WEMBLEY STADIUM – LEAVING A LOCAL LEGACY

9/10/2018

St. George's Park

The FA

TODAY'S CONFERENCE

12:30 Welcome + feedback *(Ross Antrobus, Head of Research & Insight)*

12:45 Wembley, The National Stadium and Home of English Football *(Mark Burrows, CFO&O)*

13:20 Panel Discussion: Middlesex CFA and Wyrley Juniors Football Club

13:45 Q&A with Gareth Southgate

14:00 Driving Community Football For The Future *(Alkit Patel - Head of Facility investment)*

14:45 Closing Remarks

15:00 Close

The FA

HOUSEKEEPING

“Many a good team has folded due to lack of basic facilities, councillors **please take note”** Wilf “Golden Boy” Mannion, 1948

“Previous generations have fitted
their lives around football, now we are
facing the challenge of fitting football
around this generation’s life”

1 in 3 pitches of adequate quality.
1 in 6 matches postponed.
150,000 matches cancelled.

5,000,000 playing opportunities impacted.

FOOTBALL FACILITIES, AN ONGOING CONCERN

- Facilities are the number one issue cited by those playing and running the grassroots game

- Standard of facilities has significant impact on the likelihood to maintain or increase levels of play

12%

Adult players are satisfied with grass pitch quality

c.56,000

Affiliated adult players say they will play *less* football next season

GRFS 2015/17 19,291 players

Opinion towards the proposed sale of Wembley Stadium

PUBLIC CONSULTATION – C.22,500 OPINIONS

8,000 Members of General public
4,000 Club / League Officials
2,500 Referees
2,000 Adult players
300 Youth Players
3,000 Coaches
1,600 Volunteers

VOLUME OF DISCUSSION HAS DECREASE WITH TIME

- Initial interest and commentary on social media has waned significantly
- Awareness of the proposed sale varies across the Nation and within the game

Awareness of sale amongst general public

53%	44%	38%
May	July	September

WIDE RANGE OF OPINIONS

UNSUPPORTIVE

"...its like selling Buckingham Palace to Donald Trump"

Male, 35-44, Grassroots player

"Can The FA be trusted with something like this? How do we know this isn't all happening for a quick buck..."

Male, 45-54, Grassroots player

NEUTRAL

"As long as it's handled properly, then really it's just selling a football stadium isn't it?"

Female, 35-44, Grassroots player

"I don't know all the ins-and-outs, but if it makes sense for The FA, then why not?"

Male, 35-44, Grassroots player

SUPPORTIVE

"Yeah, I get it. Yes, it's the home of football, but it's a massive opportunity to re-invest money into other areas of the game..."

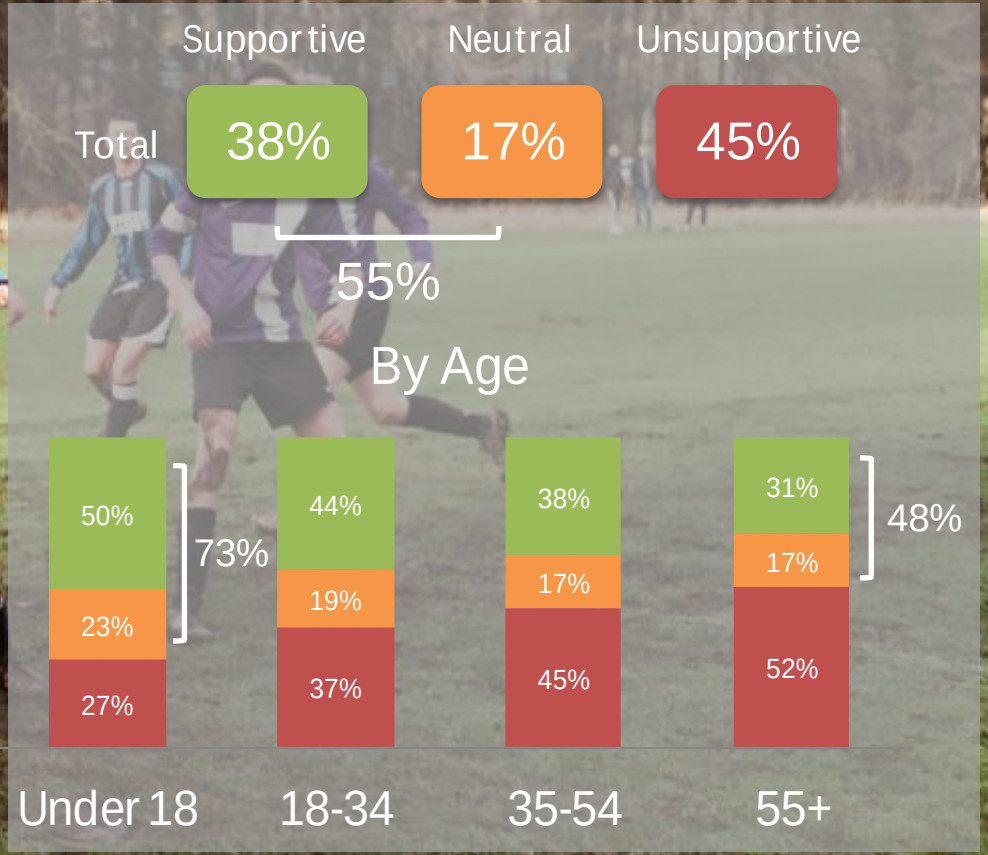
Male, 45-54 Grassroots player

"I can't think of a country that has a national stadium. I liked it when England played around the country..."

Male, 35 – 44, London, Grassroots player

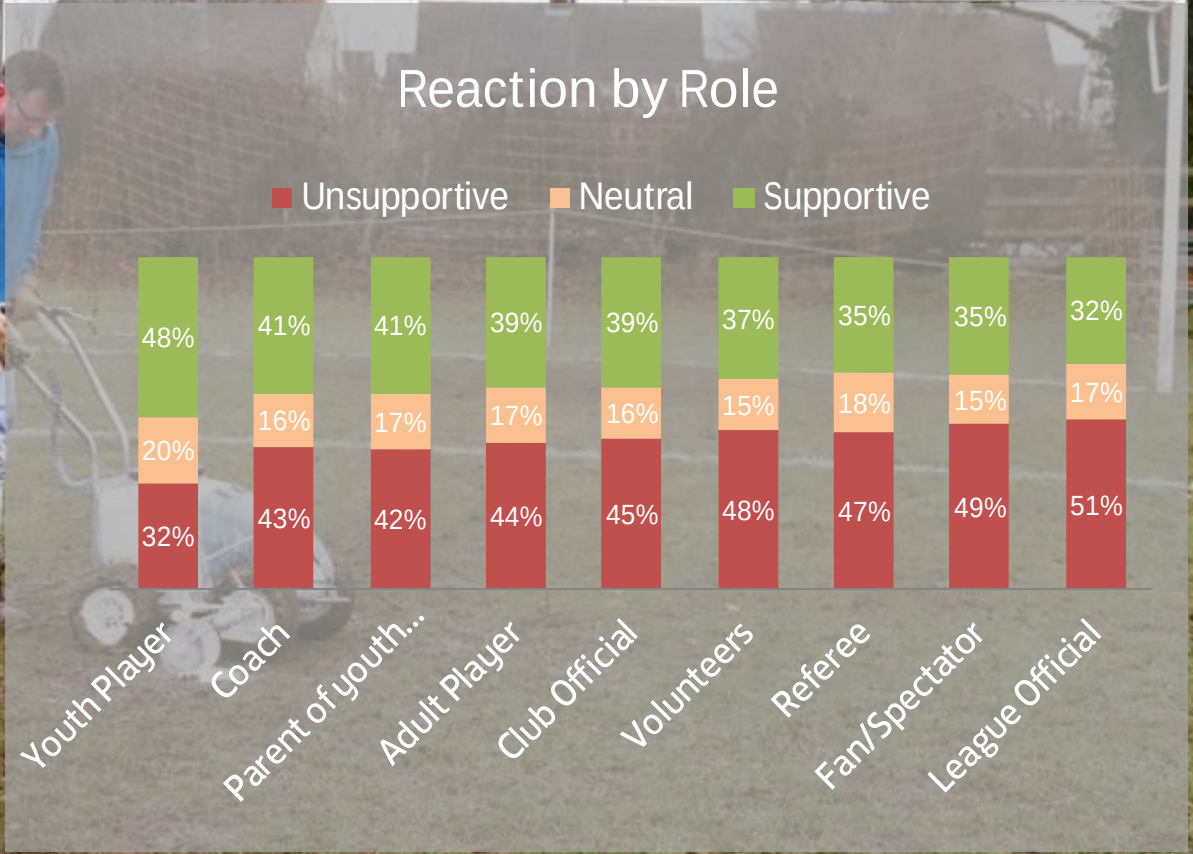
FEEDBACK FROM THE GRASSROOTS GAME

- Overall, sentiment is supportive or neutral towards the proposed sale
- Age divides opinion

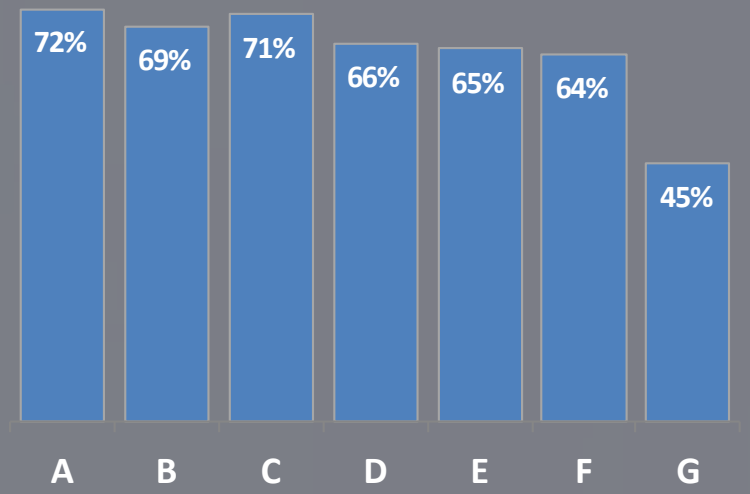


ROLES APART

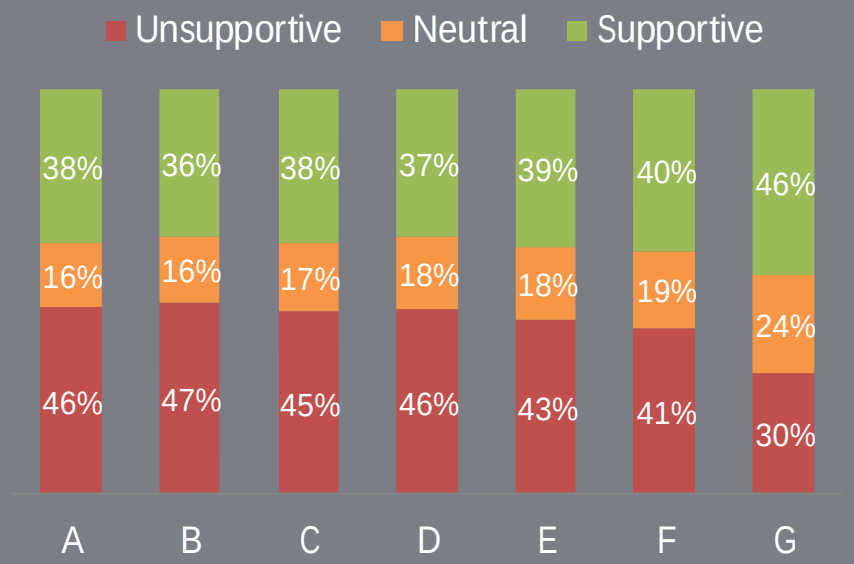
Youth players, coaches and parents are the most supportive participant groups



LOCATION, LOCATION, LOCATION

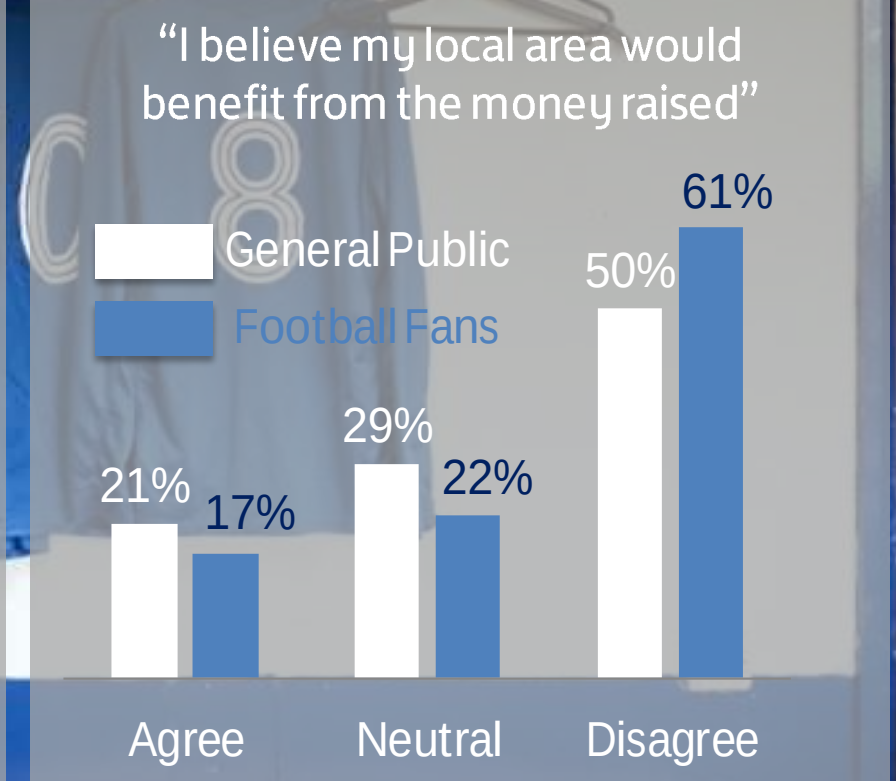


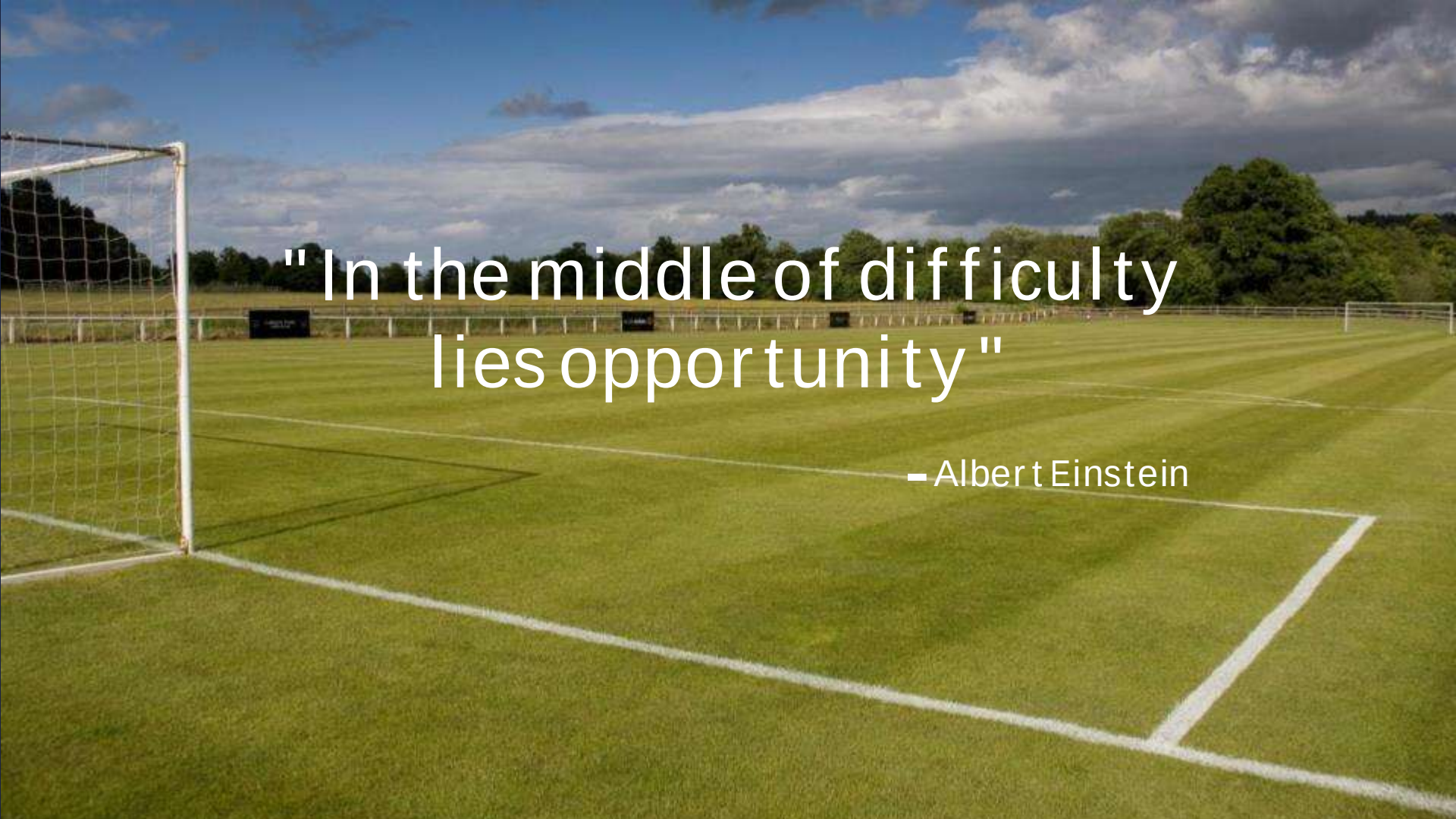
Question asked on a 1 to 5 scale where 1 is 'Not an issue' and 5 is 'A big issue'. Above scores are NET: 4-5.



UNDERSTANDABLY, REASSURANCES ARE SOUGHT

- How will the investment be distributed at a local level?
- How will my local area benefit?
- Where is the investment plan? How will it be monitored?
- What protections about naming and fixtures will be in place?
- Is the sale price the best price?




"In the middle of difficulty
lies opportunity"
- Albert Einstein

Wembley, The National Stadium and Home of English Football

Mark Burrows CFO0

Why are we here?

- We received an offer from Mr. Khan to buy the Stadium
- Having assessed this offer we believe it worthy of serious consideration
- The quality and number of Community Football Pitches is the number one issue we face in the game today
- We have an opportunity to safeguard English Football and Wembley Stadium for the future

Protecting The FA's interest in Wembley Stadium

Objectives

Wembley Stadium to remain the <u>National Stadium</u>	**Wembley Stadium to remain the <u>Home of English Football</u>**
Wembley Stadium to remain the <u>Home of The FA</u>	**The FA to <u>maximise financial value</u>**

Approvers

DCMS	**GLA**	**Sport England**

Protecting The FA's interest in Wembley Stadium

The FA to maximise financial value

Key Terms	Position
1. FA receives £600m in cash and retains the Club Wembley seat income (£300m)	Agreed ✓
2. £900m fair value – to be market tested	-
3. The FA will save £72m in Capital Expenditure alone over the next 6 years *(netted down by some profit and loss impacts).*	-

Protecting The FA's interest in Wembley Stadium

Wembley Stadium to remain the National Stadium

Key Terms	Position
1. Wembley Stadium will always be called "Wembley Stadium"	Agreed ✓
2. The Stadium will remain UEFA Category 4 (or equivalent highest standard)	Agreed ✓
3. The Stadium will remain available to host international major events	Agreed ✓
4. No anchor tenant (other than a NFL franchise) without consent from both the FA and Sport England	Agreed ✓
5. The Stadium must comply with certain "Mandatory Technical Requirements"	Agreed ✓
6. New Owner (and any future owner) will not be able to sell WNSL or the Stadium without consent from both the FA and Sport England	Agreed ✓

Protecting The FA's interest in Wembley Stadium

Wembley Stadium to remain the Home of English Football

Key Terms	Position
1. FA, EFL and National League events will continue to be staged at the Stadium	Agreed ✓
2. The FA will enter into a Staging Agreement with the new owner to use the stadium on market terms in perpetuity	Agreed ✓
3. Football events prioritised above all other events outside of the NFL window (Sept - Dec) – only autumn internationals may have to be played on the road	Agreed ✓
4. The FA will sell all tickets for FA events and set all ticket prices	Agreed ✓
5. The FA will retain sponsorship and branding rights at the stadium for FA events	Agreed ✓
6. The stadium will retain the "look and feel" of a football stadium	Agreed ✓

Protecting The FA's interest in Wembley Stadium

Wembley Stadium to remain the Home of The FA

Key Terms	Position
1. FA to remain headquartered at Wembley - lease office space on market terms	Agreed ✓
2. The FA will continue to have the right to use facilities at the stadium for its own use when required, e.g. Wembley Suite, Great Hall	Agreed ✓

Protecting The FA's interest in Wembley Stadium

Deal Terms

- Wembley Stadium to remain the National Stadium
- Wembley Stadium to remain the Home of English Football
- Wembley Stadium to remain the Home of The FA
- The FA to maximise financial value

Key Terms	Position
1. The FA and the Public Sector Funders will retain a guardianship role	Agreed ✓
2. Debt against the stadium subject to consent and restricted	Agreed ✓
3. A series of escalating remedies if certain conditions are not met	Agreed ✓

Panel Discussion with Leigh O' Connor, Middlesex CFA and Keith Hardy, Wyrley Juniors Football Club

Gareth Southgate – **England Men's Senior Manager**

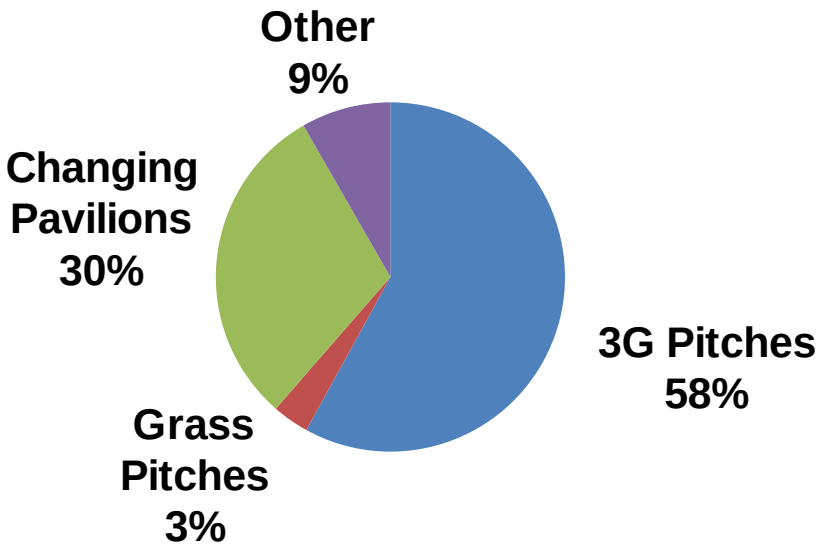
Driving Community Football For The Future

Alkit Patel (Head of Facilities Investment)

Significant Investment And Progress Since 2000

Over £500m capital grants awarded by FF since 2000 amounting to £1.1 billion of projects

- 1.5 million people played sport at FF-funded facilities
- Benefiting 6,400 community clubs
- >700 3G pitches
- >3000 grass pitches improved



But The Quality Of Pitches Across England Remains Unacceptable

2 in 3 grass pitches are inadequate for football

- 150,000 games postponed this season, 1 in 6 games
- 5 million playing opportunities impacted across all of England
- Far fewer 3G pitches than any of our international peers

How Much Would Be Invested Into Community Football?

Every pound from the Wembley sale.
All of football and government are united.

"We therefore support the principle articulated in the reinvestment paper that went to the FA Board that 100% of sale proceeds would be reinvested into community facilities."
Richard Scudamore, Executive Chairman, Premier League

"This represents a unique opportunity to make a dramatic improvement in the quality of community football facilities."
Jennie Price, CEO, Sport England

Dispelling The Myths

Pro club trusts wish to deliver community football too

- Only 3% of £500m+ FF investment into pro club trusts – 24 pro club trusts awarded grants versus 6,500 community clubs who have benefited from FF grants
- Pro club trusts often deliver excellent community football outcomes

Wembley funds are for football, not other sports

- Multi-sport projects to support community football (not at the expense of)
- Non-football provision often subsidises football, e.g. gyms

<u>Every project must:</u>

1. Benefit community clubs and leagues
2. Be identified in Local Football Facility Plans (approved by CFAs)
3. Be accessible for community football at peak times

The Process For Reinvestment: Community Football Protected At Every Step

1. National Football Facilities Strategy (NFFS)
   - Sole purpose to get more people playing football more often
   - Through provision of 3G pitches, grass pitches, changing pavilions and small-sided football
2. Local Football Facility Plans (LFFPs)
   - Identify projects that meet the NFFS
   - Only projects in LFFPs eligible for funding
3. Dedicated team at FF delivering County FA hubs
4. National Game representation on FF Panel and FF Board

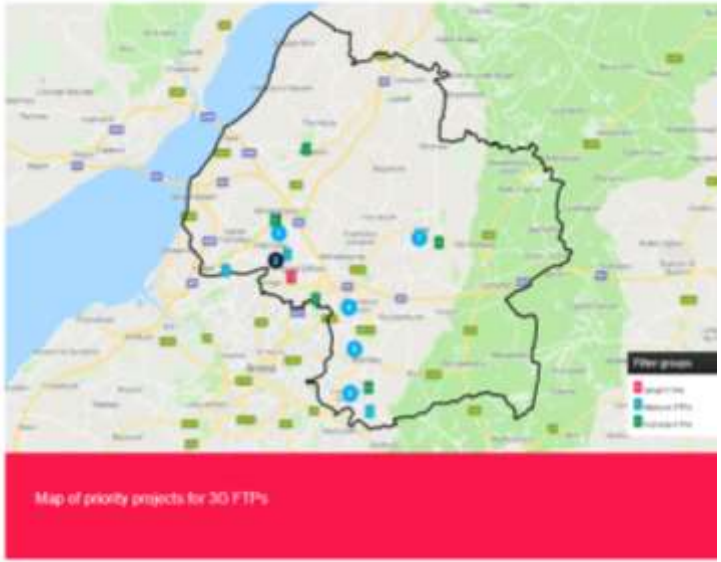
Local Football Facility Plans (LFFPs)

LFFPs driving all future investment
LFFPs sign-off by County FAs

- Focus on football outcomes; money will no longer go to those that shout the loudest or have the most resources
- Projects identified by CFAs, community clubs and other local football stakeholders – CFAs sign-off every LFFP
- Only projects in LFFPs are eligible for investment
- 85 LFFPs complete next month; all 326 LFFPs complete by early 2020

Local Football Facility Plans – Extract

Map of priorities



List of priorities

Site ID #1 - Patchway Community School	97%
Site ID #2 - Cribbs Patchway (new secondary school)	97%
Site ID #4 - Downend School & Sports Centre	91%
Site ID #5 - King George V Playing Field	85%
Site ID #8 - Badminton Road Playing Fields	82%
Site ID #10 - The Ridings (Chipping Sodbury FC)	81%

We Are Making It Easier For All Of You To Secure Funding

1. New investment bias towards football entities
   - Community clubs, County FAs, Pro club trusts
2. New matched funding model
   - FF to provide up to 20-80% funding
3. Reintroduce revenue funding to support capital grants
4. New focus on grass pitches, across all of England
   - 3,000 improved since 2000 … plan to improve 15,000 over next 10yrs

What This Could Mean For County FAs And Community Clubs

£70 million of new investment per County FA area. That's 27 new 3Gs, 330 improved grass pitches and 31 new changing pavilions.

- *New* Every County FA to have its own 3G football hub
- *New* Investment bias towards CFAs and community clubs
- *New* Focus on grass pitches, not just 3G
- *Reintroduce* Revenue funding to support capital grants
- *New* Dedicated FF resource delivering CFA projects
- *New* Flexible funding model with grants up to 80%
- *New* Representation on FF Grants Panel

http://www.thefa.com/about-football-association/what-we-do/proposed-wembley-stadium-sale

This Investment Would Transform Community Football

It would leave a local legacy across all of England

- Unprecedented extra £1.5 billion of investment over 20yrs
- Coupled with existing funding levels of £1.8 billion over 20yrs
- Sustainable approach to leave a lasting legacy
- All of England would benefit – rural or urban, rich or poor – thanks to LFFPs, a new funding model and a new grass pitch plan

Closing Remarks

Where We Go From Here

Stakeholder Approvals

Commercial Deal		Reinvestment Proposal
✓ Wembley Stadium to remain the National Stadium	✓ DCMS ✓	100% Proceeds Into Community Facilities ✓
✓ Wembley Stadium to remain the Home of The FA	✓ Sport England ✓	Investment and delivery through the Football Foundation ✓
✓ Wembley Stadium to remain the Home of English Football	✓ GLA ✓	Governance
✓ The FA to maximise financial value	Football	

Where We Go From Here

Selling Wembley is worthy of serious consideration

- Strong Commercial Deal
- Guaranteed use of Wembley, operated by a motivated owner
- Extensive Stadium protections for FA and Public Sector Funders
- FA financially better off over the next 6 years to invest in the Game vs forecast, before taking account of the £600m sale proceeds
- Clear and agreed plan around reinvestment to rebuild facilities over a 20 year horizon
- A deal with the full support of Government and Sport England

Next Step: FA Council – 11 & 24 October 2018

Questions?

WEMBLEY STADIUM – LEAVING A LOCAL LEGACY

9/10/2018

St. George's Park

The FA