think you might have too much of an allegiance to Manchester United?

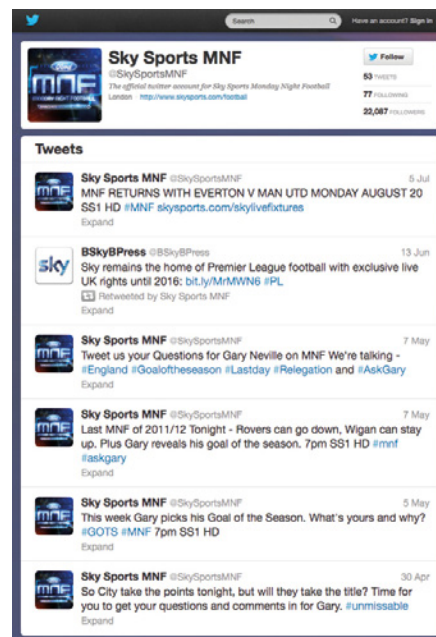
GN: I think we put that issue to bed after just a couple of shows. I don't think I've held back all season and I've spoken honestly about every club. I have always said that you can't con football fans. They will see right through you. You can't treat fans as idiots, they study the game, they read everything that is out there, they watch football intensely and they know a lot. When you go to a match you talk to football fans and you get the feeling of a football club – it's important to understand that when you are in broadcasting. You are never going to please everybody all the time but that's life, you just try to do the very best that you can. Everything I have been told about how we should work at Sky is that we try to tell the good stories as much as we possibly can. We are not looking to have a go at people; we are out there to tell everybody how brilliant Premier League football is.

Twitter has become an essential element of the show, how did that come about?

GN: In recent times there have been accusations that fans have been getting further away from sport and its stars. But with social media there is a feeling that it's going back to basics, where the fan and the player or the broadcaster can see the intimate side of people in a way in which they have never done before. It's inevitable that it will only become stronger in all aspects of the media. Twitter was

introduced into MNF just for that reason – fan engagement. MNF set up its own Twitter feed during the season and it just grew and grew with fans asking more and more questions. The production team felt that it was time to add an element to the end of the show whereby people could ask questions about items that would never normally get discussed. This is one of the first live football shows that has had Twitter as a live interaction piece.

SM: Twitter users have actually become the third studio member and it provides questions that we wouldn't necessarily have thrown in. We found that Twitter just went berserk whenever MNF was on because there were no other matches being played. We would have been silly not to try to harness that activity in some way. We originally planned a 10-minute section but because so many questions come in to Gary, we have ended up doing half an hour pretty much. It gives us a chance to cover more of the weekend. There's also a miscellaneous section where anything goes and it certainly keeps Gary on his toes.



GN: It certainly did, but I like that about Twitter. I probably wouldn't have gone on it if I was still playing. But the fact is you can't really stop it now and it's often the quickest source of information. I've seen this year things that I would have never of seen in the past, I've seen newspaper stories leaked at 8pm, been rubbished by the club and the player by 8.30pm and it's a dead story by the morning after. It is very helpful for me in the sense of the information that I can gain from it.

Is technology still an essential element of Sky's work?

SM: It is but only if it is there to add. If it doesn't add, we don't use it. Sometimes the best thing you can do with a goal is nothing. If someone has just blasted in a goal from 30 yards, there are times when the best thing to do is just show it.

You don't do it for the sake of it, because then it becomes gratuitous and unnecessary and that's when I think people tire of it.

GN: That said, some of the tools that we use on the show are absolutely brilliant. For example, the magnifying tool which we use when talking about a goal-line incident or whether somebody has made contact in the box. You can magnify the moment to the point where you can actually see it – that is where technology is at its best in MNF. The co-commentators, who are up there saying it as they see it with the live pictures, have not got time to look at any magnification of an incident. But we can slow it down at half-time in the studio and give them information that Geoff Shreeves or the commentary team can use.

“ Gary Neville

I don't think I've held back all season and I've spoken honestly about every club. I have always said that you can't con football fans... it's important to understand that when you are in broadcasting.”



What preparation goes in to MNF that the public doesn't see?

GN: I normally speak to Scott on a Saturday night and then two or three times on a Sunday. After I have seen the results or the highlights of the Saturday and Sunday matches, Scott and I will have conversations about what we will show. Generally, I would say 80% of the time we are singing from the same hymn sheet and then the other 20% is an arm wrestle. Sometimes I get my own way, sometimes I don't. There are certain things that have to be shown but then there are decisions on whether we show one team's performance, or one set of goals against another set of goals. That just comes down to a feeling about what is the biggest story of the weekend, what people maybe haven't seen or what we think we can do best.

SM: On the Monday we have a team meeting at 9:30am with me, Gary, Duncan East, the director, presenter Ed Chamberlin and Jack Hazzard, the assistant producer, who puts together all of Gary's clips. The meeting will last for a good hour and afterwards everyone splits up. Gary and Jack will go and look at particular clips and get the exact ins and outs of them, I will go through some bits with Ed, speak to the commentators and do the running order while Duncan will go to the studio to make sure everything is working. We will then reconvene at about 2pm, and if everything is working technically, we will start rehearsing at around 3pm and will then work through to the show. Of course some of our best laid plans can be changed by team selections.

GN: Like Man United and Fulham towards the end of the season. We'd planned this big piece on Danny Murphy and Paul Scholes and then they were both on the bench. We had to change tack pretty quickly that night!

Given most football topics have been exhausted by Monday how do you keep MNF fresh?

SM: One of the main challenges we have is to find something that is new. We have got to try to do something that has not been done on the Saturday night, Sunday day, Sunday night and Monday



Hawk eye: Gary Neville highlighted a change in Chelsea's defensive formation when looking at Arsenal's stunning 5-3 victory over their London rivals at Stamford Bridge.

morning. You do not want to just go over old ground. For instance, as much as the Robin van Persie hat-trick for Arsenal at Chelsea was the biggest story of that weekend, you can't just do it for the sake of doing it. You have got to add something new. Sometimes we think we have found something different but then it's all over the Monday papers, so we have to try to do something else.

GN: I particularly like to look at things that happen more than once so if I see trends in teams, or if I've seen certain types of goals that they have conceded, types of goals that they have scored, players doing things more than once, I like to pick up on things like that rather than just show the one-off.

SM: A good example of that is I don't remember anyone else talking about Chelsea's high line until we did it in depth on Monday Night Football. Then all of a sudden, it became a hot topic whenever Chelsea played.

GN: I remember doing that Chelsea v Arsenal match in the studio. I'd known the Chelsea players; I had played against the team for years and knew their strengths inside out. All of a sudden you were watching this different defensive style that they had tried to adopt and what we did was to go back and show the old Chelsea defence as they were playing five years ago and said 'this is how they would



Game changers: Monday Night Football analysed Manchester City's use of Nigel de Jong and Yaya Toure and how the club's substitutions were not as defensive as first thought.

normally play against Arsenal' - you could see how deep they were. We were starting to see patterns developing. We did Manchester United quite a lot this year in terms of the wide players and how they operate and we also looked at Manchester City towards the end of the season with how they were operating with Nigel de Jong and Yaya Toure and making these substitutions that seemed defensive but actually made them more attacking. You can really go to town with things like that in the programme.

You probably couldn't have picked a better season to make a debut on TV could you?

GN: I have been involved in the Premier League for many years and I have never seen anything like what I saw last season. From start to finish, the whole thing was incredible. I don't know how many games I did but I can't think of too many bad ones. Some of the big matches will probably be some of the most memorable games of all time. It all seemed to happen in one season. The last 30 minutes of that final day, I must admit you didn't get much out of me because I think everyone was completely numb with what had happened. It was an incredible experience. It was like an out-of-body experience being there, and you just knew this season had to have some type of ending. I suppose for the neutral, for football fans, you will never get a better football season than that.



TALKING A GOOD GAME

On my radio: talkSPORT's Paul Hawksbee and Andy Jacobs are two of the station's popular presenters.

talkSPORT has been a Premier League radio rights holder in the UK since the 2007/08 season and in that time its listenership has doubled to 3.25 million. Last season they not only became the world's first 24-hour sports station they acquired the international radio rights to broadcast live commentary of all 380 Barclays Premier League matches each season outside the European Economic Area for four years from August 2012. Programme Director Moz Dee talks raw emotion, a changing media landscape and global ambitions, all aided and abetted by the Premier League.

Radio has never been stronger than it is now. Of course people want to watch the match but there are millions who can't sit down and watch: maybe they're in the car, gardening, doing DIY or working, all the things we do as human beings mean we can't always be in front of the TV. There's always an audience with the need to know what's going on.

And live radio works because it paints dramatic pictures.

Anyone who listened to the screams of Sam Matherface's commentary as Manchester City managed to get the last gasp winner for the title cannot fail to have been moved. That's what a radio microphone delivers, raw emotion.

Sports broadcasting has helped unleash a passion. By the mid-1990s live football was seen as being an audience driver. Part of that is the product, what you're selling. You've these huge historical British brands like Manchester United, Liverpool and Arsenal, taken that heritage and grown it in this modern era. Things like Facebook and Twitter are covered in discussion about the Barclays Premier League. The product has helped us grow, we've helped it grow, but the technology now lets people take part. You might argue that football debate and passion was always

there but the platforms and the areas in which it could be exploited and talked about weren't, and now they are.

In this new media landscape Premier League rights are about more than 90 minutes of football. The 90 minutes is clearly important but it's not just that; it's the access to the players, it's the build up and the surround that a live match gives you. It feeds in to everything: material for the breakfast show, mid-morning, it's not just about the 90 minutes, it's about the debate. If you take Keys and Gray, their show doesn't stop at 1pm it goes on through Twitter, so people are still debating and interacting through the presenters.

We're proud of the journalism at talkSPORT. The uninitiated think of us as a place where callers rant and rave. We're taking fewer calls now than ever and our audience has grown as a result. Football fans want authenticity and fun but they also want information and insight that they are not going to get down the pub. There needs to be journalism, that people can say they heard that on talkSPORT. We're doing that with a range of individuals who have played the game, have been sports journalists for a long time. That coupled with the investment we've made in Barclays Premier League rights and the exciting, great product that it is really has lifted the credibility of the station.

Our aim is to be a global audio sports brand and the Premier League will hopefully take us there. Our commentaries are geo-blocked to the UK but it became clear that many people around the world were listening to the chat and analysis of talkSPORT. The next logical step for that is taking what we have learnt here and building content that could be utilised in other markets. It's massively exciting and an adventure because it will be challenging commercially exploiting these markets. But if we can get this right we can set this brand up for the future.

IN THE FANZONE

The Premier League is followed by fans all over the world and there is no better example of its global appeal than Premier League TV's flagship phone-in show 'FanZone'. The show is part of the Premier League Content Service, which provides international licensees with 24/7 programming including live matches, live studio analysis, news, archive and recorded programming.

Broadcasting for the last two seasons, the programme invites supporters from across the globe to talk about all things Premier League with each other, as well as with special guests in the studio such as former West Ham United manager Alan Curbishley and Reading striker Jason Roberts.

And the viewers have plenty of opportunity to participate, with viewers being able to express their opinions through texts, e-mails as well as face-to-face via internet video calling.

FanZone runs seven days a week during the season with two programmes on air between Monday and Friday, and one apiece on Saturday and Sunday. During the week it consists of an hour-long programme in the afternoon, as well as a 30-minute show in the evening.



The show has become a runaway success and co-presenter Leroy Rosenior says it is a superb way of engaging with supporters in other countries.

"When we started the show we were not sure how it was going to work. On that first day, we were frightened we were not going to get any calls. It was a little bit scary but very quickly we found that people really loved the show. Now we can be overrun by hundreds and hundreds of responses and there's no way we can get them all in," said Rosenior, who believes that the cornerstone of the show is the enthusiasm of the callers.

"It's a format where everybody is included and it seems to work brilliantly. There's a lovely feel to the show. The fans throughout the world, they love their team but they just love the Premier League. People do not come on to rant and rave about their team. They know their football, they are very concise, they are well educated in terms of the Premier League and they put their point of view across really nicely. You don't write a script for FanZone, the supporters do."

Over the last two seasons, FanZone has attracted an army of loyal fans as well as regular contributors who give the show a unique flavour.

"We have had Asif from Tanzania, who supports Manchester United, and he lives in the same house with his brother who is a Manchester City fan. They would get in touch at the same time and last season Asif bet a car with his brother that United would win the title and he lost it.

"We have a young man from Singapore who sits next to his goldfish bowl. He is a Liverpool fan and his big fish in the bowl is 'Stevie G'. Over the last year or so we have watched his goldfish grow. There's an Arsenal supporter in Baghdad, she's brilliant. She's very succinct and knows her football inside out. And she would come on the show and speak to someone in Cyprus as well as a guest like Alan Curbishley in the studio. They are having a three-way conversation like they

would be in a front room. It's wonderful.

"The standard of the calls is exceptional and they are coming in from absolutely everywhere: New Zealand, Australia, Sierra Leone, Ethiopia, Canada, Singapore, Malaysia, Abu Dhabi and Egypt. The audience is almost in the studio, they just happen to be spread across 212 territories."

Rosenior, who has been involved with the show from the very start, is proud of how FanZone has taken off and is determined to see it go from strength to strength.

"I am totally enthused about the whole thing and I absolutely love the show. You just want it to grow and for people to say that was good fun, I can't really get that anywhere else in the world. And they can't."



Mix zone: Ian Payne (left), Don Hutchison (right) and Leroy Rosenior (far right) bring FanZone to the homes of fans across the world.



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THE SUN ALWAYS SHINES ON TV 2

Scandinavia has for many years been one of the Premier League's strongest broadcast markets. TV 2 has enjoyed terrific success since becoming the Norwegian rights holder in 2010 and were the first foreign broadcaster to sign up for the new rights cycle of 2013/14 – 2015/16. The secret of their success according to Bjorn Taalesen, Head of Sports at TV 2, is great football, tailoring their programming for a passionate audience and much hard work.

We define our Barclays Premier League coverage with three words: passion, knowledge and respect towards our Premier League viewers in Norway. We take them seriously and work closely with them to provide the best coverage. Their passion is our passion and our work ethic is that we are there for the viewers – not the other way around.

The Barclays Premier League has a unique position in Norway, but the level of interest we have seen in the League over the last two seasons has exceeded our expectations. Some fans were a little apprehensive when we obtained the rights in 2010 as they had got used to watching the Barclays Premier League matches with another broadcaster but already after the first season we received very positive feedback.

There was no magic formula, just hard and continuous work to provide coverage of the wonderful football that the fans would enjoy watching. The feedback has inspired further commitment and a drive to deliver even better coverage in the years to come.

The foundation of our coverage is our studio where TV 2 profiles and guests have clearly defined roles that complement each other, create interaction, confidence and knowledge to bring viewers as close as possible to the Barclays Premier League. We like to have a mix of former Norwegian Premier League players like Erik Thorstvedt (Tottenham Hotspur) and Henning Berg (Blackburn Rovers and Manchester United) with familiar names from the world of English football, so people such as Phil Thompson, Peter Beagrie, Ian Rush, Andy Cole and even Paul Gascoigne last season. It gives our product a clear identity we are proud of and, more importantly, the viewers have embraced.

TV 2 has three bespoke Premier League channels. One channel broadcasting 24 hours a day includes Premier League Content Service (PLCS) programming, live matches and TV 2 bespoke content. The main matches will be broadcast on this channel and the other two channels are used for other live matches. On matchdays we use our Premier League studio with build-up, analysis and discussions, interviews and other content. We have had great success combining PLCS programming with our own content and it has been well received by the fans.

The passion fans have in England for the Barclays Premier League is the same in Norway, they have the same thirst for information and our content on TV 2 reflects that hunger. It includes behind the scenes footage at clubs, programming during the

summer period where we look at transfers and rumours, full-day coverage on transfer deadline days to give our viewers the latest information from the UK, weekly update programming and material relating to the fans in Norway.

We communicate with the fans via social media before, after and during broadcasts and have also a good relationship with the supporters clubs which we meet regularly. The supporters clubs provide us with information about events, trips to the UK, individual fan's stories within Norway and UK. Our own camera team based in the UK is a valuable presence as not only do we attend games but we have unique content for our bespoke programming.

TV 2 is to do: Former Tottenham Hotspur keeper Erik Thorstvedt (right) is now a pundit on TV 2 alongside presenter Jon Hartvig Borrestad (left).

We have delivered a product that the many Premier League football fans in Norway have enjoyed and winning the rights for a further three seasons gives us opportunities to expand our coverage of the Barclays Premier League. It is reassuring and interesting to see how loyalty to the basic principles we set at the start of our Premier League coverage has been crucial to its success. This means we can continue to build and strengthen what is already in place and provide even better coverage to our viewers.





CREATING CHANCES

Working capital



£45m invested last season into the hearts of communities in which football clubs work. 4,454,196 people have benefited – 32% of them female, 28% from black or minority ethnic backgrounds.

Our three-year commitment to grassroots through the Football Foundation



£2.25m

Fans' Fund



£15.75m

Football Stadia Improvement Fund



£18m

Premier League Community Facility Fund

Providing careers and pathways



Premier League clubs employ a skilled workforce of over 1,600 staff who deliver 500 projects in their communities. They are supported by a further 2,000+ volunteers who themselves are offered pathways into further education, employment and mentoring.

A partner fit for Government

Department for Business, Information and Skills
partner in Premier League Enterprise

Department of Culture, Media and Sport
partner in Premier League 4 Sport

Home Office
partner in Kickz

Department of Education
partner in Premier League Reading Stars



THE FIVE PILLARS PROVIDING LASTING LEGACY

SPORTS PARTICIPATION

60,000+ engaged in playing eight Olympic sports through Premier League 4 Sport

- ▶ 8,000 young people and 1,000 schools played in the 2012 Premier League Schools Tournament



COMMUNITY COHESION

60,000+ young people engaged at over 100 Kickz projects at 44 clubs

- ▶ 20,000 young people's lives changed thanks to 15 years of The Prince's Trust Football



HEALTH

3,000+ people faced their mental health issues in the first year of Imagine Your Goals

- ▶ 10,000+ men have improved their life chances on Premier League Health



EDUCATION

70,000+ future entrepreneurs created through Premier League Enterprise Academy

- ▶ 120+ Premier League Reading Stars have promoted childhood literacy



INTERNATIONAL

20 countries in Africa, Asia and South America are running Premier Skills

- ▶ 2,000 community coaches and referees trained; benefiting 500,000 young people





FIVE ASIDES WITH DAVE WHELAN

The Premier League Community Facility Fund (PLCFF) is the Premier League's flagship initiative with the Football Foundation – the UK's largest sports charity. The fund was set up with the aim of providing facilities which increase sports participation and physical activity in deprived, inner-city areas. The Premier League has pledged £6m per year for the next three years to the PLCFF, which clubs can access through their foundations and community departments.

One of the first beneficiaries of the PLCFF was Wigan Athletic, who have received a grant of £350,000 to help build four all-weather pitches at the town's new Boys' and Girls' Club. Latics chairman Dave Whelan explains his vision for the project and how he hopes it will prove to be an inspiration for the young people of his town.

1. I'M FULFILLING A LIFELONG AMBITION WITH THIS BUILDING

The original Wigan Boys' Club is half a mile away from our current ground and it has always been my ambition and my determination that I would build another Wigan Boys' and Girls' Club. I am really excited about what it can provide to young people and the community. It's a fantastic site; we've had super cooperation from the local authority and the Premier League. What we have in place now is really, really exciting.

2. PREMIER LEAGUE FOOTBALL HAS COMMUNITY AT ITS CORE

Our club and the Premier League are committed to working with local communities and grassroots football, and this project is testament to that. We have been granted money from the PLCFF to build changing rooms and four all-weather floodlit pitches on the multi-sport site.

Not only will it be a massive regeneration for the town but it will provide facilities that young people can use and enjoy.

3. FOOTBALL COULD AND SHOULD PLAY AN ACTIVE ROLE IN POSITIVELY ENGAGING YOUNG PEOPLE

Young people in Wigan identified that there is a lack of facilities and how that impacts on anti-social behaviour. This facility aims to address these concerns. The centre is in the middle of town, will be open until 10pm every evening and gives young people a safe and welcoming environment to meet up and take part in activities. Being off the streets reduces the chances of them getting into trouble.

4. THE BIG IDEA IS TO PROVIDE A CENTRE OF EXCELLENCE FOR ALL YOUNGSTERS IN WIGAN

There will be studios where they can participate in sport, music and art, a climbing wall and improved green public spaces. The community will be able to take advantage of the facilities and it will also provide outreach services for other areas in the borough, while Premier League community programmes will be based there too.

5. I HOPE THEIR EXPERIENCES OF WIGAN BOYS' AND GIRLS' CLUB WILL BE AS MEMORABLE AS MINE

Wigan Boys' Club has a very special place in my heart. I first went there when I was 11 and it taught me all kinds of things. I learned to play brass band instruments, I got to be not bad at table tennis and, of course, I got to play football every single day, which was the basis of my career. But most of all it taught me many of the lessons that I have carried through my life. That is priceless.



OUR TAYLOR MADE DAY FROM NEWCASTLE UNITED

As part of the Premier League Players' Kit Scheme every Premier League player was able to nominate an U16 team to receive a free Nike kit. Newcastle United defender Steven Taylor chose his former boys club Cramlington Juniors, and presented the kit to their U10s side on the pitch at Sports Direct Arena. Their manager Graeme Slater tells of how much the kit and the experience meant to his team.

For our boys, wearing a kit from Steven Taylor is an honour, especially with Cramlington Juniors being from the North-East and Steven being the captain for Newcastle United. Because he formerly played for Cramlington Juniors, Steven is a role model for the boys at the club who dream of playing in the Premier League.

It has definitely provided motivation for the team. When we play other teams, the players and parents ask why we have a Premier League player's strip, so we are able to tell the story. I think the kids are really proud of the fact that Steven not only chose Cramlington Juniors, but that his name is on the kit.

Steven invited us to a Newcastle United match as his guest. We met him and took a tour around the changing rooms, and then went on the pitch to have our photo taken with him. He signed kits, footballs, trainers. It was obvious that he wasn't just turning up to have his photo taken, he was quite happy to spend time chatting to the kids and that absolutely made their day.

We went on the pitch just before kick-off so by then the ground was getting full. The team was presented the strips by Steven and each of the boys' names was called out by the stadium announcer. All of their parents were in the crowd so it was a great day for them. We were thrilled that Steven decided to choose us, and receiving the kit on the pitch was undoubtedly the highlight of the season for the club.

Time of their lives: Players from Cramlington Juniors had a memorable day at the Sports Direct Arena courtesy of Steven Taylor, Newcastle United and the Premier League Players' Kit Scheme.



PLAYERS PUT THEIR SHIRT ON THE FUTURE

The Premier League show is put on during the season by the players and as a group they are also very aware of the role their clubs play at the heart of their communities to positively change lives for the better. That is why the Premier League Players' Kit Scheme was developed; a joint venture between the Professional Footballers' Association and Premier League, it sees U16 clubs, schools and youth organisations in England and Wales encouraged to play more football by being offered free football strips and training gear courtesy of the players themselves.

The idea originated at a meeting between the Premier League, delegates from the PFA and captains from all Premier League clubs in the summer of 2011. At the meeting, the captains pledged that every Premier League squad would donate £25,000 to the scheme, creating a total sum of £500,000. The Premier League Charitable Fund and the PFA manage and administer the running of the scheme and have put the players' entire £500,000 donation towards funding the kit.



Launched at the beginning of the 2011/12 season, the scheme targets those who come from areas in most need of assistance. So far over 1,000 U16 teams have received free kit and equipment, and many more are set to benefit as the players have again pledged to back the initiative in the 2012/13 season.

One keen supporter of the Premier League Players' Kit Scheme last season was Liverpool defender Jamie Carragher, who donated a set of strips to his former primary school. He said: "I think it's fantastic that all the players in the League are coming together for this. We all know that grassroots football is important because that's where we started our journey. But we also know that it's vitally important to have the right equipment. Not all young people can have access to that, especially those from deprived areas, so hopefully the Premier League Players' Kit Scheme can help. Who knows, maybe this initiative might develop a few stars of the future."

“ John Mills



WE APPLIED AND NOW OUR SCHOOL IN BRIGHTON ROCKS

Clubs, schools and youth teams throughout England and Wales applied to receive football kit and equipment through the Players' Kit Scheme this season. One successful school was West Blatchington Primary School in Brighton and Hove. Their P.E. Coordinator John Mills describes the school's need for a kit and what it meant to have one donated.

Earlier in the year some lead was stolen off the school roof causing a leak in our P.E. cupboard. The leak destroyed our football kit along with most of our equipment.

Replacing the kit and equipment would have cost over a fifth of my annual P.E. budget for the entire school. Despite having a real love of football, I would have found it difficult to justify spending that amount on football shirts when I have to resource physical education for over 400 students from reception to Year 6.

The Players' Kit Scheme allowed us to receive football equipment without sacrificing other programmes. The kits have already made a difference. Our girls' team recently played in a tournament and we are already planning to enter at least seven competitions over the next four terms with our girls' and boys' teams.

But as well as influencing our ability to participate in events, the kits have made a difference to how cultures blend at West Blatchington. We are a very multicultural school, with the girls' football team alone having pupils from Bangladesh, Brazil, Jamaica, Ethiopia and Yemen. They have been taught to recognise and celebrate diversity from a young age, and have been exposed to extremely diverse classrooms from the age of five.

At the recent tournament, however, I noticed that by playing football, it brought the parents from different cultures together. I saw parents mixing as they watched the matches; that integration doesn't normally happen at the school gates. I know football at our school will continue to bring our community even closer. It's amazing the impact one set of football kit can have.

Kitted out: West Blatchington Primary School proudly show off their brand new kit after the old strip was ruined by a leak.

PREMIER LEAGUE 4 SPORT 2012 AND BEYOND

Launched in 2009, Premier League 4 Sport (PL4S) is a pioneering partnership between the Premier League, Sport England, The Youth Sport Trust and sporting non-governing bodies. The project gives young people between the ages of 11 and 19 access to eight Olympic sports that may not have been previously available to them. The initiative has provided a blueprint for the idea of creating community sports hubs and increasing participation. Here's what it's all about.

COMPETITION



The competitive element of PL4S has grown organically. Never part of the original proposition, it is the participants who have inspired it. Their pride in being part of a club programme has seen them want to compete for local and national honours.

"We were all really excited travelling down to Birmingham to represent Manchester United. Winning was a great achievement and we were all thrilled. We will all remember this as a great experience."

Idreece Middleton (centre), Urmston Grammar, who won the PL4S National Basketball Tournament.

100+
PL4S
competitions in
the last two years

£5.85m
Investment by
the Premier
League until at
least 2013

1. **ENGAGE**
Getting young people
to try a sport for
the first time



PL 4 Sport
Coordinator
per club + 20 Football
Clubs + 80 Sports
Clubs =

Hold a
competition once
a term with a reward
of a visit from a
famous sports
person

3. **SUSTAIN**
Making a commitment
to competition and
qualifications





Incentivise participants with T-shirts, matchday tickets, tours of the club to encourage young people to remain engaged in the project

2,300+

Sport leaders and sports coaching qualifications achieved



Coaching sessions involving all young people, regardless of ability, allowing everyone to participate

2. RETAIN

Developing interest into repeat participation



320 Beginner Sessions



Taster Sessions with eight sports

40,000+
PL4S participants

34%
of PL4S participants engaged are female



11-19-year olds



YOUNG LEADERS AND COACHES

Supporting organisations cannot run without coaches, officials and volunteers, and developing the next generation of them is as important as producing talented sports people.

"We really enjoyed being a PL4S player and it's great that we can now both continue to be involved in the project in different roles. Assisting at coaching sessions and learning how to officiate matches and organise competitions has given us new skills, as well as increasing our confidence."

Seventeen-year-old Carol Purchase (first left), participant turned leader for Stoke City's PL4S badminton programme.



TALENT AND SUCCESS

The job of PL4S is to get young people playing sport, but good coaches can identify burgeoning talent and signpost them in the right direction.

"Wesley's undoubted natural talent is the main attribute to his success but PL4S has enabled him to access competition opportunities and development pathways. There will hopefully be much more success from Wesley in the future."

George Hyslop, Tottenham Hotspur Foundation coach and founder of Enfield Judo club, on Wesley Greenidge, who won U15 silver on his debut in the UK National Championships and has been recruited into the British squad.

FROM LITTLE ACORNS KICKZ GOES GLOBAL

Football is a global language and the same is increasingly true of the work of Creating Chances. Community cohesion initiative Kickz started off life as three pilot projects in London but has expanded over five years so that nearly half of Premier and Football League clubs are operating it.

It is now so successful that it is being 'exported' around the world with the help of the British Council. One of the first areas to benefit is a favela in Rio de Janeiro, where hundreds of young people are transforming their lives through Esporte Seguro (Safe Sport). And as Ana Bessa, Project Manager for the British Council, explains, for ten of them it became even more remarkable when they got to travel to London to see the origins for their success story.

When I came to London with our Inspired by Kickz delegation from Esporte Seguro I was told an English phrase that I had to have explained: 'Mighty oaks from little acorns grow'. I soon found out that it means great things come from small beginnings. I also quickly understood its appropriateness. Here we were having travelled 5,000 miles to spend a week with Tottenham Hotspur learning about Kickz. Spurs were the first of three clubs to pilot Kickz in 2006. Six years on there are 44 clubs running over 100 Kickz projects across England helping 60,000 young people.

In 2011 there were three pilot projects again, only this time in Brazil, India and Indonesia. Having had such success with the coaching programmes under Premier Skills, the British Council and Premier League recognised that Kickz, which is all about using football to create safer, stronger and more

respectful communities through the development of young people's potential, was a project that could be exported and augment Premier Skills.

Since December 2011, when Esporte Seguro started in the Morro dos Prazeres community, I have been involved as project manager in achieving exactly that. Through the programme we are using the universal appeal of football to create development opportunities for young people in vulnerable conditions.

Local partners are critical to the success of the programme. We have the support of Rio's state government, who since 2008 have been setting up police stations known as the 'Police Pacifying Units'. Their strategy is to peacefully and gradually retake Rio's favelas from the control of drug lords. Where before many of these communities were violent no-go areas, now there are new perspectives and room for the development of more beneficial initiatives for the communities like Esporte Seguro.

Although I was born and raised in Rio I never had a chance until very recently to set foot in any of the city's 900+ favelas where 22% of the population live. I now have the privilege to work in a project that gives me the opportunity not only to visit a favela but also to get to know the wonderful people who live and work there.

Just like with Kickz in England we work closely with the police, but a very innovative aspect of our local project is that some of the football coaches are also actual police officers who work in the community and their interaction with the project participants contributes to break down the barriers between the police and the local youth.

Out of the 300 enrolled in the project in Rio, ten (nine boys and a girl) lucky participants were selected to spend a week in the UK in March hosted by Tottenham Hotspur. Well, actually, luck has nothing to do with it, as they were selected for their good behaviour, attendance and commitment to the project.

They experienced a rollercoaster of emotions, from travelling by plane for the first time to watching the Spurs first team at their training session followed by an exclusive and encouraging Q&A session with Brazilian player Sandro. I am sure that Sandro, who also came from a humble background, spoke deep in their hearts when he remarked that they could keep on believing in their dreams of becoming famous players but that they should always be good citizens, study hard and respect their parents.

The most anticipated part of the programme for the young group was anything that involved playing football – they just could





not wait to put on their kits and play against the kids from the Kickz project run by the Tottenham Foundation in one of the most deprived areas of North London.

Seeing that number of young people one Thursday night so pleased to be doing sports in a safe environment, instead of being on the streets at the risk of getting into trouble made very clear to the Brazilian delegation why programmes like Kickz are so important and inspirational. With the Premier League many little oaks are now growing strongly.

Trip of a lifetime (above right): As well as watching first-team training at Tottenham Hotspur's training ground, the youngsters also had a Q&A session with Spurs midfielder Sandro.

Been around the world (above left): Youngsters from the Esporte Seguro project ran in the Sport Relief Mile in Rio de Janeiro before taking in the sights on their visit to London.

Orlando Dato

KICKZ' POWER TO DREAM

Orlando Dato has been voluntarily coaching community football in Prazeres for over 25 years. He is now one of the coaches for Esporte Seguro and is astonished at its impact. For him the trip to London taught his young people an important life lesson.

You cannot put words to something that is immeasurable. It's the same as asking, what's your life worth? This project is transforming lives.

Premier Skills treated us as people. Before it we had many young people who didn't study, were idle and segregated from the community. But now the structured work of Premier Skills has given them worth. They have lots of other opportunities besides playing football like doing citizenship and social schemes together with the Premier Skills, so this has helped to develop them a lot. I used to have young people, just 14, 15,

16-years-olds, who were in the mafia and now they are registered workers in the society. In just five months, there has been a transformation of these people, they have left crime behind.

Something that I am going to take back to Brazil from the trip to London is the respect and the way that the English people treat the social aspect of life. I have absorbed this vision that the English people have and want to pass that through to the kids.

The first thing the kids have learnt is that it is worth dreaming. I have been working with children in this community for 25 years and when I met the people from the British Council I talked to them about the possibility of this trip, of having boots and shorts, things that we did not have before.

Most of the kids didn't believe in this trip, did not think it would happen, because it is something that never

happened before. So all this helps me teach them how important it is to dream. The truth is that this trip is the accomplishment of a dream.

Premier Skills gives me the arguments and the instruments to teach these children that if they dream, they can accomplish it – so they can be painters, professors they can be whatever they want.

We have a lack of dreamers around the world, especially among the poor people whose problems are so big their dreams get suffocated. But projects like this could make a huge impact in other poor places in the world.

Something that I always teach the kids is that if they want to buy candy or go on the bus they need to pay for it. In the same way we, as human beings, have a value and the credit of our worth is our dreams. Just as life is immeasurable, so are dreams.

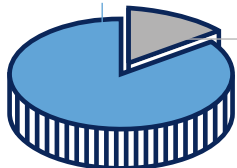


FINANCE

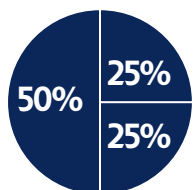
Record reinvestment in the game

2011/12
turnover
was

£1.26bn

15% the percentage
of that turnover distributed
outside of the Premier
League. 2011/12 External
Payments were £189.4m

A formula for success

Thanks to our Founders' Formula there is
a 50:25:25 split of UK broadcast revenue
and an equal split of the overseas broadcast
and central commercial income

£13.8m

equal share paid to each club
of domestic broadcast income

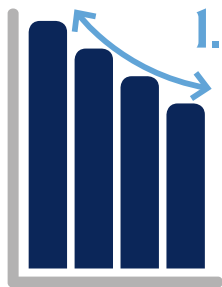
£18.8m

equal share paid to each club of
international broadcast income

£755,062

the Merit Payment/Prize
Money per place in the final
Premier League table

A perfect ratio



1.55:1

the ratio of money earned
by the top to bottom club

£60.6m

broadcast revenue paid
to Barclays Premier League
champions Manchester City

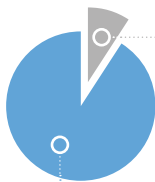
£39.1m

broadcast revenue paid
to bottom finishing club
Wolverhampton Wanderers

Building for the future



£99m*

was spent by Premier League
clubs on capital expenditure
for stadia/infrastructure£1bn+
contributed by the
Premier League to
Government in
taxes in 2011/12£10bn+
an aggregate of
over the 20 seasons of the
Premier League

*2010/11 figure as based on most recent club accounts (from Deloitte Report)

WHY PREMIER
LEAGUE FOOTBALL
IS A BEACONBY MARGARET BYRNE,
CEO, SUNDERLAND AFC

The North East region, in which Sunderland proudly sits, is a place where the idea of 'community' has been integral throughout history. Entire streets, towns and cities of people worked in the same shipyards and collieries – many for the same companies across generations – bringing their individual strengths together to forge a collective reputation as a true powerhouse in the world of industry.

Today, while mining and shipbuilding have long since moved on (the Stadium of Light actually sits on the former Monkwearmouth Colliery site), a passionate, resilient and skilled community is continuing to make huge strides, excelling across technology, communications and automotive sectors. It is a fantastic example of both strength in numbers and the ability to change with the times.

Shining a light: Sunderland CEO Margaret Byrne (right) is proud of the local, national and global communities that the Premier League is part of.





As I assess Sunderland AFC, it is striking that the same fundamental principles apply to a club which strives to represent and champion its city and supporters. Being part of a community of equals – one of 20 shareholder clubs in the Premier League which distributes revenue far more evenly than most and which has grown to embrace its commerciality – has helped us to compete against the very best.

Indeed, those same fundamental principles apply to all 20 clubs. By sharing revenue in the way we do and by making decisions and forming policies together as shareholders that are mutually beneficial, member clubs are nurturing a competition which, by last season's evidence alone, is thrilling, unpredictable and unmissable.

The competitive, unpredictable nature of games yielded by that relative parity is why the Premier League has become the most watched domestic league on earth and why broadcasters around the world are continuing to invest heavily into securing matches for their billions of viewers.

As that investment comes in, clubs sustain the ability to build the best facilities, to attract the biggest and best players in the world, and to continue offering the most important people at any club – the supporters – the very best entertainment and match experience.

At Sunderland, we have a motto which sets the tone for every department and every individual, both on and off the field. 'Consectatio Excellentiae', translated as 'In Pursuit of Excellence', demonstrates our desire to be the best we can at whatever we do. Without being part of the Premier League – even with the same amazing level of support at the Stadium of Light – we simply wouldn't be able to realise our potential.

Moving into our sixth consecutive season in the Premier League, we have signed a unique commercial agreement with the Invest in Africa initiative which aims to stimulate private sector investment across the continent, subsequently developing its infrastructure and initiating positive social change.

The initiative has chosen to partner Sunderland AFC for very simple and rational reasons; by aligning itself with the prestige of a Premier League club and the League's 4.7 billion audience, its name and intentions are communicated far and wide – both to potential investors and to the tens of millions of people across Africa who will benefit from its undertakings.

For Sunderland, it moves us that bit further in our quest to be the best we can; by matching Sunderland's passion for the beautiful game with that of an entire continent of football-mad people, we are projecting our brand globally and on a level much deeper than most.

We have already seen how powerful that can be at first hand by attracting some of Africa's top players in recent years. The results have been spectacular, with Sunderland shirts appearing everywhere across Egypt, Ghana,

Benin and their neighbouring countries. Some streets are simply teeming with red and white when Sunderland win.

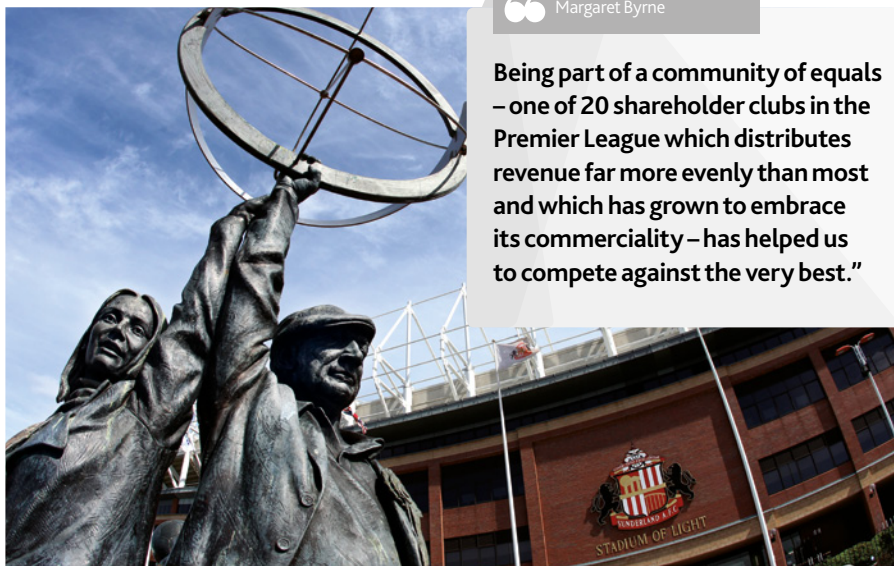
The fact that the BBC World Service selected our fixture against Manchester City on New Year's Day 2012 for broadcast in Swahili is one indicator of how we are progressing.

While the game saw City's Ivorian midfielder Yaya Toure up against our own Beninese star Stéphane Sessègnon, neither country in the west of Africa has a prevalent Swahili population. Rather, it was more than 25 million people across the east coast of Africa – in Kenya, Tanzania and Uganda – listening in excitedly as Ji Dong-won sensationally rounded Joe Hart in the 94th minute and sparked delirium by firing in the winner.

We can rarely predict those kind of goals and dramatic incidents, but what we can do is to continue cultivating the type of competition which makes it all possible. We have a Premier League which enables all 20 clubs to compete, to market themselves to the globe and to keep striving forwards and we are proud to be a part of it. 'Consectatio Excellentiae'.

“ Margaret Byrne

Being part of a community of equals – one of 20 shareholder clubs in the Premier League which distributes revenue far more evenly than most and which has grown to embrace its commerciality – has helped us to compete against the very best.”



PREMIER LEAGUE PAYING ITS DUES



Pete Hackleton is Tax Partner, Saffery Champness.

The Premier League takes its responsibilities to HM Revenue & Customs (HMRC) very seriously and has developed industry-leading practices over the last few years in terms of financial reporting. And with over a £1bn provided in taxes during the 2011/12 season and revenue continuing to grow, Pete Hackleton, a leading expert in tax, ponders whether it's time to give football more credit for its financial affairs.

Over its 20 seasons the Premier League has gone from strength to strength, popular with fans, sponsors, broadcasters and a range of other stakeholders globally. However, the popularity of the League and the 20 clubs has not always been shared by HMRC, the UK tax authority.

But looking at the sheer scale of the numbers it is hard to see what is not to like. The size of the contribution of Premier League clubs to the UK Exchequer – we believe more than £1bn in taxes was paid for the first time during the 2011/12 season – is often overlooked.

For its size – and let us not forget this is an entertainment business built around skilled sportspeople – football punches above its weight in terms of what it delivers. According to the 2012 version of the Annual Review of Football Finance by Deloitte, total wages across the 20 Premier

League Clubs for 2010/11 were £1.6bn. Assuming a small increase in 2011/12, it is clear that with a top rate of income tax of 50%, and employers' National Insurance Contributions rate of 13.8%, even allowing for tax-efficient investments such as contributions to pension schemes we would expect combined employment taxes to be in excess of £900m. In addition, VAT on ticket sales (based on the 20% VAT rate) will have generated more than £100m, and although only a small number of clubs currently pay corporation tax, we would estimate that business rates on stadium assets generates around £50m per annum.

Of course the business of football cannot be viewed through rose-tinted spectacles and it is positive to see that HMRC appears to be taking a tougher stance on football clubs that do not meet their tax obligations. They have challenged clubs over recent years in relation to agents' fees, image rights contracts and, more recently, to the football creditors rule. The starting point for the Premier League is, quite rightly, that clubs should pay their taxes in full and on time. But any debate on football and tax should also focus on both the financial contribution that the clubs make to the Exchequer, and the positive changes that the Premier League has made in recent years to ensure that football clubs are engaging with HMRC.

Governance is impressively robust. Under Premier League rules, the clubs now have a responsibility to submit quarterly reports to the League clearly confirming they are up to date with their HMRC payments. Under the rules, applicable to all Premier League clubs, the League has the ability to intervene if clubs fall behind in their obligations to HMRC. Further, clubs have to regularly provide future financial information, to identify future liabilities and their ability to make good any deficits. It is unlikely that any other sector of the economy has engaged with the tax authorities in such a positive way to guarantee obligations will be met as Premier League clubs have in recent years.

The recent announcement of the increased domestic live broadcast deal, worth in excess of £1bn per season for three years from 2013/14, illustrates the popularity and strength of the Premier League. The increased revenue it will bring to Premier League clubs will give them the opportunity to invest in playing talent and facilities, and to strengthen their financial position – all of which could result in significant additional tax payments to HMRC and as a result benefit the wider economy and society in this country. The Exchequer should be celebrating the Premier League's success.

For more details go to www.saffery.com



Playing for success: areas of the football business such as ticketing and merchandise have huge benefits for the UK Exchequer.



SETTING THE STANDARD FOR EQUALITY

Arsenal became the first football club to receive Kick It Out's Advanced Level of the Equality Standard last season. The standard supports the development of equality and diversity practice at professional clubs in the UK.

Arsenal received the honour from football's equality and inclusion campaign after providing detailed evidence on what it is doing to promote diversity and equality. It includes its work in the community, engagement with fans and the development of club policies and processes to create equal opportunities for all.

Here Chief Executive Officer of Arsenal, Ivan Gazidis, reflects on the achievement, but underlines there is still some way to go.

Football has a privileged position and we're aware of the power that the game has to enrich and enhance people's lives. That connection and energy felt between the club and its community is something that stays with people forever.

So it was with great pride in November 2011 that Arsenal received Kick It Out's Advanced Level of the Equality Standard, presented to us by Lord Herman Ouseley, Chair of the organisation (above). We had a celebratory event at Emirates Stadium which saw a number of equality and diversity groups and Arsenal supporters come together to honour the achievement, but to also gain a better understanding of how we can do more and further use football as a force for good to promote inclusion.

At the event we heard from a variety of supporters and members of staff who had all been touched in different ways through their connection to Arsenal. It was clear that they simply felt like they belonged there – regardless of sex, race, sexual orientation, disability or age. That makes us incredibly proud.

What that means is through our internal processes, facilities and people at Emirates Stadium, our initiatives in the community and our commitment to the Arsenal

“ Ivan Gazidis

We have a multi-cultural team at Arsenal and it would be a missed opportunity if we didn't celebrate the diversity of our team with our community and show how people from around the globe can come together to create something really special.”

Ladies' team, the environment we create here is one of inclusivity.

Of course, it doesn't just happen. Behind the scenes at Arsenal we have a tremendously dedicated workforce. We have an award-winning disability liaison team who contribute towards an enjoyable and safe matchday experience for our 350 disabled supporters plus their carers. Such is the attention to detail and commitment of the team, the club provides visually impaired matchday commentary and an audio version of our popular matchday programme. There is even a guide dog toilet facility at Emirates Stadium, so you understand the attention to detail we're talking about!

We also have a committed team of community coaches who ensure there are no barriers for anyone who wishes to access and enjoy sport. We pride ourselves on reaching out to those who may be on the fringes of society through

our community and charity work. Everything we do to promote diversity at Arsenal comes under the banner of Arsenal for Everyone which is recognised by staff and fans. Primary schoolchildren around Arsenal understand it as the title of a cultural and religious exchange programme we co-ordinate with different faith schools in our local community. We have a multi-cultural team at Arsenal and it would be a missed opportunity if we didn't celebrate the diversity of our team with our community and show how people from around the globe can come together to create something really special.

Of course we recognise there is still a long way to go to eradicate discrimination in football and in our society, but I am in no doubt that Arsenal and the football community at large can play an important leadership role in engaging more people and effecting positive change.



MEDIA

- 100 Press and Radio
- 40 Photographers
- 220 TV Crews
- 22 Club Media and Press Officers
- 2 PA Announcers
- 8 Big screen operators



392

MAINTENANCE

- 11 Pitch staff
- 114 Cleaners
- 10 Stadium maintenance staff
- 15 Porters



150

DISABILITY TEAM

- 1 Disability Liaison Officer
- 4 Commentary team members for blind and visually impaired spectators



5

CATERING

- 527 Hospitality staff
- 520 Food kiosk staff
- 100 Chefs
- 41 Kitchen porters
- 11 Cash office staff



1,199

CLUB SHOPS

- 195 Retail staff
- 40 Programme sellers



235

TECHNOLOGY

- 17 IT technicians



17

BETTING KIOSKS

- 60 staff



60

SUPPORTERS SERVICES

- 6 Supporter services team members
- 20 Ball Squad members
- 1 Mascot - Gunnersaurus the club mascot
- 4 Flag bearers
- 2 Player escorts (one for the home team, one for the away)*



33

*Non-remunerated position

EMIRATES STADIUM MATCHDAY WORKERS

HEALTH

- 1 Fire Officer
- 52 Medics



53

BOX OFFICE

- 60 Box Office staff



60

GROUNDS FOR PROGRESS

The focus of Barclays Premier League football is quite rightly on the players – they put everything into competing week in week out and it was their goals, assists, blocks, tackles and saves that made for such a fantastic season in 2011/12.

There were 462 senior players in squads across the 20 clubs last season but what many won't know is that figure makes up only 7% of the 6,500 direct full-time employees at Premier League clubs (Source: Deloitte).

Premier League clubs employ people in a number of different

roles from chefs to physios, press officers to commercial staff. On a matchday that number is supplemented by many thousands more who work for clubs to help put on the show for the supporters. These include hospitality and catering staff, stewards and programme sellers.

As our graphics above show, there are approximately 3,188 people who work with Arsenal on a matchday and that illustrates how much goes on off the pitch to help over 60,000 supporters enjoy the experience of watching the football on it.

SECURITY

- 850 Stewards
- 30 Police (within Stadium for low-risk game)
- 12 Security Guards
- 10 Control Room staff



902

FOOTBALL OPERATIONS (for both home and away side)

TEAMS

- 22 Players
- 14 Subs



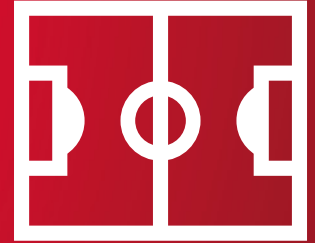
36

MEDICAL TEAM

- 6 Physiotherapists
- 2 Club Doctors
- 6 Masseurs
- 1 Radiographer



15



COACHING STAFF

- 2 Managers
- 2 Assistant Managers
- 3 First Team Coaches
- 2 Reserve Team Coaches
- 3 Goalkeeping Coaches
- 3 Fitness Coaches



15

SUPPORT STAFF

- 4 Kit men
- 2 Team Chefs
- 1 Player Liaison Officer
- 4 Football Data analysts



11

MATCH OFFICIALS

- 1 Referee
- 2 Assistant Referees
- 1 Fourth Official
- 1 Match Delegate



5

TOTAL 3,188



COMPETITIVE TO THE LAST KICK

Having the most equitable income distribution mechanism in European football is something that the Premier League is proud of. It guarantees each of the 20 clubs a significant amount of broadcast income, allowing them to plan from one season to the next while rewarding success.

There is admiration for it around the world and appreciation of it at home. As the 2011/12 Barclays Premier League season drew to a close Arsenal manager Arsene Wenger commented on the important role that the share of League broadcast income played in the exciting football seen on the pitch.

He said: "I think it has been a very interesting season because it was very unpredictable and every game was difficult. The differences between teams have become smaller and that is why maybe the quality is higher. There are less financial differences apart from two or three teams because the international television rights have gone up tremendously compared to the domestic rights.

"They are shared equally in the Premier League and the financial differences are smaller. Therefore the Premier League is more levelled out and there is less difference."

Competition is a good explanation for why the Premier League was decided by goal difference in the very last minute of the season, and why Chelsea, the team that finished sixth in the division, went undefeated to Benfica, Barcelona and Bayern Munich en route to their stunning victory in the UEFA Champions League Final.

Competition was also the reason why there were surprise scorelines and stories galore during the 2011/12 season. Few at the beginning of the campaign would have predicted that Arsenal might beat Chelsea 5-3, but that the Gunners themselves would have lost 8-2 to Manchester United, or that the reigning champions would then be on the wrong side of 6-1 mauling by their neighbours Manchester City.

Competition is also the logical explanation why Everton, trailing 4-2 to Manchester United at Old Trafford with seven minutes to go, should end up drawing the game 4-4. Likewise, it explains why Wigan Athletic were able to beat Manchester United, Liverpool, Arsenal and Newcastle United in the final few weeks of the season.

The 20 clubs are due a huge amount of credit for the quality



Glory day: Sergio Aguero's dramatic winner for Manchester City on the final day was the fitting end to one of the most gripping campaigns ever seen.

PREMIER LEAGUE 2011/12 WHERE ANYONE CAN BEAT ANYONE



Stealers wheel: The competitive nature of the Barclays Premier League is highlighted in this results circle, which shows how a club can overcome anyone else. The graphic is based on an original idea by Andy Glover.



Joy and pain: (far left) Paul Robinson leaps for joy as Bolton Wanderers win on the opening day of the 2011/12 season 4-0 at Loftus Road. (left) Nine months later the pain of relegation is too much for Sam Ricketts. Bolton's last day draw at Stoke City saw the Trotters ten season stay in the Premier League come to an end as Queens Park Rangers stayed up.

THE PREMIER LEAGUE TOTAL BROADCASTING PAYMENTS SEASON 2011/12

As at 14 May 2012 (All figures in £)

	Place	Live	BBC	N.Live	Equal Share	Facility Fees	Merit Payment	Overseas TV	Total Payment
Arsenal	3	19	38	19	13,788,093	10,079,652	13,591,116	18,764,644	56,223,505
Aston Villa	16	10	38	28	13,788,093	5,776,662	3,775,310	18,764,644	42,104,709
Blackburn Rovers	19	11	38	27	13,788,093	6,254,772	1,510,124	18,764,644	40,317,633
Bolton Wanderers	18	10	38	28	13,788,093	5,776,662	2,265,186	18,764,644	40,594,585
Chelsea	6	20	38	18	13,788,093	10,557,762	11,325,930	18,764,644	54,436,429
Everton	7	10	38	28	13,788,093	5,776,662	10,570,868	18,764,644	48,900,267
Fulham	9	10	38	28	13,788,093	5,776,662	9,060,744	18,764,644	47,390,143
Liverpool	8	23	38	15	13,788,093	11,992,092	9,815,806	18,764,644	54,360,635
Manchester City	1	25	38	13	13,788,093	12,948,312	15,101,240	18,764,644	60,602,289
Manchester United	2	26	38	12	13,788,093	13,426,422	14,346,178	18,764,644	60,325,337
Newcastle United	5	18	38	20	13,788,093	9,601,542	12,080,992	18,764,644	54,235,271
Norwich City	12	11	38	27	13,788,093	6,254,772	6,795,558	18,764,644	45,603,067
Queens Park Rangers	17	14	38	24	13,788,093	7,689,102	3,020,248	18,764,644	43,262,087
Stoke City	14	10	38	28	13,788,093	5,776,662	5,285,434	18,764,644	43,614,833
Sunderland	13	10	38	28	13,788,093	5,776,662	6,040,496	18,764,644	44,369,895
Swansea City	11	10	38	28	13,788,093	5,776,662	7,550,620	18,764,644	45,880,019
Tottenham Hotspur	4	23	38	15	13,788,093	11,992,092	12,836,054	18,764,644	57,380,883
West Bromwich Albion	10	10	38	28	13,788,093	5,776,662	8,305,682	18,764,644	46,635,081
Wigan Athletic	15	10	38	28	13,788,093	5,776,662	4,530,372	18,764,644	42,859,771
Wolverhampton Wanderers	20	10	38	28	13,788,093	5,776,662	755,062	18,764,644	39,084,461
Sub Total		290	760	470	275,761,860	158,563,140	158,563,020	375,292,880	968,180,900
Birmingham City					7,583,451			7,891,554	15,475,005
Blackpool					7,583,451			7,891,554	15,475,005
Burnley					6,204,642			6,015,090	12,219,732
Hull City					6,204,642			6,015,090	12,219,732
Middlesbrough					2,757,619			1,323,929	4,081,548
Portsmouth					6,204,642			6,015,090	12,219,732
West Ham United					7,583,451			7,891,554	15,475,005
TOTAL					319,883,758	158,563,140	158,563,020	418,336,741	1,055,346,659

COMPETITIVE TO THE LAST KICK CONTINUED

and competitiveness of the League last season, and for the nineteen before it, but one key aspect that contributes to each club's ability to compete at the highest level is the way in which we distribute broadcast and central commercial revenue.

As agreed in the Founding Members Agreement in 1992, clubs receive UK broadcast income in the following way: 50% is shared equally between the 20 clubs; 25% is paid Facility Fees each time a club's matches are shown on TV

in the UK (with each club guaranteed a minimum of 10 Facility Fees); and the final 25% is paid in Merit Payments which are dependent on where a club finishes in the final League table.

All international broadcast income, as well as central sponsorship revenue, is shared equally by the 20 clubs.

Last season Premier League turnover totalled £1.26bn with cost of sales, the money paid to clubs, making up £1.14bn of that figure. The League champions,

Manchester City, received £60.6m in central broadcast payments while the bottom finishing club, Wolverhampton Wanderers, received £39.1m. This resulted in the ratio between the top and bottom earning club being 1.55:1.

The table on the previous page shows the broadcast revenue paid to each Premier League club in 2011/12 and Parachute Payments made to relegated clubs also.

Shooting stars: Some of the biggest names in football and competitive matches ensure global interest in the Barclays Premier League.



PROFIT & LOSS ACCOUNT (UNAUDITED)

Year ended 31 July 2012	2012 £m	2011 £m
Turnover	1,255.4	1,235.3
Cost of Sales	(1,136.6)	(1,099.8)
Gross profit	118.8	135.5
Other operating expenses	(121.0)	(137.7)
Operating profit/(loss)	(2.2)	(2.2)
Interest receivable	2.3	2.3
Profit on ordinary activities before tax	0.1	0.1
Tax on profit on ordinary activities	0	0
Profit/(loss) for the financial year	0.1	0.1
Retained profit brought forward	0.3	0.3
Retained profit carried forward	0.4	0.3

SUMMARY BALANCE SHEET (UNAUDITED)

Year ended 31 July 2012	2012 £m	2011 £m
Fixed assets	1.7	1.6
Net current Liabilities	(1.3)	(1.3)
Total Shareholders' funds	0.4	0.3

WHERE THE MONEY GOES

The Premier League has a long-established tradition of investing in football leagues lower down the football pyramid; no other European football league invests in six divisions below it.

But significant money also finds its way to good cause projects, including those that form part of our Creating Chances programme, grassroots facilities via the Football Foundation and much more.

Reinvesting in the game and in communities in the UK and overseas is central to our business model. A total of £189.4m was distributed outside of the Premier League in 2011/12, representing 15% of our £1.26bn turnover.

Here is a breakdown of where it went:



Creating Chances
(domestic)

£7.7m



Creating Chances
(international)

£3m



Football Conference
Solidarity

£1.6m



Football
Foundation

£12m



Football League
Solidarity

£49.8m



League Managers
Association

£0.7m



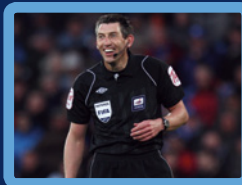
Football League
Youth Development

£3.1m



Professional Footballers'
Association

£17.3m



Professional Game
Match Officials Limited

£3.3m



Parachute
Payments

£90.9m

A total of
£189.4m

was distributed outside
of the Premier League
in 2011/12, representing

15%

of our

£1.26bn

turnover.

WHERE THE MONEY GOES CONTINUED

INVESTMENT IN FOCUS: THE PROFESSIONAL FOOTBALLERS' ASSOCIATION



The Premier League invests £17.3m into English football via the PFA – the players' union for professional footballers in the UK. We work closely with them to determine how that money is invested to benefit everything from youth development and community projects to money for players who leave the game early through injury. Here is how the £17.3m is invested:



£1m

Benevolent grants for players who exit the game early due to injury



£1.255m

Pre-retirement education grants to assist players gain qualifications



£1.1m

Private medical insurance (basic cover for players)



£2.4m

Investment in scholars' education programme



£0.5m

Contribution to the Prince's Trust charity



£2.625m

Investment in Premier League community projects



£2.625m

Investment in Football League community projects



£0.4m

Investment in Football Conference Youth Development and community projects



£2.4m

Investment in Football League Youth Development



£3m

PFA individual programmes and running costs

INVESTMENT IN FOCUS: THE FOOTBALL STADIA IMPROVEMENT FUND – THE PREMIER LEAGUE AND ENFIELD SUPPORTERS TRUST



The royal football family: The Queen Elizabeth Stadium received a £75,000 grant to make it a home from home for Enfield Town.

The Football Stadia Improvement Fund (FSIF) is funded by the Premier League to the tune of £6m per season. It is managed by the Football Foundation and is responsible for awarding grants to lower league football clubs who require contributions towards a new stadium or improvements to an existing stadium.

The FSIF is the country's largest provider of grants towards projects that help improve the comfort and safety of lower league football grounds in both the professional and amateur game.

Premier League Chief Executive Richard Scudamore described the grassroots of the game as 'essential' to the success of our national sport and pivotal to the production of the Premier League.

"There is no peak without a mountain below", said Scudamore, a qualified referee himself. "Where do all players and match officials come from? They all come from grassroots somewhere and we have no game without them. The grassroots is fundamental to football because the wider the base the better it will be at the top. The English pyramid is the envy of the world game and programmes like the FSIF will ensure that this continues to be the case."

Since it was launched in 2000 the FSIF has awarded around £100m worth of grants towards stadia improvement projects.

“ Richard Scudamore

The grassroots is fundamental to football because the wider the base the better it will be at the top. The English pyramid is the envy of the world game.”

Last season Premier League income benefited a number of clubs via the FSIF including the likes of Bristol Academy Women's FC who were able to fund an entire new stadium from FSIF money to compete in Women's Super League. Over £155,000 of grants allowed fans-owned AFC Wimbledon to purchase a new turnstile system for away supporters and helped pay for a new CCTV control room and segregation barriers.

One particularly substantial project was that of Enfield Town FC, a club formed by Enfield Supporters Trust in June 2001, who wished to make improvements to the local Queen Elizabeth Stadium with the aim of making it the club's permanent home. They were awarded a grant of close to £75,000 which went towards resurfacing the stand and upgrading the pitch.

One beneficiary from it was Enfield's next generation of players according to Kevin McArdle, Chairman of Enfield Town Youth. "We are delighted by the club's move into the Queen Elizabeth Stadium as it has given the youth section the opportunity to play their football in the borough of Enfield for the first time in many years," he said. "We look forward to increasing our presence and the profile of Enfield Town in the years to come."



The man for all 20 Seasons

The Premier League's 20 Seasons Awards were all about honouring the players, managers and football that has taken place over the two decades of the world's most watched and supported football league. The highest accolade was Player of the 20 Seasons, which was won by Manchester United's Ryan Giggs. In an exclusive interview, the Old Trafford midfielder offers a unique perspective on 20 Seasons, both his own progress and that of the League.

Ryan Giggs took a long look at the nominations for the Premier League's Player of the 20 Seasons and with a sharp intake of breath said: "There are some decent names on that list." And there were: big names, legendary names, inspirational names, names that when mentioned elicit an incredibly positive reaction: Cantona, Henry, Ronaldo, Scholes, Bergkamp, Vieira, Keane, Shearer and Zola.

But the name Giggs was viewed by the judging panel as the greatest ever because of his unparalleled Premier League achievements. Not just the only man to play in all 20 of the seasons, but also the only player to score in every season also. He has provided the most assists for goals, has never been sent off in the Premier League and has 12 Champions medals to show for his unbridled talent.

The Welshman is the most decorated player in English football history and has held aloft 33 major trophies, but his favourite moment of all was the evening of Monday 3 May 1993 when he picked up his first Premier League winners medal. He explains.

"The season before the Premier League started we just lost out to Leeds, so we knew we could challenge. Plus, as a Man United fan growing up through the 1980s and seeing Liverpool winning all the leagues it was just a case of we have to win it. Then when we did it was mixture of relief and excitement; having the Premier League trophy presented to us at Old Trafford after all those years

without a title was just the greatest feeling ever. I've had many great nights with United but that tops it."

Nineteen seasons on did he still think he'd be gracing the Theatre of Dreams? "Definitely not," he says modestly. "At 17 as an apprentice you just want to train with the first team, you get a little bit greedy and then you want to play in the first team. Then you want to play lots of games and win trophies. I'm lucky to have done that but I didn't think I'd still be doing it now. I've been fortunate enough to work with an exceptional manager, many wonderful players and brilliant coaching staff, without them I don't think I'd have won this award."

In the time that Giggs has played in the Premier League there have been 44 other teams, 3,118 players, 7,846 games and 20,589 goals. There are few better people to gauge the evolution of the League than him and he is in no doubt of its progress.

"What makes the Premier League so special is that it just carries on improving. It never stands still and every part of it just gets better and better: the coverage, the players, everything is superior in the time I've been playing. Take the pitches for example. They're now like a bowling green from the start of the season to the end, and that's why you're probably seeing each season technically better players and more exciting games," he says.

"That's good for those watching in the stands, where it's safer than ever, fuller than ever. If you look at Old Trafford, that's expanded four times in the lifetime of the Premier League. Each time we've got more fans than before so the noise is greater, the atmosphere's more intense, especially at the big

“ Ryan Giggs

**Just when you think
the Premier League can't
get better, the bar gets
raised again.”**





games or matches that are close. The facilities in which we play have simply improved beyond recognition."

But it's not just facilities for the elite that have improved, more money than ever is now invested in something that is close to Giggs' heart, youth development. He thinks that the duty of care to the next generation of players is the best he's ever seen.

"I'd love to be starting out again because the facilities they have now are night and day to when I started. Everything's of a much higher standard: from the pitches they train on to the education they receive, and that's important because not everyone's going to make it. All the players who come through are superbly looked after, but the ones that don't come through are sorted in their future careers as well, whether that's in or out of football,"

"There's no underestimating the importance of youth development," adds Giggs, who came through United's ranks as a schoolboy and appreciates more than most the emotional attraction supporters have to home grown talent. "We all recognise that foreign players have come in to the English game and made it better, but also you acknowledge that you want home grown talent. Fans of teams want to see one of their own come through and do well. Supporters will have a natural rapport for any player that they have seen grow as a player and a person. It's really important that apprentices, as it was in my day, and scholars are at the heart of any side."

One area of football that Giggs thinks has changed beyond all recognition is the community element. At the dawn of the Premier League good cause giving was in its infancy but last season £45m was given to the clubs to invest locally. That money has made a vast difference.

"Personally I don't think clubs have ever been closer to their communities. What they do now is huge. When I first started it was hospital visits once a year and now there's a whole team of community staff who work in



conjunction with schools, local charities, local football clubs and sports clubs and it's worked at United brilliantly. In and around the ground, in and around Manchester we always get to see the good work that the Manchester United Foundation is doing, which is important."

And the good cause footprint is not just local any more. Giggs himself has been a long-standing ambassador for UNICEF so appreciates the global presence of the Premier League. From just broadcasting to Great Britain in its first season, the Premier League now transmits to 212 territories and 720m homes around the world.

"It's funny," he says, "you hear those numbers but you try not to think that as a player, that there are that many people watching you. But it is amazing when you think about the effect that the Premier League has on people around the world. We see when we go abroad how big the appeal is. When I went to Sierra Leone with UNICEF there was a crowd of people at the side of the road watching a TV and they were watching a Premier League game and it was at that point I thought, what we do reaches every part of the globe. Which is back to what I said previously, everything just keeps on getting better and better."

"I don't think anyone can argue that the Premier League isn't a fantastic spectacle. Each year the Premier League improves technically, the excitement seems to get greater. It continues to invest at all levels, and just when you think the Premier League can't get better, the bar gets raised again. What you saw this season, the football that was played, the goals that were scored, that underlines why it's the best it's ever been."

"It is," he concludes, "just a joy to play in the Premier League. I feel very privileged to have been part of it for the last 20 seasons."

And the award goes to...

Over 300,000 fans voted in the Premier League 20 Seasons Awards casting over 4.4m votes in five categories: Goal, Match, Save, Goal Celebration and Fantasy Team of the 20 Seasons. In addition, a panel of eleven football experts, commentators and administrators judged six categories: Player, Manager, Team, Season, Most Memorable Quote and Fantasy Team of the 20 Seasons.

Manchester United dominated the Premier League 20 Seasons Awards, winning five of the nine individual awards, and also providing the majority of the players for both the Public and Panel Fantasy Teams.

Over the next two pages we look at all the Awards winners. Ryan Giggs gives his perspective on his Old Trafford colleagues who were honoured in the Manager, Goal, Match, and Goal Celebration categories. On the opposite page are the stories of the Team, Season, Quote and Save Awards.

“ Ryan's perspective

Goal of the 20 Seasons



Wayne Rooney, Manchester United v Manchester City, February 2011

Even by Wayne's standards that goal was out of this world. I had a perfect view as I was in line with him, but funny enough it was only afterwards when we had the three points from what was quite a tense derby that we could stand back and admire it. Every time we watched it again we became more in awe of its beauty. Technically it was a brilliant strike and the type of goal you can only dream of scoring."

Celebration of the 20 Seasons



Eric Cantona, Manchester United v Sunderland, December 1996

Eric was just a walking character. There was a feeling that you never knew what he was going to do next, both on and off the pitch. That celebration just summed him up: the inner confidence, the arrogance, the quality of the goal."

Manager of the 20 Seasons



Sir Alex Ferguson

He's been the biggest influence on my career now for 25 years. I first met him when I was 13 and I'll never forget he knew my name, and he knew my parents' names; it was those details which made a big impression. And things haven't changed: at Carrington he still knows the name of every schoolboy who walks in and all the apprentices, it's that personal touch that sets him apart. And of course a few other important things: the hunger, the desire, the way he allows you to express yourself and play. He's a great manager and a great person."

Game of the 20 Seasons



Manchester United 4 Manchester City 3, September 2009

Derbies can sometimes be dull and won by the odd goal, but not this one. I remember the game buzzing with emotion when City equalised in the last minute and thinking 'we're going to miss out here'. But just like United have done through the Premier League, we play to the last minute and score at the death. I remember the relief, the excitement, everyone going crazy; that's what football does to you in those high pressure games, you do things you just can't control."

Team of the 20 Seasons



Arsenal 2003/04

Arsenal's record-breaking side of 2003/04 are known by another indisputable title – 'The Invincibles'. The Gunners played the entire campaign without losing a single fixture. It was the first time the feat had been achieved in the top-flight since Preston North End 115 years previously – and Arsenal's season was 16 matches longer. Arsenal is still the only team to remain unbeaten in a 38-match season. The squad was packed with talent, defensive steel and creative flair, thrilling crowds with their pacy, counter-attacking football championed by manager Arsène Wenger.

Their final record in the 2003/04 season was: won 26, drew 12, with 73 goals scored and only 26 conceded. They eventually won the title by a convincing 11 points with the help of the League's leading scorer Thierry Henry who plundered 30 goals.

Season of the 20 Seasons



2011/12

The best was saved until last. A late addition to the shortlist of six, the 2011/12 campaign pipped its rivals thanks to a mix of wonderfully memorable matches, stunning goals and unwavering excitement. There were goals to savour such as Robin van Persie's volley against Everton and Peter Crouch's screamer for Stoke City. There were numerous matches that defied belief like Manchester City beating Arsenal 8-2, Manchester City overcoming rivals United 6-1 and Arsenal coming from behind to record a 5-2 victory over Tottenham Hotspur.

A season as special as this one required a suitable ending and it was fitting that the title, UEFA Champions League and relegation races all went down to the final day of the season. Never before had the Premier League title been decided on goal difference; never before had it been won with virtually the last kick of the season as Sergio Aguero fired home the winner for Manchester City against Queens Park Rangers to send Roberto Mancini's men into raptures.

Quote of the 20 Seasons

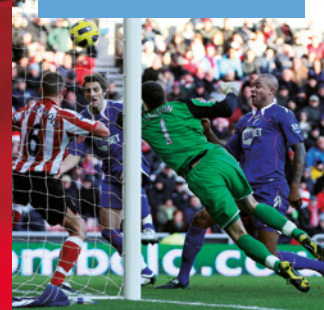


Kevin Keegan, post-match television interview, live on Sky, April 1996

"When you do that with footballers like he said about Leeds, and when you do things like that about a man like Stuart Pearce... I've kept really quiet but I'll tell you something, he went down in my estimations when he said that. We have not resorted to that. You can tell him now, we're still fighting for this title and he's got to go to Middlesbrough and get something. And I'll tell you, honestly, I will love it if we beat them. Love it. But it really has got to me. I've voiced it live, not in front of the press or anywhere. I'm not even going to the press conference. But the battle is still on and Man United have not won this yet."

Keegan's famous tirade came at the end of a season that Newcastle United had looked certain to win comfortably. Keegan had seen a 12-point lead disappear as Manchester United clawed their way back into the title race and with the campaign reaching its climax, he responded emotionally on television after being asked about comments made by rival Sir Alex Ferguson, the quote going down in Premier League folklore.

Save of the 20 Seasons



Craig Gordon, Sunderland v Bolton Wanderers, December 2010

It simply had to be a goal. An incredible save made in first-half stoppage time; a corner was flung in from the Bolton Wanderers right and headed into the six-yard box by Gary Cahill, with defender Zat Knight poking the ball goalwards from point-blank range. But Sunderland's Craig Gordon showed staggering reflexes and wonderful athleticism to stick out his left hand and deflect the ball over his crossbar, much to the astonishment of the players around him.

After receiving the award Gordon said: "At the time I didn't really know how I managed to keep the ball out and turn it over the bar. I managed to flick it upwards and get a bit of spin on it as well which somehow managed to get the ball over the bar. Saves like that don't happen very often but when they do come off it can look quite spectacular."

The all-time table

With their 12 titles, it is no surprise that Manchester United top the table as the most successful side in the history of the Premier League. Of the 772 matches played by United, they have won 500, lost just 109, scored a total of 1,541 goals and secured 1,663 points.

Manchester United is also the only side to have averaged more than two points per game. But outside of the top four, the side with the highest average points per game ratio is Leeds United, who has an average points score of 1.48 for their 468 Premier League matches. The side that have taken fewest points on average are Watford, who from their two season stint in the top-flight average only 0.68 points.

The top seven is also made up of the only clubs to appear in all 20 seasons of the Premier League: in addition to the Red Devils are Arsenal, Chelsea, Liverpool, Aston Villa, Tottenham Hotspur and Everton.

Only five sides have scored more than 1,000 goals, although Newcastle United, Everton and Aston Villa look set to join them during the 2012/13 season. Newcastle – who, along with Everton, joined the 1,000 point club last season – has the best goal-difference beyond the top four clubs.

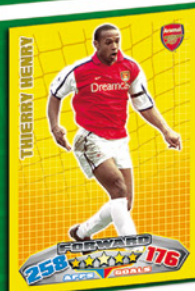
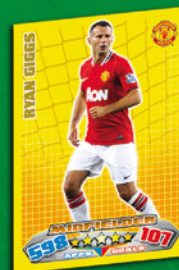
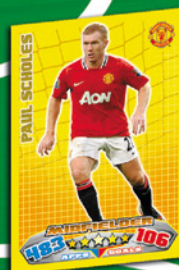
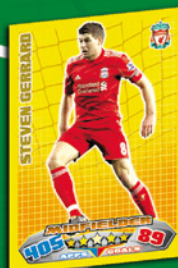
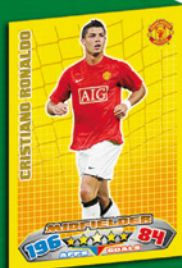
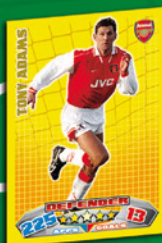
	Pld	W	D	L	For	Agt	GD	Pts
1 Manchester United	772	500	163	109	1541	660	881	1663
2 Arsenal	772	415	204	153	1345	717	628	1449
3 Chelsea	772	401	199	172	1282	741	541	1402
4 Liverpool	772	380	194	198	1236	753	483	1334
5 Aston Villa	772	283	240	249	973	923	50	1089
6 Tottenham Hotspur	772	294	204	274	1072	1020	52	1086
7 Everton	772	272	218	282	974	979	-5	1034
8 Newcastle United	692	277	186	229	996	885	111	1017
9 Blackburn Rovers	696	262	184	250	927	907	20	970
10 Manchester City	582	211	151	220	771	736	35	784
11 West Ham United	616	202	158	256	723	880	-157	764
12 Leeds United	468	189	125	154	641	573	68	692
13 Middlesbrough	536	160	156	220	621	741	-120	633
14 Southampton	506	150	137	219	598	738	-140	587
15 Bolton Wanderers	494	149	128	217	575	745	-170	575
16 Fulham	418	130	121	167	480	552	-72	511
17 Sunderland	418	112	104	202	422	606	-184	440
18 Coventry City	354	99	112	143	387	490	-103	409
19 Sheffield Wednesday	316	101	89	126	409	453	-44	392
20 Wimbledon	316	99	94	123	384	472	-88	391
21 Charlton Athletic	304	93	82	129	342	442	-100	361
22 Leicester City	308	84	90	134	354	456	-102	342
23 Birmingham City	266	73	82	111	273	360	-87	301
24 Wigan Athletic	266	76	67	123	269	409	-140	295
25 Portsmouth	266	79	65	122	292	380	-88	293
26 Derby County	266	68	70	128	271	420	-149	274
27 Queens Park Rangers	202	69	46	87	267	298	-31	253
28 Norwich City	202	62	62	78	257	323	-66	248
29 Nottingham Forest	198	60	59	79	229	287	-58	239
30 Ipswich Town	202	57	53	92	219	312	-93	224
31 West Bromwich Albion	228	52	60	116	233	374	-141	216
32 Stoke City	152	47	42	63	154	204	-50	183
33 Crystal Palace	160	37	49	74	160	243	-83	160
34 Wolverhampton Wanderers	152	32	40	80	156	281	-125	136
35 Sheffield United	122	32	36	54	128	168	-40	132
36 Reading	76	26	13	37	93	113	-20	91
37 Oldham Athletic	84	22	23	39	105	142	-37	89
38 Hull City	76	14	23	39	73	139	-66	65
39 Bradford City	76	14	20	42	68	138	-70	62
40 Watford	76	11	19	46	64	136	-72	52
41 Swansea City	38	12	11	15	44	51	-7	47
42 Blackpool	38	10	9	19	55	78	-23	39
43 Barnsley	38	10	5	23	37	82	-45	35
44 Burnley	38	8	6	24	42	82	-40	30
45 Swindon Town	42	5	15	22	47	100	-53	30



Fantasy team of the 20 Seasons

This is the Public Fantasy Team of the 20 Seasons in a 4-4-2 formation and represented as Match Attax cards thanks to our good friends at Topps. Despite the massive numerical disparity between the Public and Panel voting there were only two differences in the two Fantasy teams: one central defender and one central midfielder. The Public preferred Nemanja Vidic to John Terry, and Steven Gerrard to Patrick Vieira.

TOPPS



TOPPS
**MATCH
ATTAX**
TRADING CARD GAME

FINAL SCORE

2011/12

BARCLAYS PREMIER LEAGUE TABLE 2011/12													
	Pld	Home					Away					GD Pts	
		W	D	L	For	Agt	W	D	L	For	Agt		
1 Manchester City	38	18	1	0	55	12	10	4	5	38	17	64	89
2 Manchester United	38	15	2	2	52	19	13	3	3	37	14	56	89
3 Arsenal	38	12	4	3	39	17	9	3	7	35	32	25	70
4 Tottenham Hotspur	38	13	3	3	39	17	7	6	6	27	24	25	69
5 Newcastle United	38	11	5	3	29	17	8	3	8	27	34	5	65
6 Chelsea	38	12	3	4	41	24	6	7	6	24	22	19	64
7 Everton	38	10	3	6	28	15	5	8	6	22	25	10	56
8 Liverpool	38	6	9	4	24	16	8	1	10	23	24	7	52
9 Fulham	38	10	5	4	36	26	4	5	10	12	25	-3	52
10 West Bromwich Albion	38	6	3	10	21	22	7	5	7	24	30	-7	47
11 Swansea City	38	8	7	4	27	18	4	4	11	17	33	-7	47
12 Norwich City	38	7	6	6	28	30	5	5	9	24	36	-14	47
13 Sunderland	38	7	7	5	26	17	4	5	10	19	29	-1	45
14 Stoke City	38	7	8	4	25	20	4	4	11	11	33	-17	45
15 Wigan Athletic	38	5	7	7	22	27	6	3	10	20	35	-20	43
16 Aston Villa	38	4	7	8	20	25	3	10	6	17	28	-16	38
17 Queens Park Rangers	38	7	5	7	24	25	3	2	14	19	41	-23	37
18 Bolton Wanderers	38	4	4	11	23	39	6	2	11	23	38	-31	36
19 Blackburn Rovers	38	6	1	12	26	33	2	6	11	22	45	-30	31
20 Wolverhampton Wanderers	38	3	3	13	19	43	2	7	10	21	39	-42	25

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to learn of any errors, we
regret we cannot accept
any responsibility for loss
thereby caused.

Photos courtesy of Action
Images. Roberto Mancini
pictures courtesy of
Manchester City and
Sharon Latham.

Cover image:
Action Images/Jason
Cairnduff Livepic

Designed and produced
by Addison,
www.addison.co.uk

This Review has been
printed on Core Silk paper.
This paper has been
independently certified
as meeting the standards
of the Forest Stewardship
Council (FSC) and was
manufactured at a mill that
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