



Deloitte Sports Business Group
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Foreword



The FA

It is a pleasure to introduce Deloitte's study outlining the economic impact of Wembley Stadium, a document that captures in great detail the contribution that

the stadium makes to the economies of Brent, London and England.

Wembley Stadium is a driver of economic development and has a significant bearing on tourism and the country's international reputation, being the home to the England national team, whilst hosting football's domestic cup competition finals as well as league play-offs. The stadium welcomes and encourages both elite athletes and grassroots participation.

The 2017/18 season was unique for Wembley Stadium, as it hosted Tottenham Hotspur as residents. Their matches meant the stadium staged a record 58 events over the season and this report outlines how their tenure contributed to the economy of Brent.

Whilst football remains at the heart of Wembley Stadium, the venue itself hosts many other sporting and music events throughout the year, all of which contribute to the success of the stadium, providing a diverse and entertaining events calendar.

It was important for the report to consider not just the views of event-day visitors but also of local residents and businesses. Wembley Stadium and The FA recognise our role and responsibility as part of the Brent community ourselves and we will continue to work to contribute to that community and address any event-day disruption.

We offer a big thank you to the Deloitte team for their expertise and diligence in putting together this important document and to those people who, behind the data and charts, work tirelessly to deliver unique event days that entertain millions of fans each year.

Martin Glenn
Chief Executive
The FA



Deloitte Sports Business Group

We were delighted to be asked to assess the economic impact of Wembley Stadium over the 2017/18 season on The FA's behalf.

We are privileged in the Sports Business Group to work full time in sport, which enables us to compare and contrast the size, scale and structure of many events in sports across the globe. Our previous work in football and in other major events meant we knew the economic footprint of Wembley Stadium's events would be significant and we hope this report helps explain and provide detail around the scale of that contribution.

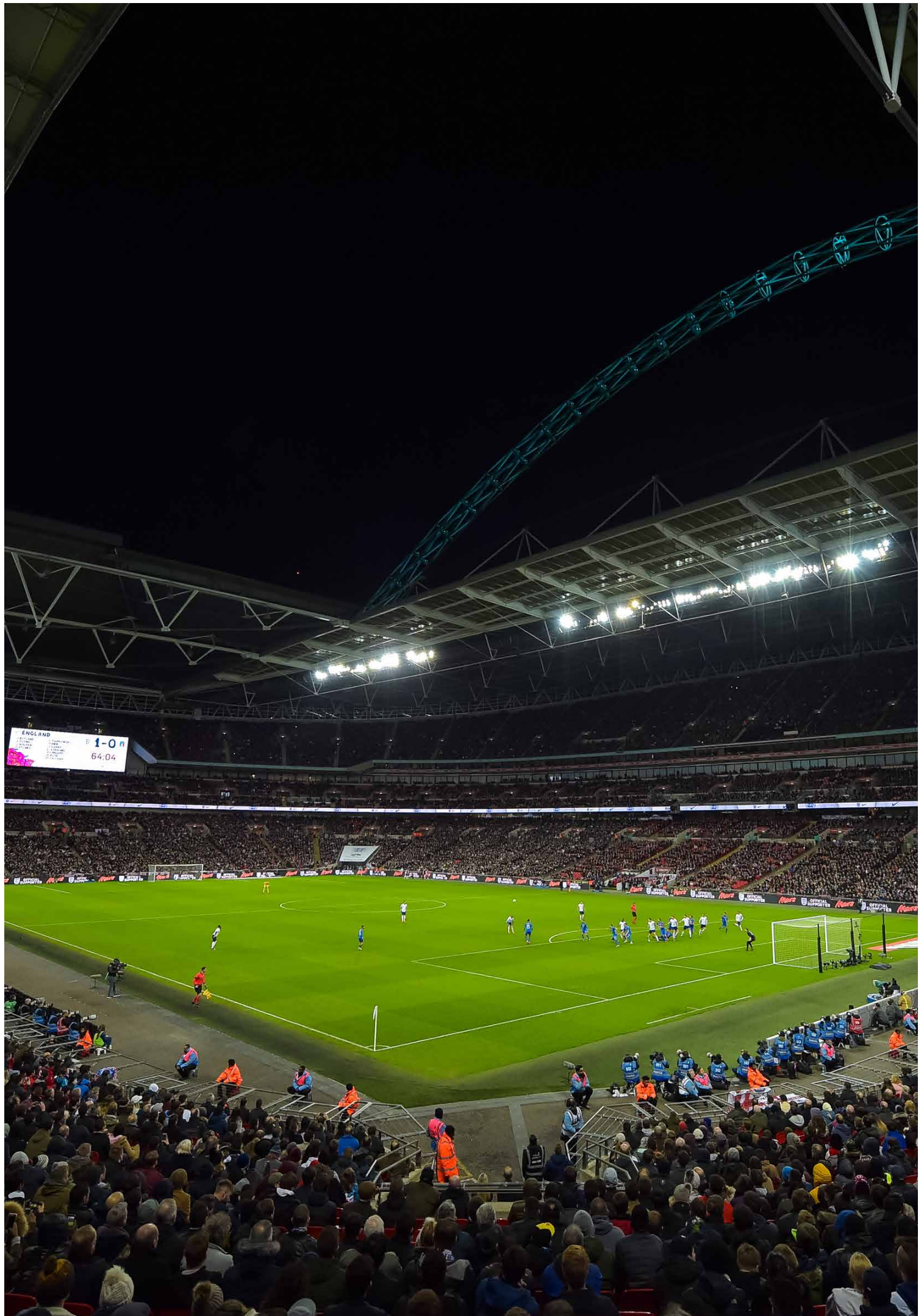
The report illustrates the broad impact of the stadium, including the fact it supports 6,100 full-time equivalent jobs across the country. The total attendance at the 58 events staged over the 2017/18 season included 3.4m people from the UK, as well as 350,000 overseas visitors. This reaffirms the stadium's status as one of the leading event venues in the world.

In preparing the report we have spoken to people from more than 15 organisations including event organisers, local businesses and other stakeholders to ensure a broad range of relevant views and experiences were considered.

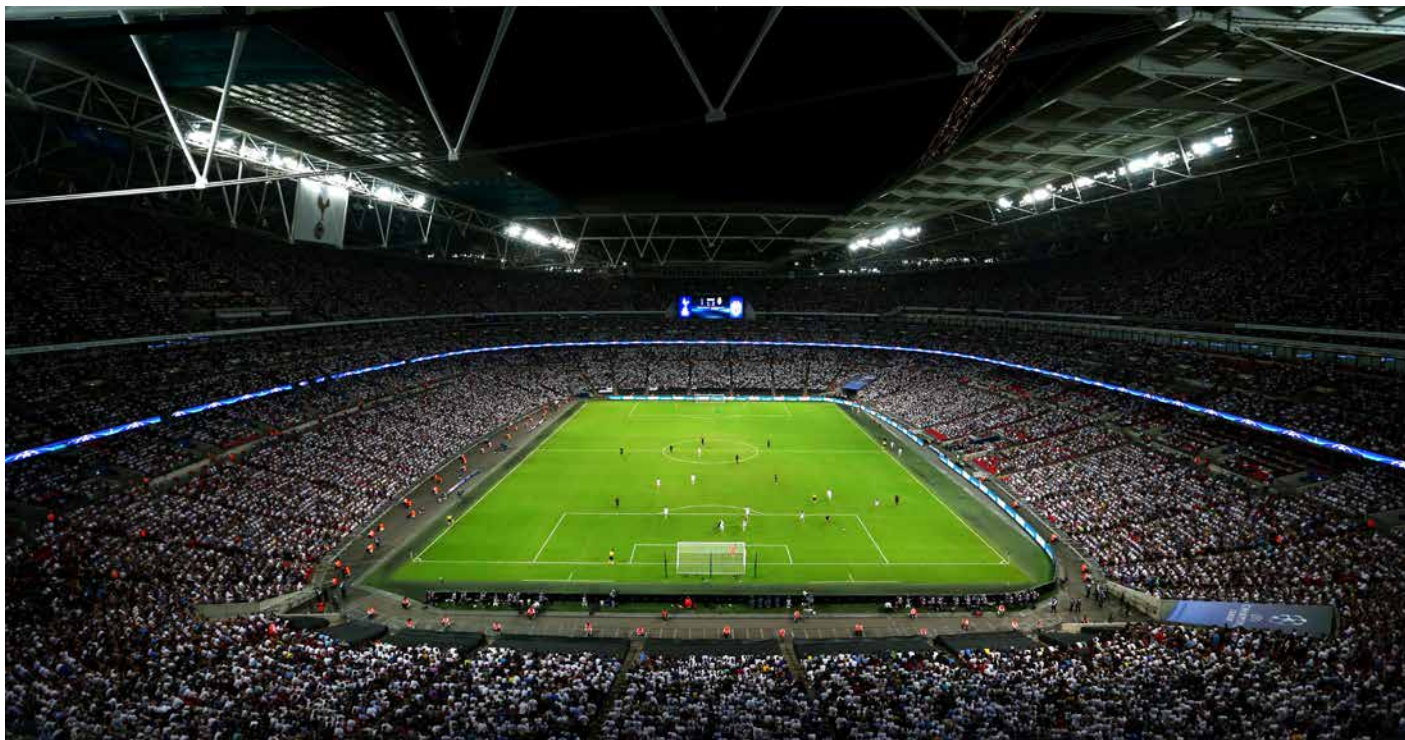
We would like to thank everyone we consulted with for their time, responsiveness, information and open co-operation in the process.

We hope you enjoy reading the report.

Dan Jones
Partner
Deloitte Sports Business Group



Executive summary



Findings show Wembley Stadium's events deliver a major economic boost to the local economy in Brent, to London and across England as a whole. Tottenham Hotspur's residency has boosted local economic impact further, with their matches contributing over one third of the economic impact in the local Brent area from Wembley Stadium's events.

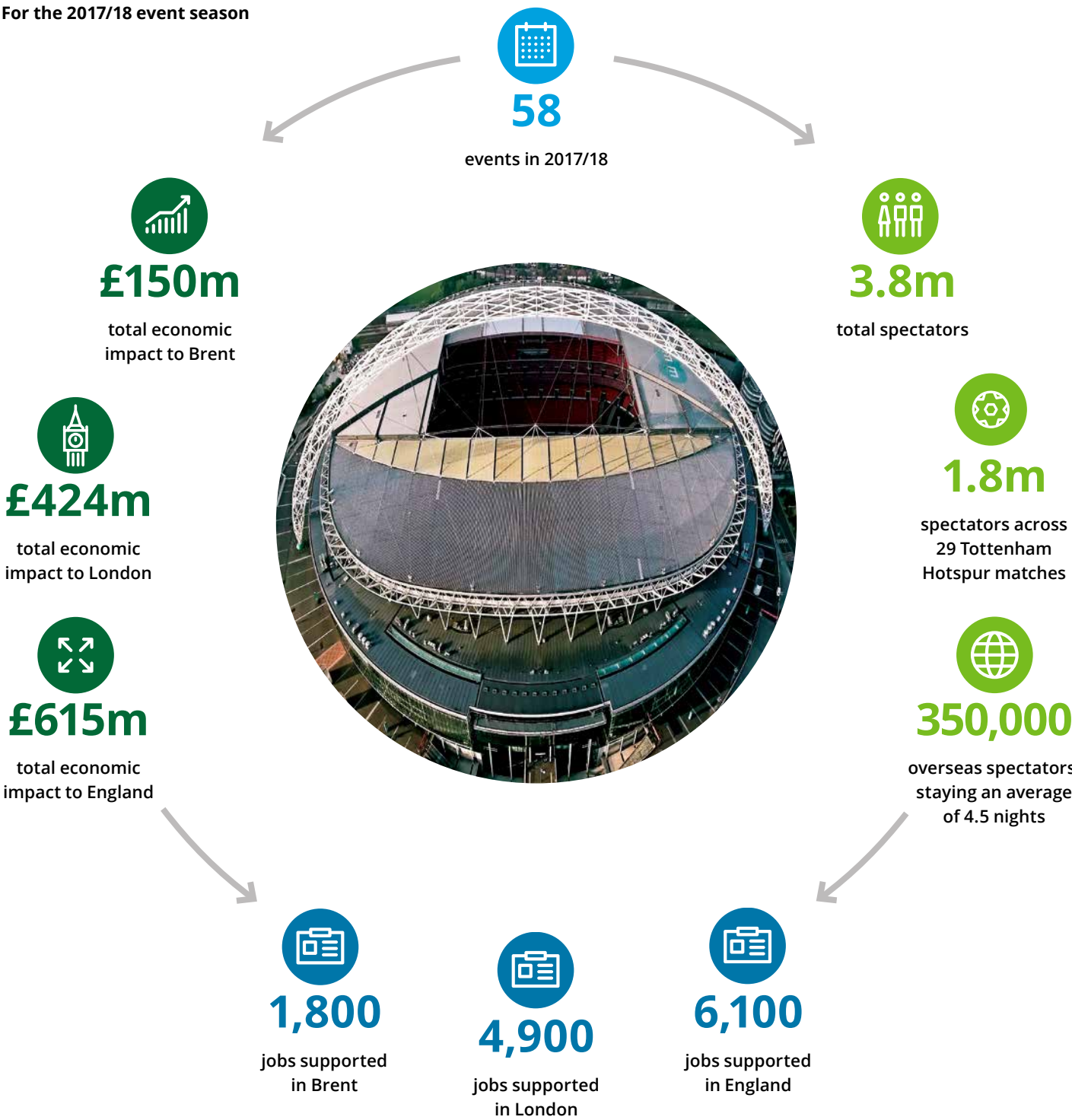
The 2017/18 season at Wembley Stadium saw a record number of events hosted and was the first time a Premier League football team had taken residency at the stadium. This report outlines the economic impact of the events to Brent, London and England.

The higher number of event days resulted in an unprecedented number of people visiting Wembley Stadium and the surrounding area.

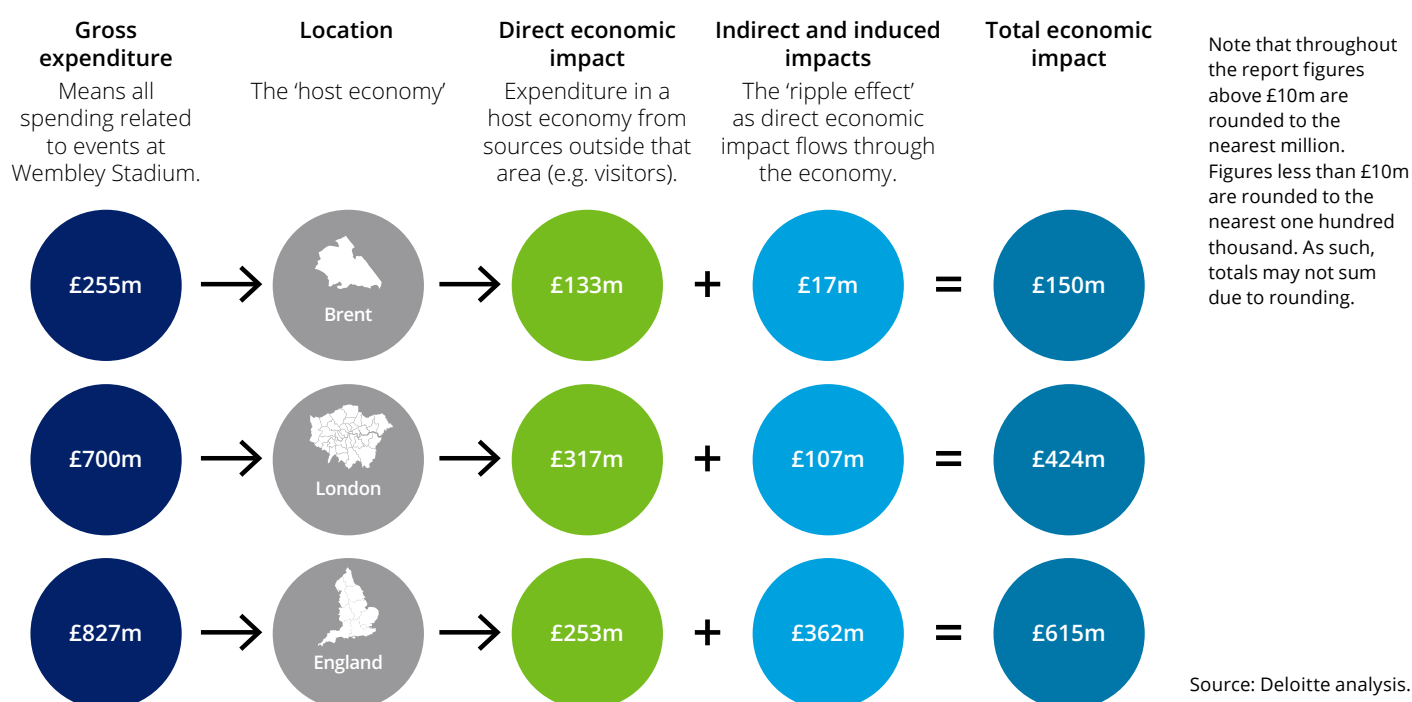
Over its first ten years of operation Wembley Stadium held 324 sports and entertainment 'major bowl' events, an average of c.32 per year. This increased to 58 events in 2017/18, which is higher than several other world-leading stadia (e.g. the MetLife Stadium in New York held 35 events, the Allianz Arena in Munich 28 and the Stade de France in Paris 19).

Tottenham Hotspur's move to Wembley Stadium for 2017/18 saw the Club's stadium capacity almost triple and average attendances for Premier League matches more than double. This also meant an uplift in expenditure for the economy not only for Brent, but also for London and England nationally.

For the 2017/18 event season



Gross expenditure and economic impact in each host economy



Economic impact in each host economy

Findings show gross expenditure in England relating to the 58 events was £827m, with total economic impact of £615m to England. Note that gross expenditure in Brent includes £65m incurred inside Wembley Stadium. This does not contribute to the direct economic impact of Brent, as it is retained by the event organisers.

Brent benefitted from total economic impact of £150m and London of over £420m. It is clear that the increase in events at Wembley Stadium delivered a significant economic boost.

Jobs supported

Our analysis shows that the economic impact from the 58 events supported over 1,800 FTE jobs in Brent, almost 4,900 across London and almost 6,100 across England.

Gross Value Added

Gross Value Added (GVA) is a common way to look at the value added to GDP by the production of goods and services.

The GVA contribution of the 2017/18 event season was £83m to Brent, £231m to London and £334m to England as a whole.

Top ten events by gross expenditure

| Event | Gross expenditure per event (£m) |
|-------------------------------------|----------------------------------|
| Ed Sheeran concert | 34 |
| Taylor Swift concert | 27 |
| NFL game | 21 |
| Emirates FA Cup Final or semi-final | 18 |
| Carabao Cup Final | 18 |
| England match | 16 |
| Capital's Summertime Ball | 15 |
| FA Community Shield | 15 |
| THFC Champions League match | 13 |
| THFC Premier League match | 12 |

Source: Deloitte analysis.

Event types

Tottenham Hotspur's 29 matches contributed 39% of gross expenditure, a total of £326m.

Ed Sheeran and Taylor Swift concerts were the biggest events held during the event season. High numbers of visitors from overseas who tend to extend their stay in England resulted in higher expenditure associated with these concerts.

Sell-out sports matches (e.g. football finals, NFL games and England games) saw similar levels of expenditure at around £16m to £21m per event.

Expenditure types

The highest proportion of spending was on accommodation (£216m), followed by ticket sales (£213m) and food and drink (£196m). This expenditure results in the creation of local jobs and revenue for local businesses.

Spectator spending was the key source of gross expenditure across all events accounting for 91% of the total, £13m on average per event.

Visitors

A large number of spectators (350,000) were from overseas, the majority of whom were travelling to London with the primary reason of attending a match or concert at Wembley Stadium. Overseas spectators are important to the overall economic impact to the English economy.

One event at Wembley Stadium can create on average four to five days of additional expenditure per overseas visitor in England, resulting in a positive boost to local businesses in Brent, London and across the country.

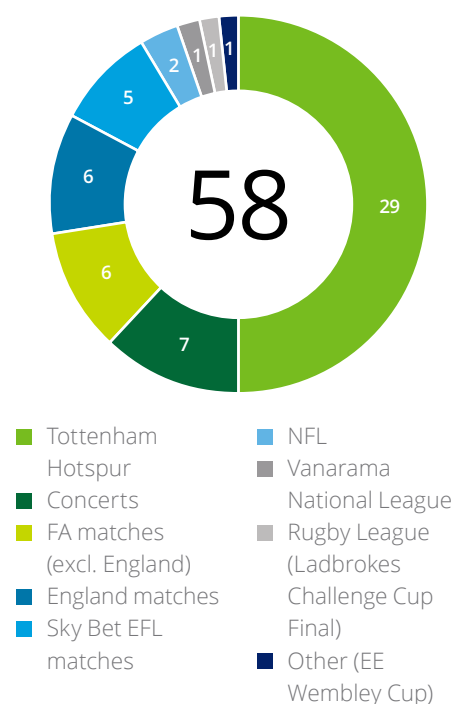
| FA events | Tottenham Hotspur matches | Other events |
|--|---|---|
| 12 events | 29 matches | 17 events |
| £175m gross expenditure | £326m gross expenditure | £326m gross expenditure |
| 854,000 spectators (57,000 from overseas) | 1,768,000 spectators (129,000 from overseas) | 1,137,000 spectators (160,000 from overseas) |
| Direct economic impact to Brent of £35m | Direct economic impact to Brent of £46m | Direct economic impact to Brent of £52m |

Visitor perceptions

Visitors to Wembley Stadium for events had positive views about the stadium and London as a whole, and would recommend the city as a holiday destination.

Concerts and England matches in particular show higher numbers of first-time visitors, and so are important in attracting a newer, wider audience to the stadium and to London.

Wembley Stadium 2017/18 event season, by event type



Source: The FA.

1. Introduction



The 2017/18 season at Wembley Stadium saw a record number of events hosted and was the first time a Premier League football team (Tottenham Hotspur) had taken residency at the stadium. This report outlines the economic impact of the 58 events at the stadium to Brent, London and England.

1.1 Background and project scope

The 2017/18 season at Wembley Stadium was a year in which a record number of events were hosted. It was the first time in which a Premier League football team (Tottenham Hotspur) had taken residency at the stadium for an entire season, whilst they completed the construction of their new stadium development in Tottenham.

Given this background, The FA were keen to understand the impact that Wembley Stadium has economically on the London Borough of Brent, London and nationally in England, given the higher number of event days would result in an unprecedented number of people visiting Wembley Stadium and the surrounding area.



The FA was also interested in seeing if and how different event types have different impacts economically and to the local community (e.g. NFL American Football games, Emirates FA Cup matches, England national football team fixtures and concerts etc.). To compile this study we therefore liaised with The FA, Tottenham Hotspur and other event organisers (who used the stadium during the season) to ensure information was as accurate and comprehensive as possible.



Wembley Stadium will host a total of seven fixtures at the forthcoming 2020 UEFA European Football Championship, including both semi-finals and the final. It also hosts major boxing bouts (e.g. Joshua v Klitschko in April 2017 and Joshua v Povetkin in September 2018). Within this context, the report also shows how hosting such one-off or 'mega events' at Wembley Stadium might impact the local economy, London and England.

1.2 Study scope

Deloitte was asked to estimate the socio-economic impact of Wembley events, looking at three levels of host economy:

- the local Borough of Brent, as the 'home' borough of Wembley Stadium;
- London as a whole (the 32 London boroughs and the City of London); and
- England (as The FA is the governing body for football in England, rather than the whole of the UK).

The assessment accounts for both the economic impact in terms of expenditure, jobs and value added, as well as non-market benefits, meaning benefits which are harder to quantify or cannot be quantified (e.g. community impacts or improvements to the local area).



The report also draws upon results of market research with visitors and consultations with residents to look at public perception of the impact Wembley Stadium has on the local area (Brent) and London. Other strands of this research included:

- Understanding the 'reach' of events held at Wembley Stadium, in terms of the origin of attendees, and demographic information about attendees; and
- Outlining actions taken by Tottenham Hotspur in the local area to comply with Section 106 commitments (i.e. conditions of the planning permission for Tottenham Hotspur matches at Wembley Stadium).

1.3 Our approach

Detailed methodology, assumptions and limitations are set out on page 57, but the key points are as follows:

- This report has drawn on a number of different sources of research, both quantitative and qualitative, to assess the overall economic footprint of Wembley Stadium's events. The core economic impact due to events at the stadium has been estimated using an input-output model developed by Deloitte. This model draws on a range of publicly available economic and employment data to trace how local economic impact flows through the wider economy, creating knock-on effects (indirect and induced impacts).

- The data included in this report has been gathered through a combination of:

- Information received from, and consultations with, The FA, Tottenham Hotspur, other event organisers (e.g. concert promoters, EFL, NFL, Vanarama National League, RFL) and external stakeholders (e.g. representatives from Brent Council, local businesses and residents' groups). A full list of those organisations is shown on page 58;
- Primary research organised by Deloitte in the form of face-to-face visitor surveys at four Wembley Stadium events (two Tottenham Hotspur Premier League matches, an Emirates FA Cup semi-final and an Ed Sheeran concert); and
- Primary research conducted by The FA in the form of two online surveys with attendees at England international matches. Full details of the primary research can be found on page 57.

Figure 1: Wembley Stadium 2017/18 event season

| No. | Date | Competition | Participants | No. | Date | Competition | Participants |
|-----|--------|--|---|-----|--------|---|------------------------------------|
| 1. | Aug 5 | THFC (Friendly) | Tottenham v Juventus | 30. | Feb 7 | THFC (Emirates FA Cup) | Tottenham v Newport County |
| 2. | Aug 6 | FA Community Shield | Arsenal v Chelsea | 31. | Feb 10 | THFC (PL) | Tottenham v Arsenal |
| 3. | Aug 20 | THFC (PL) | Tottenham v Chelsea | 32. | Feb 25 | EFL Carabao Cup Final | Arsenal v Manchester City |
| 4. | Aug 26 | Rugby League (Ladbrokes Challenge Cup Final) | Hull FC v Wigan Warriors | 33. | Feb 28 | THFC (Emirates FA Cup) | Tottenham v Rochdale |
| 5. | Aug 27 | THFC (PL) | Tottenham v Burnley | 34. | Mar 3 | THFC (PL) | Tottenham v Huddersfield |
| 6. | Sep 4 | England (WCQGS) | England v Slovakia | 35. | Mar 7 | THFC (CL) | Tottenham v Juventus |
| 7. | Sep 13 | THFC (CL) | Tottenham v Borussia Dortmund | 36. | Mar 27 | England (Friendly) | England v Italy |
| 8. | Sep 16 | THFC (PL) | Tottenham v Swansea City | 37. | Apr 8 | EFL Checkatrade Trophy | Lincoln City v Shrewsbury Town |
| 9. | Sep 19 | THFC (Carabao Cup) | Tottenham v Barnsley | 38. | Apr 14 | THFC (PL) | Tottenham v Manchester City |
| 10. | Sep 24 | NFL | Jacksonville Jaguars v Baltimore Ravens | 39. | Apr 21 | Emirates FA Cup (semi-final) | Manchester United v Tottenham |
| 11. | Oct 1 | NFL | New Orleans Saints v Miami Dolphins | 40. | Apr 22 | Emirates FA Cup (semi-final) | Chelsea v Southampton |
| 12. | Oct 5 | England (WCQGS) | England v Slovenia | 41. | Apr 30 | THFC (PL) | Tottenham v Watford |
| 13. | Oct 7 | EE Wembley Cup | Hashtag United v Tekkers Town | 42. | May 5 | SSE Women's FA Cup final | Arsenal v Chelsea |
| 14. | Oct 14 | THFC (PL) | Tottenham v Bournemouth | 43. | May 9 | THFC (PL) | Tottenham v Newcastle United |
| 15. | Oct 22 | THFC (PL) | Tottenham v Liverpool | 44. | May 12 | Vanarama National League Promotion Final | Boreham Wood v Tranmere Rovers |
| 16. | Oct 25 | THFC (Carabao Cup) | Tottenham v West Ham | 45. | May 13 | THFC (PL) | Tottenham v Leicester |
| 17. | Nov 1 | THFC (CL) | Tottenham v Real Madrid | 46. | May 19 | Emirates FA Cup (final) | Chelsea v Manchester United |
| 18. | Nov 5 | THFC (PL) | Tottenham v Crystal Palace | 47. | May 20 | The Buildbase FA Vase and Trophy finals day | Stockton Town v Thatchem Town |
| 19. | Nov 10 | England (Friendly) | England v Germany | 48. | May 26 | Sky Bet Championship Play-Off Final | Brackley Town v Bromley |
| 20. | Nov 14 | England (Friendly) | England v Brazil | 49. | May 27 | Sky Bet League 1 Play-Off Final | Fulham v Aston Villa |
| 21. | Nov 25 | THFC (PL) | Tottenham v West Brom | 50. | May 28 | Sky Bet League 2 Play-Off Final | Rotherham United v Shrewsbury Town |
| 22. | Dec 6 | THFC (CL) | Tottenham v APOEL FC | | | | Exeter City v Coventry City |
| 23. | Dec 9 | THFC (PL) | Tottenham v Stoke City | 51. | Jun 2 | England (Friendly) | England v Nigeria |
| 24. | Dec 13 | THFC (PL) | Tottenham v Brighton | 52. | Jun 9 | Concert | Capital's Summertime Ball |
| 25. | Dec 26 | THFC (PL) | Tottenham v Southampton | 53. | Jun 14 | Concert | Ed Sheeran |
| 26. | Jan 4 | THFC (PL) | Tottenham v West Ham | 54. | Jun 15 | Concert | Ed Sheeran |
| 27. | Jan 7 | THFC (Emirates FA Cup) | Tottenham v AFC Wimbledon | 55. | Jun 16 | Concert | Ed Sheeran |
| 28. | Jan 13 | THFC (PL) | Tottenham v Everton | 56. | Jun 17 | Concert | Ed Sheeran |
| 29. | Jan 31 | THFC (PL) | Tottenham v Manchester United | 57. | Jun 22 | Concert | Taylor Swift |
| | | | | 58. | Jun 23 | Concert | Taylor Swift |

Note: THFC = Tottenham Hotspur Football Club; PL = Premier League; WCQGS = World Cup Qualifying Group Stage and CL = Champions League.

Source: The FA.

1.4 The 2017/18 Wembley event season

In March 2017, when Wembley Stadium reached the milestone of its tenth anniversary since opening, The FA estimated that over 20m fans, from almost 150 countries, had visited the stadium over that ten-year period.

However, the 2017/18 event season was an extraordinary one for the stadium, as Tottenham Hotspur took up residency there whilst their new stadium was being constructed. This almost doubled the number of event days at Wembley Stadium.

The period under consideration for this study is the 2017/18 event season which ran from August 2017 until July 2018. The 'bookends' of the Wembley event season are therefore typically the first football match at the start of August and the final concert at the end of the summer, in June or July. Between July and August, there is often time set aside for refurbishment of the pitch. Note that in the 2017/18 event season, there were no events which took place in July.

Over the 2017/18 event season there were 58 events at the stadium, which are outlined in Figure 1 on the previous page.

As will be apparent from Figure 1, we define an event as any sports or entertainment event which is open to the public, using the Wembley Stadium seating bowl and where a significant number of spectators attend. This can be termed a 'major bowl event'.

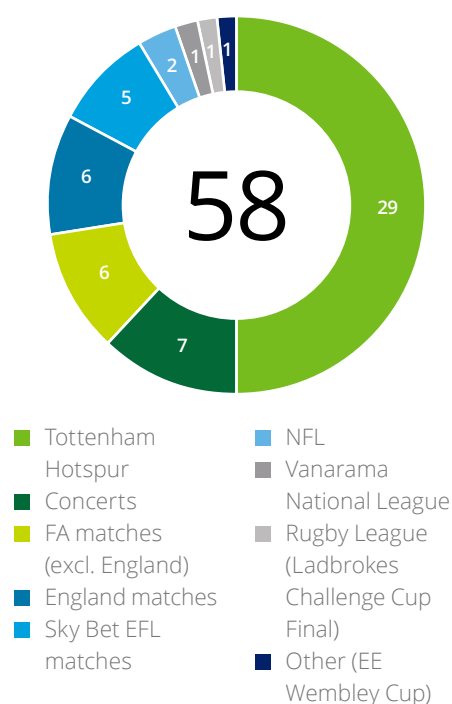
Figure 2 shows the split of Wembley Stadium event days for the 2017/18 event season, with Tottenham Hotspur accounting for exactly half of event days. The seven concert dates contributed a significant economic impact. Although NFL matches were limited to two, our analysis shows that on a per event basis, NFL

matches contribute a significant amount, even greater than blue riband football matches such as The Emirates FA Cup final.

1.4.1 Wembley Stadium in 2017/18 compared with previous event seasons

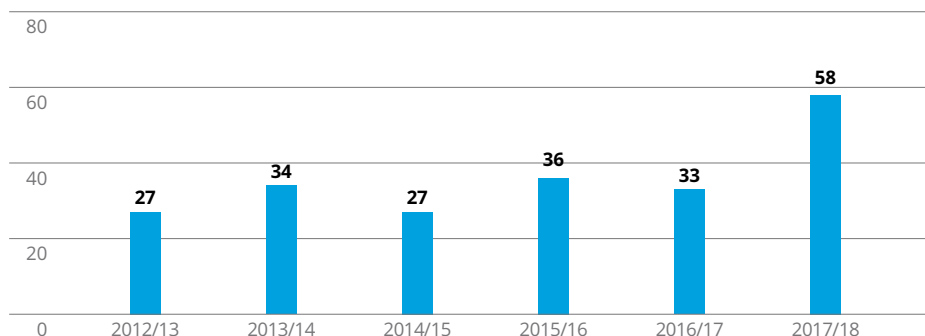
- Information provided by The FA shows how the 2017/18 event season was a remarkable year compared with previous ones.
- Over the first ten years of the stadium's operation it held 324 sports and entertainment major bowl events, meaning an average of c.32 per year. The jump up to 58 events shows the level of increase seen for 2017/18.
- Figure 3 compares the 2017/18 event season with the preceding five event seasons at Wembley Stadium. The analysis shows a range of 27 to 36 events per annum, with the marked increase due to Tottenham Hotspur matches in 2017/18 very clear, showing how busy the venue has been over this last event season.

Figure 2: The Wembley Stadium 2017/18 event season, by event type



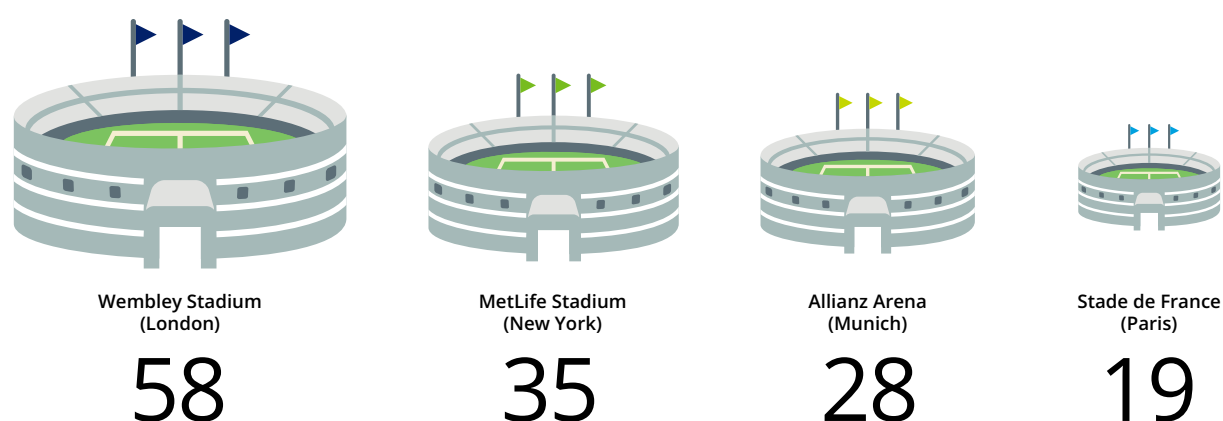
Source: The FA.

Figure 3: Number of Wembley Stadium 'major bowl events' (past six event seasons)



Note: The 2012/13 event season excludes football matches played as part of the London 2012 Olympic Games.

Source: The FA.

Figure 4: The 2017/18 event season at selected leading stadia

Source: Deloitte analysis.

1.4.2 Comparisons with other leading stadia

- We have compared (through desk-based research) the Wembley Stadium 2017/18 event season with that of a small group of other leading stadia in Europe and the US (See Figure 4).
- Wembley Stadium delivered 58 major bowl events during the season and this is higher than most of the other world-leading stadia we have looked at. It is clear that Wembley is on a par with, or ahead of, other iconic stadia in terms of the number of events held.
- The MetLife Stadium hosted NFL fixtures, college football, concerts and festivals. The Allianz Arena hosted Bayern Munich games in the Bundesliga, Champions League and domestic cup fixtures and the Audi Cup Final. The Stade de France hosted a number of concerts, the France men's national football team, domestic Ligue 1 cup finals and France national Rugby Union games.

It is notable that even in years where Tottenham Hotspur were not residents, the average number of events held at Wembley Stadium (c.32) was comparable or above those at these other iconic stadia.

1.5 Report structure

The analysis of this report is structured in the chapters outlined below:

- Foreword
- Executive summary
- Chapter 1: Introduction
- Chapter 2: Overview of gross expenditure and economic impact
- Chapter 3: FA events
- Chapter 4: Tottenham Hotspur matches
- Chapter 5: Other events

- Chapter 6: Visitors' and residents' perceptions
- Chapter 7: Contribution to the local community
- Appendix 1: Glossary of Terms
- Appendix 2: Methodology and limitations

2. Overview of gross expenditure and economic impact

This chapter outlines the gross expenditure and the economic impact of events held at Wembley Stadium during the 2017/18 event season. The expenditure in England due to Wembley's events exceeds £825m.

Each event held at Wembley Stadium leads to a significant number of people travelling to the local area to spectate, work or participate at the event. This results in expenditure in the local area, the wider London region and in other areas of England outside London.

This is the case when spectators from overseas decide to extend their stay in England. For example, a family from France may purchase tickets to a concert at Wembley Stadium and decide to stay in the city for a number of days even though the event is only on one evening.

The significant majority of expenditure comes from spectators attending the events. However, media, competitors, performers and event organisers also contribute to the total expenditure figure.

2.1 Terminology

- **Gross expenditure** – this represents the total spend in the host economy related to events held at Wembley Stadium, i.e. the total 'pot' of money circulating around the host economy due to these events.
- **Total economic impact** – measures the additional expenditure generated in a host economy and is comprised of direct, indirect and induced economic impact.

- **Direct economic impact** – this is the expenditure of visitors in a host economy excluding deadweight.
- **Deadweight** – deadweight is the expenditure of event attendees who would have been in the host economy anyway. This is either local residents or visitors who would have travelled to the area regardless of the event.
- **Indirect (business to business) economic impact** – estimates the total additional expenditure caused by businesses sourcing from further down the supply chain (i.e. by businesses reinvesting the money they received on supplies).
- **Induced (consumer) economic impact** – measures the associated consumer spending impacts (e.g. a restaurant worker recirculating revenue into the economy through spending their wages).

- **Non-economic leakage** – production and other costs associated with supply of goods and services.
- **Gross Value Added (GVA)** – a figure comparable to GDP that takes into account non-economic leakage.

With regard to economic impact, three host economies have been assessed in this report: Brent, London and England. Further detail on how economic impact is calculated can be found on page 18.

2.2 Gross expenditure

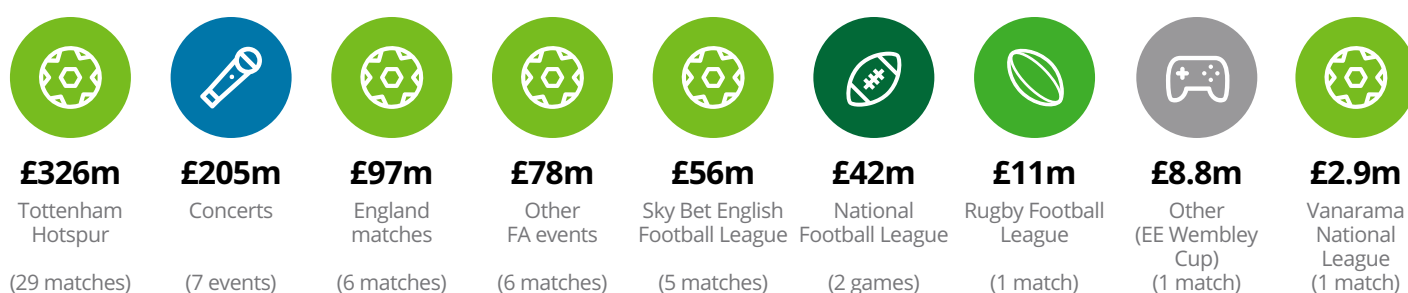
A gross expenditure of £827m is estimated to have occurred as a result of the 58 events held at Wembley Stadium during the 2017/18 event season. The following section provides an overview of this expenditure providing details of expenditure by:

- event type;
- expenditure type;
- location of spend; and
- type of visitor.

2.2.1 Gross expenditure by event type

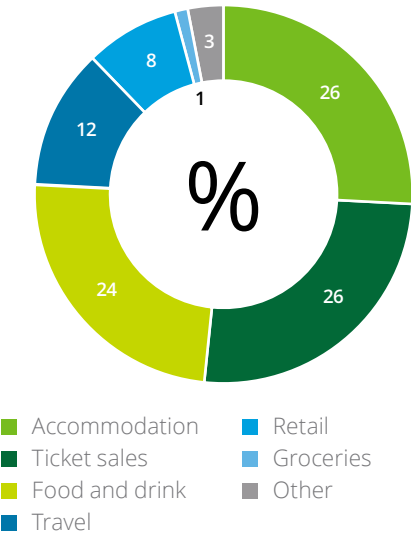
As might be expected given the number of matches, expenditure arising from Tottenham Hotspur matches contributed the greatest to the overall gross expenditure, a total of £326m over the 29 games held at Wembley Stadium during the 2017/18 season.

Figure 5 provides a breakdown of the total and average expenditure split by event type. On a per event basis, concerts result in the highest levels of expenditure, in particular the Ed Sheeran concerts which accumulated an average expenditure of £34m per event. The NFL created the largest spend per sports event (£21m) with The Emirates FA Cup final and semi-finals next (at £18m).

Figure 5: Gross expenditure by event type (£m)

| Event type | Event/concert | Total (£m) | No. of events | Average (£m) |
|--------------------------------|--|------------|---------------|--------------|
| Tottenham Hotspur matches | Premier League | 232 | 19 | 12 |
| | Champions League | 52 | 4 | 13 |
| | Emirates FA Cup | 22 | 3 | 7.5 |
| | Carabao Cup | 13 | 2 | 6.7 |
| | Friendly | 5.0 | 1 | 5.0 |
| England matches | England | 97 | 6 | 16 |
| Other FA organised matches | Emirates FA Cup final / semi-final | 53 | 3 | 18 |
| | FA Community Shield | 15 | 1 | 15 |
| | SSE Women's FA Cup | 7.5 | 1 | 7.5 |
| | FA Vase and Trophy final | 3.0 | 1 | 3.0 |
| English Football League (EFL) | Carabao Cup Final | 18 | 1 | 18 |
| | Checkatrade Trophy Final | 7.3 | 1 | 7.3 |
| | Sky Bet Play-Off Finals | 31 | 3 | 10 |
| Concerts | Capital's summertime ball | 15 | 1 | 15 |
| | Ed Sheeran | 136 | 4 | 34 |
| | Taylor Swift | 54 | 2 | 27 |
| Vanarama National League (NL) | Vanarama National League promotion final | 2.9 | 1 | 2.9 |
| Other | EE Wembley Cup | 8.8 | 1 | 8.8 |
| Rugby Football League (RFL) | Ladbrokes Challenge Cup Final | 11 | 1 | 11 |
| National Football League (NFL) | NFL | 42 | 2 | 21 |
| Total | | 827 | 58 | 14 |

Figure 6: Gross expenditure by expenditure type (%)



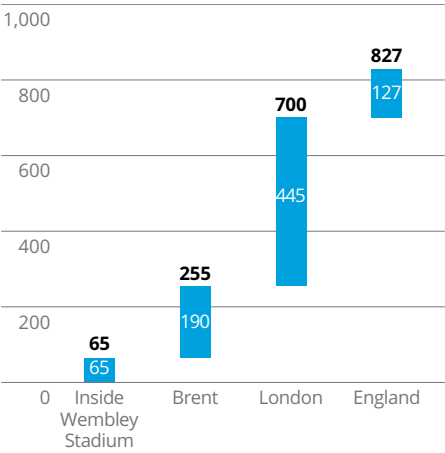
Source: Deloitte analysis.

2.2.2 Expenditure type

Expenditure arising from events at Wembley Stadium can be categorised into seven spending categories: ticket sales, accommodation; food and drink (purchased in restaurants, cafés and bars), groceries (purchased in supermarkets), travel, retail and other. As can be seen in Figure 6, the highest proportion of spending was on accommodation (£216m) closely followed by ticket sales (£213m) and food and drink (£196m). This expenditure results in the creation of local jobs and higher revenues for local businesses.

Across all event types 26% of gross expenditure is on accommodation. The vast majority of this expenditure comes from spectators who live a significant travel distance away from Wembley Stadium (mainly overseas residents). The surveys of event attendees at Wembley Stadium

Figure 7: Gross expenditure by location of spend (£m)



Note: The numbers in the bars show the individual total for that location (e.g. expenditure in London excludes Brent) and the numbers above the bars show the cumulative totals.

Source: Deloitte analysis.



showed overseas visitors spent between £92 and £132 per person per night on accommodation creating a significant positive inflow into the English economy.

2.2.3 Location of spend

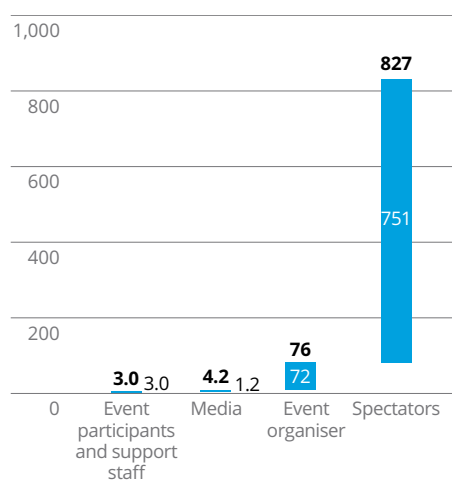
The majority (92%) of the gross expenditure occurred outside Wembley Stadium (£762m), in local shops, hotels, bars and restaurants. Note that there was a further £19m of gross expenditure that flowed outside of England, namely spectators extending their visit by staying elsewhere in the UK outside England and ticket sales revenue attributable to the NFL.

85% of the gross expenditure was in London (£700m) and this includes £190m of expenditure in local businesses in Brent. The £127m of expenditure outside of London is predominantly expenditure by overseas visitors or visitors from elsewhere in the UK, who choose to extend their stay in England either before or after attending an event at Wembley Stadium.

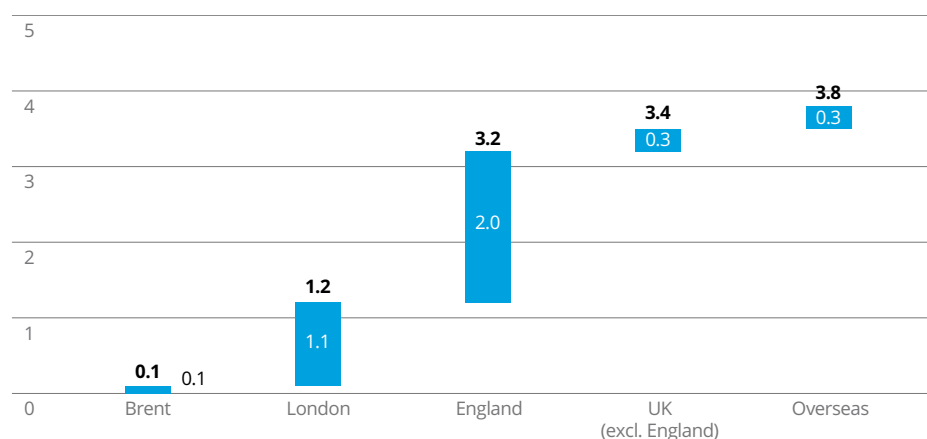
2.2.4 Visitor type

Spectator spending was the key source of gross expenditure across all events accounting for 91% of total expenditure, £13m on average per event (see Figure 8). There was a large variation in spectator expenditure per event, ranging from £2.6m (Vanarama National League promotion final) to £33m (Ed Sheeran concerts). This expenditure difference is driven by:

- a) The varying levels of attendance, c.16,000 for the Vanarama National League promotion final versus c.90,000 for sell-out events;
- b) Ticket prices; and
- c) Concert spectators being more likely to extend their stay in England (as per attendee survey results) therefore creating additional expenditure over a number days rather than just the single event day.

Figure 8: Gross expenditure by visitor type (£m)

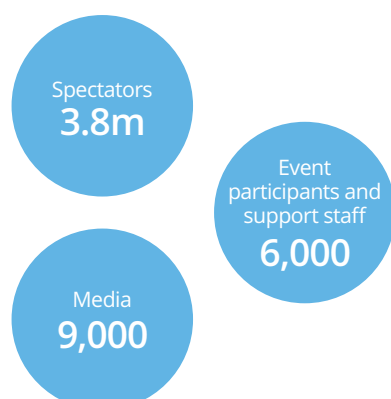
Source: Deloitte analysis.

Figure 10: Spectator origin – all events (m)

Source: Deloitte analysis.

2.2.5 Visitor origin

This study includes expenditure from all visitors to Wembley Stadium. Figure 9 below shows the split between visitor type, namely spectators, event participants and support staff, and media. Spectators comprise over 99% of total visitors, therefore it is their expenditure that contributes the majority of economic impact to Brent, London and England.

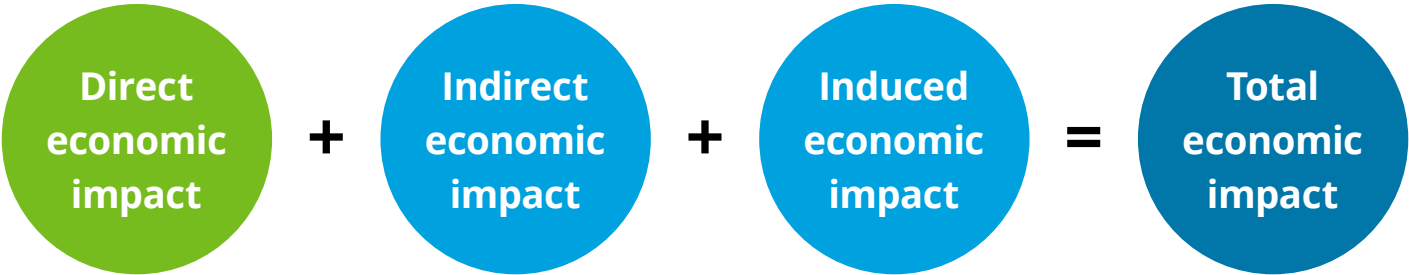
Figure 9: Visitor types

Events at Wembley Stadium attract spectators from across England, the UK and overseas. The highest proportion of spectators are from England (84%, 3.2m) including 2% from the local borough of Brent (see Figure 10). There are a significant amount of local residents attending for free, as Tottenham Hotspur gave away over 24,000 complimentary tickets to local residents during the season. Additionally, The FA gave away over 18,600 complimentary tickets to events in the year, predominantly to England games.

A large number of spectators were from overseas (9%, 350,000), many of whom were travelling to London with the primary reason of attending a match or concert at Wembley. Overseas spectators are important to the overall economic impact to the English economy for a number of reasons:

- Their expenditure is a net inflow into the English (and hence UK) economy.
- They tend to have higher expenditure levels than England and UK residents.
- They typically extend their stay either in London or elsewhere in England by several days, bringing in additional economic impact to the English economy.

Notably, concerts attract the highest number of overseas spectators compared to other event types with an average of 13,000 per event.



2.3 Economic impact













This section quantifies the economic impact of events held at Wembley Stadium to Brent, London and England. Expenditure inside Wembley Stadium and from ticket sales has been excluded from economic impact calculations in order to emphasize the impact to local businesses as opposed to the impact from expenditure inside Wembley Stadium which is predominantly received by The FA, Tottenham Hotspur and other event organisers who hire the stadium.



2.3.1 Direct economic impact

Figure 11 provides a summary of the direct economic impact to the host economies of Brent, London and England. Note that the direct economic impact to England is less than London because only visitors who originate from outside the host economy can be included in direct economic impact calculations (i.e. ‘deadweight’ expenditure is excluded). Therefore expenditure from England residents cannot be included in the direct economic impact calculations for England but non-London England residents are included in the calculations for London.

Figure 11: Gross expenditure and direct economic impact to Brent, London and England

| Location |  Wembley Stadium |  Brent |  London |  England |
|------------------------|--|---|---|--|
| Gross expenditure |  |  |  |  |
| Direct economic impact |  |  |  |  |

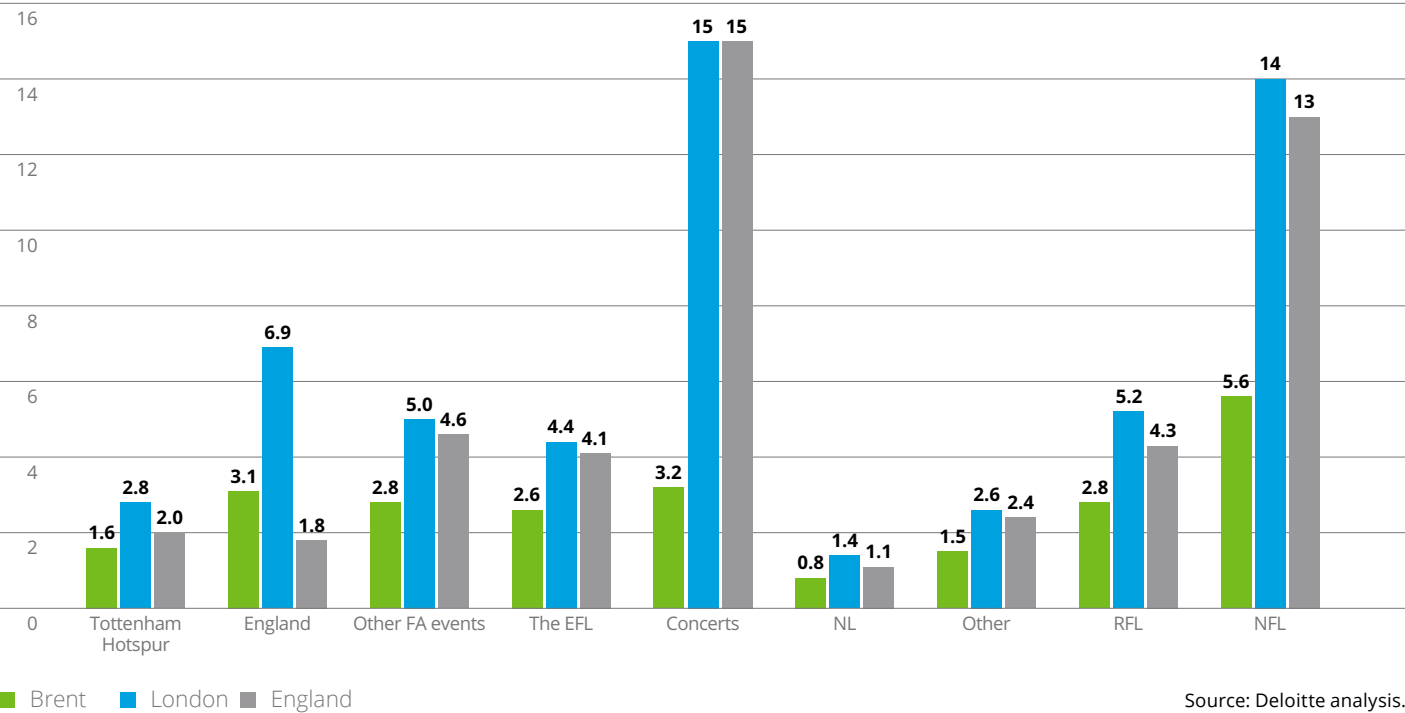
Source: Deloitte analysis.

Figure 12: Direct economic impact by event type (£m)

| Event type | Event/concert | Number of matches | Direct economic impact to: | | |
|--------------------------------|--|-------------------|----------------------------|------------|------------|
| | | | Brent | London | England |
| Tottenham Hotspur matches | Premier League | 19 | 33 | 58 | 41 |
| | Champions League | 4 | 7.4 | 13 | 9.7 |
| | Emirates FA Cup | 3 | 2.9 | 5.2 | 3.8 |
| | Carabao Cup | 2 | 1.6 | 2.8 | 2.1 |
| | Friendly | 1 | 0.7 | 1.2 | 0.9 |
| England matches | England | 6 | 18 | 41 | 11 |
| Other FA organised events | Emirates FA Cup final / semi-final | 3 | 11 | 19 | 17 |
| | FA Community Shield | 1 | 3.6 | 6.4 | 5.9 |
| | SSE Women's FA Cup | 1 | 2.0 | 3.5 | 3.2 |
| | FA Vase & Trophy final | 1 | 0.7 | 1.3 | 1.1 |
| English Football League (EFL) | Carabao Cup Final | 1 | 3.7 | 6.6 | 6.0 |
| | Checkatrade Trophy Final | 1 | 1.8 | 3.2 | 2.9 |
| | Sky Bet Play-Off Finals | 3 | 7.6 | 12 | 11.4 |
| Concerts | Capital's summertime ball | 1 | 1.9 | 3.7 | 1.0 |
| | Ed Sheeran | 4 | 15 | 76 | 76 |
| | Taylor Swift | 2 | 5.4 | 27 | 27 |
| Vanarama National League (NL) | Vanarama National League promotion final | 1 | 0.8 | 1.4 | 1.1 |
| Other | EE Wembley Cup | 1 | 1.5 | 2.6 | 2.4 |
| Rugby Football League (RFL) | Ladbrokes Challenge Cup Final | 1 | 2.8 | 5.2 | 4.3 |
| National Football League (NFL) | NFL | 2 | 11 | 27 | 25 |
| Total | | 58 | 133 | 317 | 253 |

Source: Deloitte analysis.

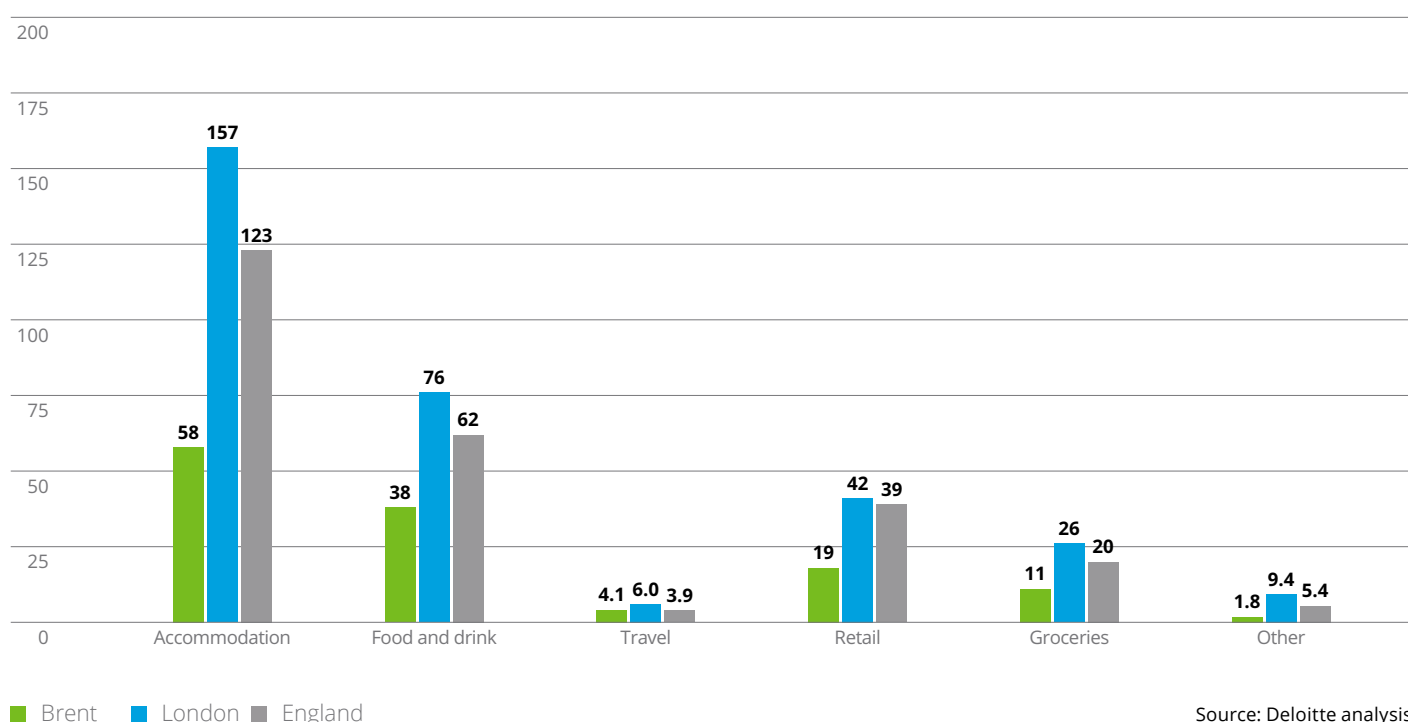
Figure 13: Direct economic impact per event by event type (£m)



As per Figure 12, direct economic impact from events held at Wembley Stadium in 2017/18 was:

- a) £133m for Brent;
- b) £317m for London; and
- c) £253m for England.

On an aggregate basis, Tottenham Hotspur matches created the largest direct economic impact to Brent (£46m), primarily due to all of their home matches (29) being held at Wembley Stadium during the 2017/18 season, a significantly greater number of events than any other event type. Due to high levels of expenditure per person by overseas visitors attending concerts and a higher total number of overseas visitors compared to other

Figure 14: Direct economic impact by type of spend (£m)

events, concerts created the largest direct economic impact to London (£106m) and England (£104m), even though there were only seven concerts compared to 29 Tottenham Hotspur matches held at Wembley Stadium.

As per Figure 13, on a per event basis NFL matches created the largest amount of direct economic impact to Brent and concerts created the largest amount of direct economic impact to London and England. This was largely driven by:

- a) A high proportion of spectators from outside the host economies, therefore increasing the number of spectators whose expenditure can be included as economic impact. 25% of concert spectators and 18% of NFL spectators were from outside England.

- b) High levels of spectator expenditure, in particular from overseas spectators who tend to spend a significantly greater amount than domestic spectators.

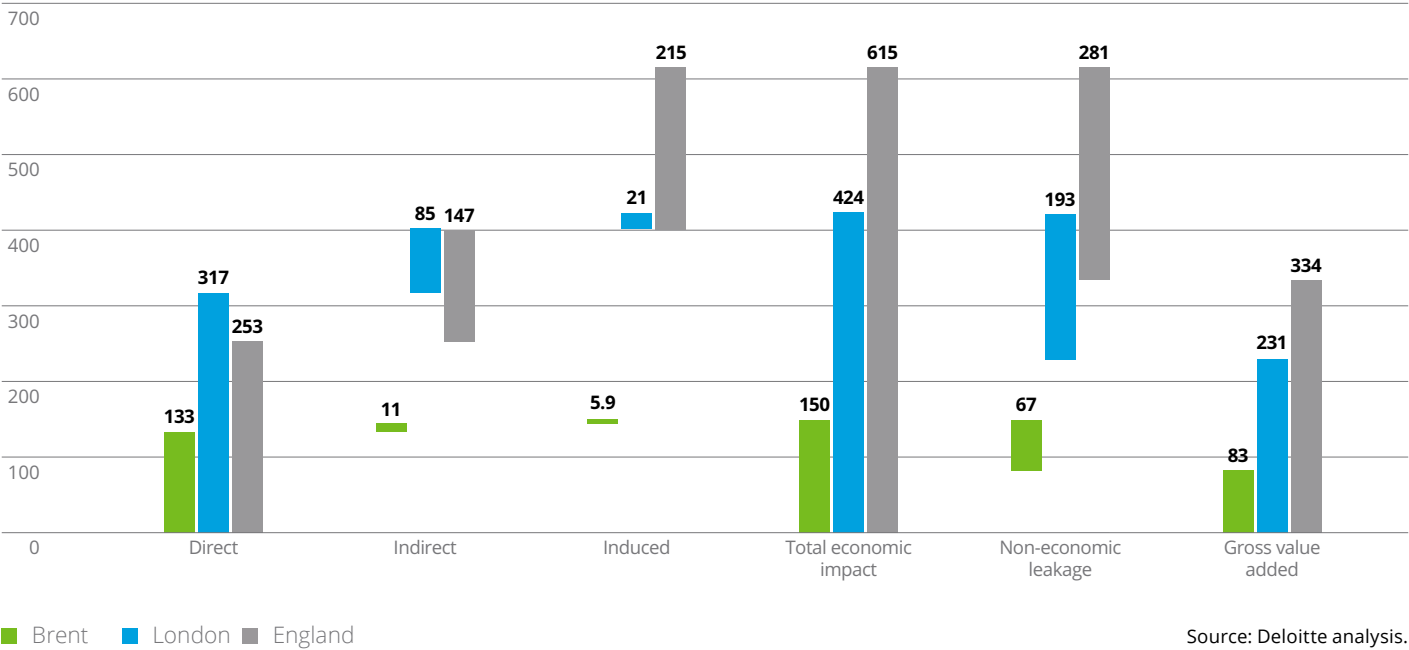
- c) High levels of spectator expenditure in Brent for NFL games.

Figure 14 shows that expenditure on accommodation creates the largest direct economic impact. This primarily comes from overseas visitors as they stay, on average, 4.5 nights per event. It is this extension of stay that emphasises the benefit of events at Wembley Stadium attracting overseas visitors to London and England. One event at Wembley Stadium can create on average four to five days of additional expenditure in England from overseas visitors, resulting in a positive

boost to local businesses in Brent, London and across the country.

Following expenditure on accommodation, expenditure on food and drink contributes the next highest amount of direct economic impact across all events, £38m to Brent, £76m to London and £62m to England. For example, a group of friends from Manchester going to watch an England match at Wembley Stadium may go out for food and drinks at a local Brent restaurant prior to the match.

Figure 15: Total economic impact and gross value added (£m)



Source: Deloitte analysis.

2.3.2 Indirect economic impact

As a result of the 58 events at Wembley Stadium, there was a total of £11m indirect economic impact to Brent, £85m to London, and £147m to England (see Figure 15). Note that these are cumulative figures so London includes Brent and England includes London and Brent. These figures quantify the ripple effects of direct expenditure that is recycled through the economy via reinvestment through the supply chain.

In London, the top five sectors that contributed towards indirect expenditure were:

- Alcoholic beverages;
- Computer programming, consulting and related services*;
- Wholesale trade services;
- Financial services*;
- Travel services.

These sectors represent the type of suppliers that receive the greatest increase in demand in London for their goods and services as a result of the expenditure that occurs as a direct consequence of events

*Note: These sectors are concentrated in the service-orientated London economy.

at Wembley Stadium. For example, there is an uplift in demand from local bars for alcoholic beverages which results in suppliers of alcoholic beverages reacting to this higher demand through increasing production levels and hiring additional staff.

2.3.3. Induced economic impact

Induced expenditure (which measures the associated consumer spending impacts through workers whose jobs were created as a result of expenditure relating to events at Wembley Stadium) was £5.9m for Brent, £21m for London and £215m for England.

The level of induced expenditure is significantly higher in England than London and Brent, reflecting that most of consumer wage spend is spent on goods and services outside of London.

Most of the jobs created were in London, with over 1,800 created in the local borough of Brent, indicating the positive effects of events held at Wembley Stadium to local people and businesses.



In London, two sectors contributed towards the majority of induced expenditure, namely:

- Retail trade services; and
- Wholesale trade services.

Notably, retail trade services comprise 62% of induced economic impact indicating the positive knock-on effects that job creation has – as the incomes of local people increase they spend more in the local economy – on local retail businesses.

2.4 Job creation

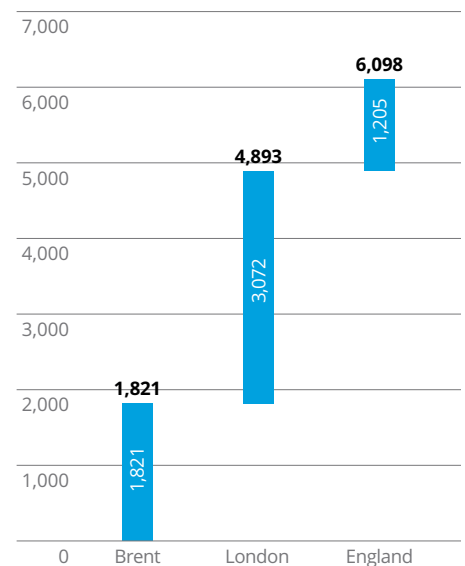
Total jobs supported as a result of the 58 events at Wembley Stadium was almost 6,100 full-time equivalents (FTE). Jobs are supported as a result of the direct, indirect and induced expenditure and the top five sectors affected are:

- Accommodation services;
- Food and beverage services;

- Wholesale and retail trade;
- Land transport services; and
- Rail transport services.

There is a strong correlation between the sectors in which expenditure occurs and the sectors in which job creation occurs. Therefore it is not surprising that the greatest number of jobs were created in two sectors (accommodation and food and drink) with very significant gross expenditure. Most of the jobs created were in London, with over 1,800 created in the local borough of Brent, indicating the positive effects of events held at Wembley Stadium to local people and businesses.

Figure 16: Job creation (FTE)



Source: Deloitte analysis.

3. FA events

FA matches at Wembley Stadium generated £175m of gross expenditure and attracted 854,000 spectators to Brent across the 2017/18 event season.

3.1 Introduction

This chapter outlines the gross expenditure and direct economic impact of FA matches held at Wembley Stadium during the 2017/18 Wembley event season. Of the 58 events held at Wembley in the project period, 12 were FA events (i.e. events which were run by The FA). These consisted of:

- six England games;
- two Emirates FA Cup semi-finals;
- the Emirates FA Cup final;
- SSE Women's FA Cup Final;
- The Buildbase FA Vase & Trophy Finals Day; and
- FA Community Shield.

These are events that, in the main, have long been played at Wembley Stadium, and are staples in the footballing calendar.

This chapter provides an overview of the impact of these FA events providing details of gross expenditure by location of spend, expenditure type, type of visitor and direct economic impact.

Data was obtained from spectators through online fan surveys sent to England fans by The FA after matches v Italy and Nigeria in March and June 2018 respectively.

Deloitte conducted face-to-face market research with fans at the Emirates FA Cup semi-final between Manchester United and Tottenham Hotspur in April 2018. Deloitte also obtained management accounts for each event from The FA in order to profile

event organiser spend, and liaised with The FA to estimate expenditure by media and participating teams/clubs (including support staff).

3.2 Gross expenditure

Expenditure was seen inside Wembley Stadium and across the three host economies, by various visitors to Wembley Stadium.

3.2.1 Gross expenditure inside and outside Wembley Stadium

Across the 12 events, gross expenditure of £175m was attributed to FA events (£97m from England events, and £78m from the other FA events) in the host economies, see Figure 18. Of this, £15m was on-site at Wembley Stadium (with the vast majority incurred by spectators and a minor element incurred by media), £160m was off-site, outside the stadium in the borough of Brent, elsewhere in London and elsewhere in England.

Figure 17: FA events gross expenditure inside Wembley Stadium and each host economy per category (excluding ticket sales) (£m)

| | Inside Wembley | Brent | London | England | Sub total | Ticket sales | Total |
|------------------|----------------|-----------|-----------|-----------|------------|--------------|------------|
| Spectators | 15 | 41 | 51 | 13 | 120 | 38 | 158 |
| Event organisers | 0 | 3.2 | 4.3 | 8.8 | 16 | 0 | 16 |
| Media | 0.1 | 0.1 | 0.3 | 0.1 | 0.6 | 0 | 0.6 |
| Competitors | 0 | 0.2 | 0.2 | 0 | 0.3 | 0 | 0.3 |
| Total | 15 | 45 | 56 | 22 | 137 | 38 | 175 |

Source: Deloitte analysis.

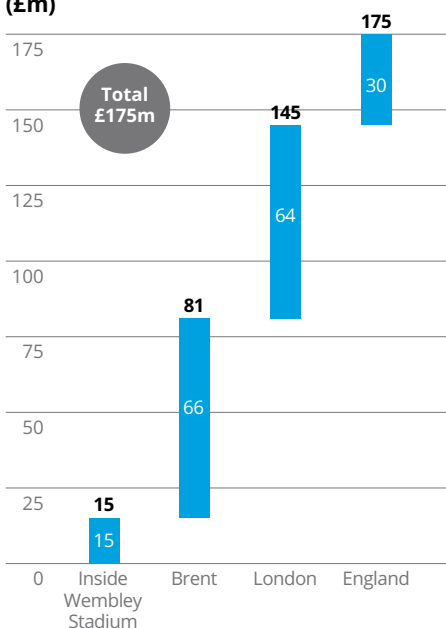
Figure 18: FA events gross expenditure inside Wembley Stadium and each host economy per category (£m)

| | Inside Wembley | Brent | London | England | Total |
|------------------|----------------|-----------|-----------|-----------|------------|
| Spectators | 15 | 63 | 59 | 22 | 158 |
| Event organisers | 0 | 3.2 | 4.3 | 8.8 | 16 |
| Media | 0.1 | 0.1 | 0.3 | 0.1 | 0.6 |
| Competitors | 0 | 0.2 | 0.2 | 0 | 0.3 |
| Total | 15 | 66 | 64 | 30 | 175 |

Source: Deloitte analysis.



Figure 19: FA events gross expenditure inside and outside Wembley Stadium (£m)



Source: Deloitte analysis.

Included in the gross expenditure is £38m on tickets by event spectators, (see Figures 17 and 18). Any ticket sales attributed to The FA were treated as though expenditure was incurred in Brent, where The FA is based.

Figure 19 shows the positive financial contribution the events have on Brent and London as a whole. Brent (excluding Wembley Stadium) saw gross expenditure of just over £65m, whilst the rest of London (excluding Brent) saw a slightly lower figure of just under £64m. Hence, a considerable amount of expenditure is with retailers and businesses across London showing the impact brought about by Wembley events in the local and city economy.

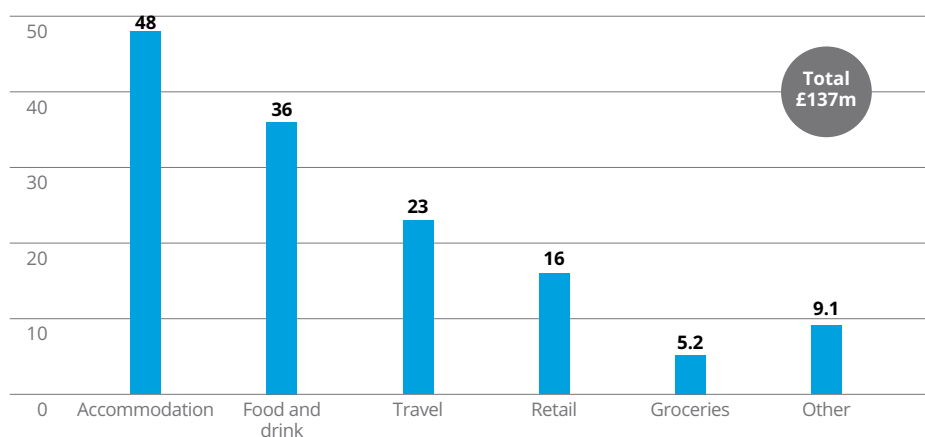
3.2.2 Gross expenditure by type

To help show which sectors are benefitting from Wembley's Stadium's events, expenditure arising was categorised into: ticket sales (which totalled £38m for the event season and was incurred entirely by the spectators), and the six spending categories: accommodation; food and drink (purchased in restaurants, cafés and bars), groceries (purchased in supermarkets), travel, retail and other.

Excluding tickets (mentioned above), the total of £137m was spent across the six categories as shown in Figure 20 (overleaf).

Over a third (35%) of the gross expenditure was on accommodation. As expected, the vast majority of this expenditure comes from spectators who live a significant distance away from Wembley Stadium (mainly overseas residents). Visitors from overseas attending England games spent an average of c.£115 on accommodation

Figure 20: FA events gross expenditure by type (including in Wembley Stadium and all host economies) (£m)



Source: Deloitte analysis.

per night, and overseas visitors at other FA matches spent on average £144 per night. This demonstrates again how the stadium's events are a driver of visits to England, with visitors also often making an extended trip, not just a flying visit for the match.

Travel represented 17% of all expenditure. Overseas attendees at England games spent an average of £282 on travel, with overseas visitors to Emirates FA Cup matches spending £219. These figures include spend with domestic airlines and travel on the ground in England. The appeal of Wembley Stadium's events as a tourist attraction brings visitors from all over the world and contributes significantly to the economy of England.

A further 26% was spent on food and drink. The average attendee spent £22 on food and drink attending England matches, and £30 attending other FA matches.



12% of all expenditure was on retail. The average attendee spent £19 on retail attending England matches, and £25 attending other FA matches.

This expenditure results in the creation and support of local jobs and higher revenues for local businesses.

Other spending includes petrol, parking and other miscellaneous costs at the discretion of the visitors.

Of the gross expenditure incurred outside Wembley Stadium totalling £160m, shown in Figure 17, expenditure was predominantly incurred by spectators, who spent £143m of the total (89%) which included ticket sales. Note that ticket sales attributed to The FA are treated as occurring in Brent, where The FA is based. Event organisers spent £16m (10%), media £0.6m and competitors £0.3m.

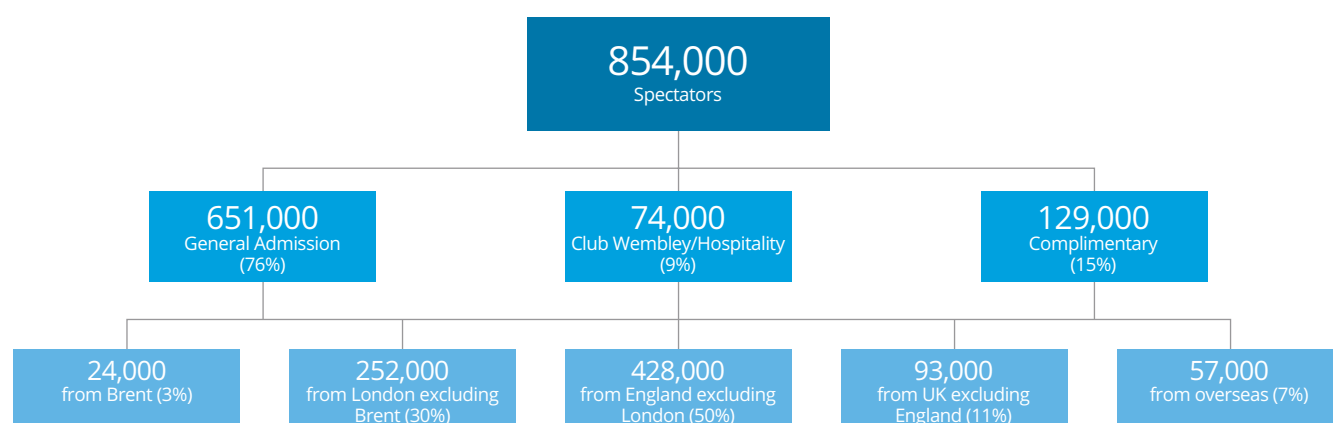
This is a typical profile for major sports events where spectators usually drive the majority of all expenditure.

3.3 Spectator profile

A total of 854,000 spectators attended FA events at Wembley Stadium over the 2017/18 season, shown in Figure 21. These consisted of 651,000 general admission attendees, 74,000 Club Wembley/hospitality attendees, and 129,000 attendees who received complimentary tickets including significant numbers distributed to local residents and community groups as part of The FA's commitment to the local area.

Across all 12 FA events in 2017/18, a total of 57,000 (7%) of visitors were from overseas, many of whom were travelling to London with the primary reason of attending a match at Wembley. As noted, this cohort tends to visit for a longer time and spend more, representing a net inflow into the UK economy.

50% of fans coming to Wembley for FA events came from areas in England outside London, and a further 11% from elsewhere in the UK (outside England). This confirms the attraction that the national stadium's events have for the UK population nationwide, providing a positive net impact to London.

Figure 21: FA events spectator profile

3.4 Gross expenditure by visitor type

3.4.1 Spectators

Given that General Admission (GA) tickets for games are sold well in advance of matches, we have assumed no casual spectators (i.e. visitors who were in London anyway and decided to attend an FA event).

The large majority of spectators have GA tickets, whilst corporate hospitality tickets comprised a variety of different packages, including Club Wembley seats and hospitality suites. Our estimates of spectator gross expenditure incorporates both GA and corporate hospitality attendees.

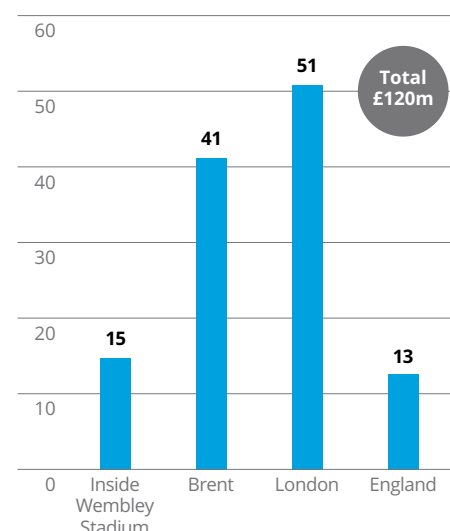
The £120m spent by spectators (excluding tickets sales) was spent in the host economies as shown in Figure 22.

This mirrors the profile of gross expenditure for all stakeholders, which is to be expected with spectator spend contributing the majority of gross expenditure.

3.4.2 Event organiser (The FA)

Figures received via The FA showed that there was a total of £16m spent on staging the 12 FA events at Wembley Stadium over the year, as shown in Figure 23. This was spent on stewarding, police, stadium signage and branding, cleaning and waste management as well as other facilities and services, hospitality and caterers.

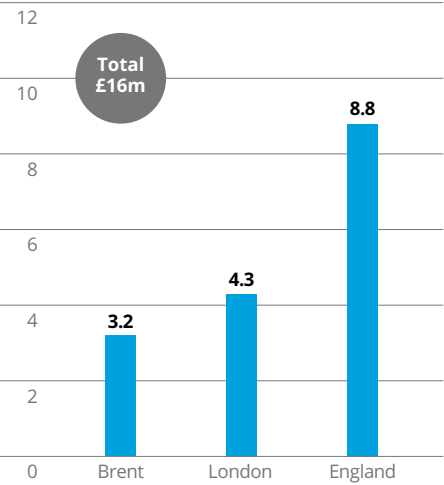
Figure 23 shows where the money was spent, with 46% occurring in Brent and London. There are c.1,500 stewards required on a typical match day and The FA uses around 18 stewarding companies, of which we estimate that c.20% are in Brent, 26% elsewhere in London (excluding Brent), and 54% elsewhere in England (predominantly in the South East including Kent, Surrey and Hampshire). This means that money is being re-invested locally or in the local region.

Figure 22: FA events spectator gross expenditure inside Wembley Stadium and in each host economy excluding ticket sales (£m)

Source: Deloitte analysis.



Figure 23: FA events event organiser gross expenditure in each host economy (£m)



Source: Deloitte analysis.

3.4.3 Media

A total of 3,235 media visited the 12 FA events held at Wembley in the year according to data provided by The FA. This included 558 (17%) from overseas, who stayed an average of two nights. In total, the media spent £0.6m, of which £0.1m was in Wembley Stadium, £0.1m was in Brent, £0.3m elsewhere in London, and £0.1m elsewhere in England, as shown in Figure 17.

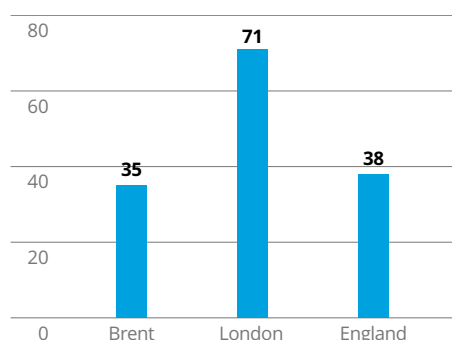
3.4.4 Competitors

A total of 1,140 individuals (playing staff and support staff) affiliated with the teams involved in FA events visited Wembley in the year. In total, Deloitte estimate that teams spent £0.3m across the six expenditure categories identified, which was split equally across Brent and elsewhere in London, as shown in Figure 17.

3.5 Direct economic impact of FA events at Wembley Stadium

Deloitte have estimated direct economic impact for the three host economies of Brent, London (including Brent) and England (including London).

To calculate the economic impact (as opposed to gross expenditure as outlined earlier in this Chapter), it is necessary to remove the 'deadweight' expenditure of those resident in each host economy who it is assumed would have spent the money in that same host economy anyway, irrespective of any events at Wembley (i.e. Brent residents in Brent or London residents in London). Also, for the purpose of our modelling, Deloitte have not included the impact of expenditure inside Wembley Stadium as affecting Brent, as Deloitte assume that the money is retained by The FA or other event organisers who have hired the stadium.

Figure 24: FA events direct economic impact to each host economy (£m)

Source: Deloitte analysis.

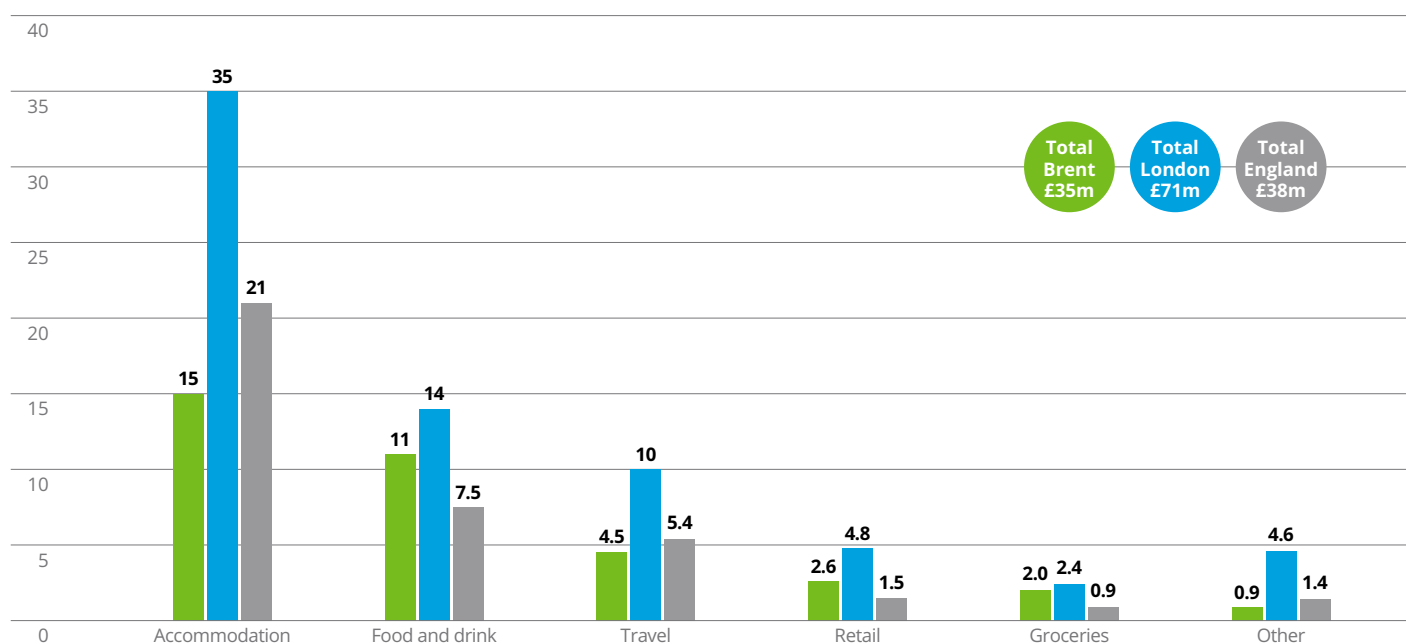
3.5.1 Direct economic impact to each host economy

Figure 24 shows the direct economic impact to Brent was £35m through FA events in the year (of which £18m was due to England matches, and £17m due to other FA events). The direct economic impact to all London (including Brent) was £71m (£41m due to England matches, and £30m due to other FA events), and direct economic impact to England was £38m (£11m due to England events and £27m due to other FA events). This shows the appeal in visiting the national stadium, and the money generated through the events staged in the year.

Whereas intuitively it may seem odd that direct economic impact is greater for London than for England as a whole, this is because the figure for London includes spending by people from elsewhere in England whereas the figure for England only includes expenditure from outside England (i.e. from elsewhere in the UK or overseas).

3.5.2 Direct economic impact by type of expenditure

The majority of the economic impact across all host economies was driven by accommodation, as shown in Figure 25. This has a wider effect on the economy in that visitors stay in the host economies for longer. The increased dwell time naturally leads to greater expenditure in other categories.

Figure 25: FA events direct economic impact by type of expenditure (£m)

■ Brent ■ London ■ England

Source: Deloitte analysis.

4. Tottenham Hotspur matches

This chapter outlines the gross expenditure and the direct economic impact of Tottenham Hotspur's matches held at Wembley Stadium during the 2017/18 football season.

4.1 Introduction

Of the 58 events held at Wembley in the project period, 29 were Tottenham Hotspur fixtures. These included:

- 19 Premier League;
- Four Champions League;
- Three Emirates FA Cup;
- Two Carabao Cup; and
- One pre-season friendly.

Note: The three Emirates FA Cup matches do not include Tottenham Hotspur's Emirates FA Cup semi-final appearance which is included under FA events.

Data was obtained from spectators through face-to-face surveys with Tottenham Hotspur fans before the games against Manchester City and Newcastle United in April and May 2018 respectively. Research also took place with Manchester United and Tottenham Hotspur fans before the Emirates FA Cup semi-final in April 2018 and is covered in the previous chapter.

Deloitte also obtained information directly from Tottenham Hotspur regarding attendances, ticketing, event expenditure, sponsorship arrangements, community engagement and so forth.

4.2 Gross expenditure

This section looks at gross expenditure by location of spend, expenditure type and visitor type.

4.2.1 Gross expenditure inside and outside Wembley Stadium

Across the 29 Tottenham Hotspur events, gross expenditure of £326m was incurred.

Of this, £31m was on-site at Wembley stadium (with the vast majority incurred by spectators), £295m was off-site, outside the stadium in the borough of Brent, elsewhere in London and elsewhere in England, as shown in Figure 28.

This £326m included what Deloitte estimates to be £114m spent on ticket sales by spectators at Tottenham Hotspur matches. We have allocated this ticketing income to the London host economy (not Brent) as Tottenham Hotspur's registered address is in the London borough of Haringey (in their club offices adjacent to the Club's new stadium).

Figure 26: Tottenham Hotspur events gross expenditure inside Wembley Stadium and each host economy per category (excluding estimated ticket sales) (£m)

| | Inside Wembley | Brent | London | England | Sub total | Ticket sales | Total |
|------------------|----------------|-----------|-----------|-----------|------------|--------------|------------|
| Spectators | 31 | 55 | 72 | 25 | 182 | 114 | 296 |
| Event organisers | 0 | 5.6 | 7.5 | 15 | 29 | 0 | 29 |
| Media | 0.1 | 0.1 | 0.1 | 0 | 0.3 | 0 | 0.3 |
| Competitors | 0 | 0.3 | 0.3 | 0 | 0.6 | 0 | 0.6 |
| Total | 31 | 61 | 80 | 40 | 211 | 114 | 326 |

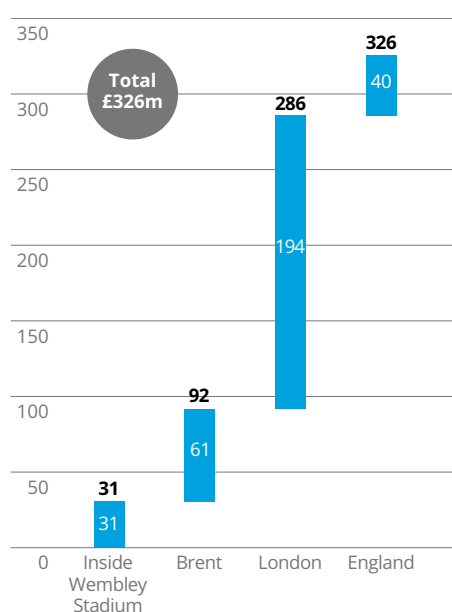
Source: Deloitte analysis.

Figure 27: Tottenham Hotspur events gross expenditure inside Wembley Stadium and each host economy per category (£m)

| | Inside Wembley | Brent | London | England | Total |
|------------------|----------------|-----------|------------|-----------|------------|
| Spectators | 31 | 55 | 186 | 25 | 296 |
| Event organisers | 0 | 5.6 | 7.5 | 15.4 | 29 |
| Media | 0.1 | 0.1 | 0.1 | 0 | 0.3 |
| Competitors | 0 | 0.3 | 0.3 | 0 | 0.6 |
| Total | 31 | 61 | 194 | 40 | 326 |

Source: Deloitte analysis.

Figure 28: Tottenham Hotspur events gross expenditure inside and outside Wembley Stadium (£m)

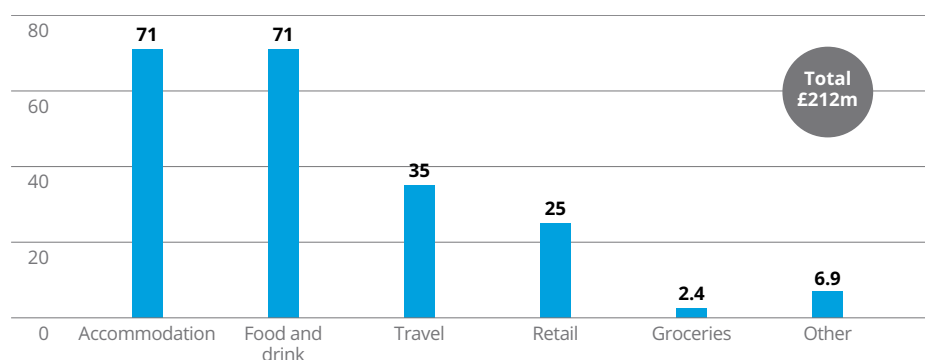


Source: Deloitte analysis.

Expenditure was predominantly incurred by spectators, with additional expenditure by Tottenham Hotspur on event staging, media in attendance and participating teams (and their associated personnel).

Expenditure inside the stadium is retained by the Club and catering suppliers and is not included in economic impact. More relevant is the expenditure outside of the stadium across Brent and London in particular which contributes significantly to those local host economies.

Figure 29: Tottenham Hotspur events gross expenditure by type (including in Wembley Stadium and all host economies) (£m)



Source: Deloitte analysis.

4.2.2 Gross expenditure by type

Expenditure at Tottenham Hotspur matches at Wembley Stadium can be categorised into ticket sales (which totalled an estimated £114m in the year and was incurred entirely by the spectators) and the six spending categories: accommodation, food and drink (purchased in restaurants, cafés and bars), groceries (purchased in supermarkets), travel, retail and other.

For this analysis we have excluded the estimated £114m of ticket sales as it is retained by Tottenham Hotspur. The remaining total of £212m was spent across the six categories defined as shown in Figure 29.

Roughly a third of expenditure was on each of accommodation and food and drink. Despite Tottenham Hotspur being a local London team, the results show the Club attracted spectators who live a significant travel distance away from Wembley Stadium (including overseas residents). Linked to this, travel represented 17% of all expenditure.

4.3 Spectator profile

The increased capacity of playing at Wembley compared with White Hart Lane has provided fans with significant additional opportunity to attend London-based Premier League games. Figure 30 summarises the increase in capacity and average league match day attendance between Tottenham Hotspur's last season (2016/17) at their old White Hart Lane stadium and Wembley Stadium for the 2017/18 season.

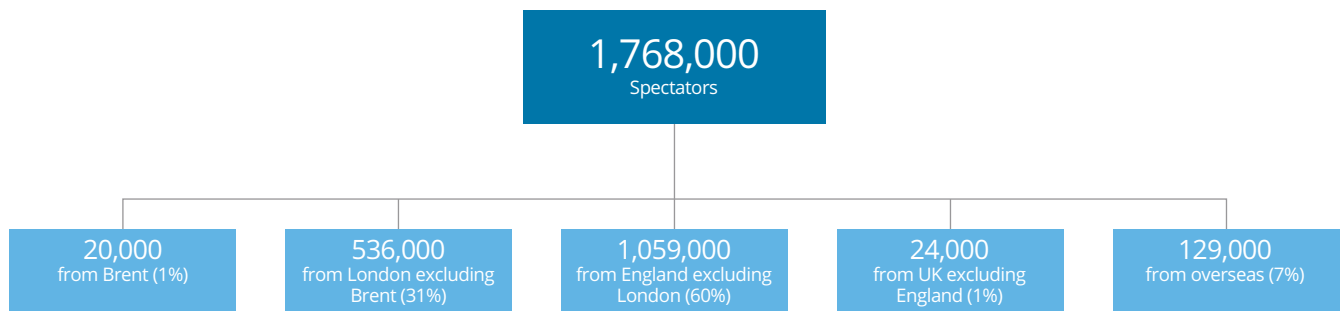
Figure 30: Tottenham Hotspur average attendances (Premier League home games)

| | White Hart Lane 2016/17 | Wembley Stadium 2017/18 |
|---------------------|----------------------------|----------------------------|
| Average attendance | 31,703 | 68,051 |
| Stadium capacity | 32,121 | 90,000 |
| Stadium utilisation | 99% | 76% |

Note: Average attendance figures for 2017/18 relate to tickets sold which may differ to actual turnstile count.

Source: Deloitte analysis.

Figure 31: Tottenham Hotspur events spectator profile



Note that the 2016/17 capacity (at White Hart Lane) was reduced, with one corner of the stadium being closed to enable work on the new stadium to commence.

The move to Wembley Stadium for 2017/18 saw stadium capacity almost triple and average attendances for Premier League matches more than double. The stadium move will clearly have displaced expenditure from the Club's usual local host economy (the tri-borough area of Haringey, Enfield and Waltham Forest). Expenditure that would have benefitted local businesses in those boroughs will have primarily moved into the Brent economy. However, it is important to note that the new stadium represents a significant capital injection into the tri-borough region. Its construction also generated considerable daily expenditure in the area by on-site construction workers.

The very significant increase in capacity saw a similarly significant uplift in the number of fans attending Tottenham Hotspur matches, meaning a step change in expenditure compared with Tottenham Hotspur's time at White Hart Lane. This means an uplift in gross expenditure not only for Brent, but also for London (from visitors from outside London) and to England nationally (from visitors from elsewhere in the UK and overseas).

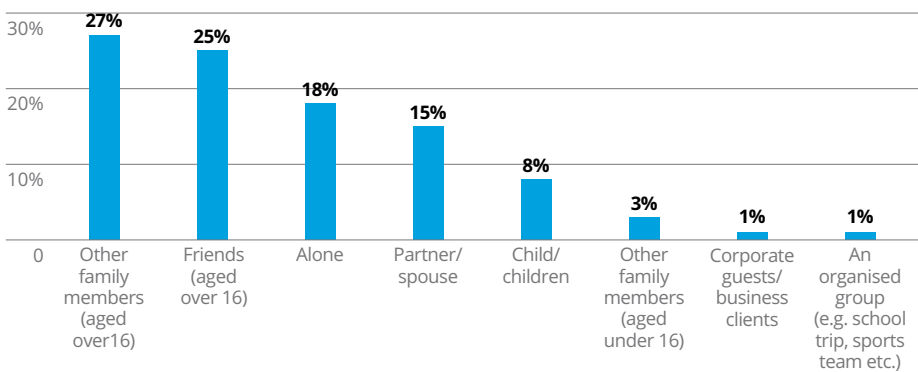
Tottenham Hotspur ticketing data revealed that their residency at Wembley Stadium led to almost 91,000 first-time match ticket purchasers over the season. The total number of tickets purchased by those 2017/18 season first-time purchasers was c.407,500 (including when they returned for subsequent visits to matches).

In total, 1,768,000 spectators attended Tottenham Hotspur events at Wembley Stadium over the 2017/18 season as shown in Figure 31.

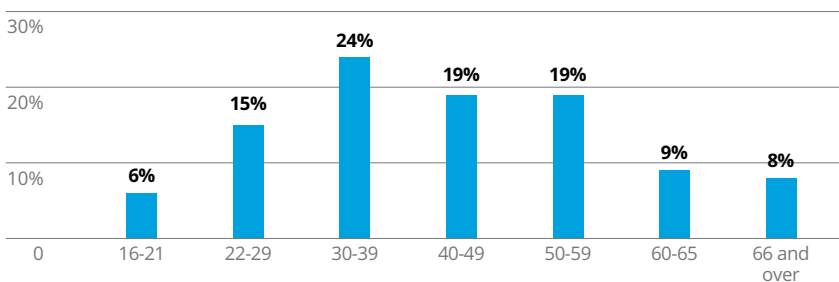
Across all Tottenham Hotspur events in the 2017/18 event season, a total of 129,000 (7%) of visitors were from overseas, many of whom were travelling to London, with the primary reason of attending a Tottenham Hotspur match at Wembley Stadium. As previously noted, overseas visitors tend to visit for a longer time and incur higher expenditure, representing a net inflow into the economy at national as well as local levels.

As part of their commitment to the local community, Tottenham Hotspur distributed 24,400 tickets over the 2017/18 season, including up to 3,000 tickets for each non-category A home game, evenly shared between Brent and their traditional home of the tri-borough area. These were given to local clubs, schools, community groups, local businesses and so forth.

60% of fans coming to Wembley for Tottenham Hotspur matches came from elsewhere in England (outside London) again demonstrating the attraction across the wider population. This therefore provides a positive net impact to London. Again, the significant additional capacity of Wembley Stadium allowed Tottenham fans who had never previously attended matches, or were more infrequent visitors, to attend one or more Tottenham Hotspur matches.

Figure 32: Who visitors primarily attended Tottenham Hotspur games with in the 2017/18 season (%)

Source: Deloitte analysis.

Figure 33: Age of attendees at Tottenham Hotspur matches during the 2017/18 season (%)

Note: Data was gathered by face-to-face market research surveys conducted at Tottenham Hotspur v Manchester City in the Premier League (April 2018) (Base = 206 respondents) and Tottenham Hotspur v Newcastle United in the Premier League (May 2018) (Base = 261 respondents).

Source: Deloitte analysis.

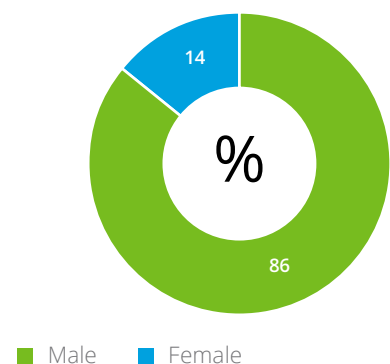
4.3.1 Tottenham Hotspur fan demographics

Our research surveys collected demographic characteristics of attendees. The gender split was 86% male and 14% female, which is broadly in line with other studies of Premier League clubs (see Figure 34).

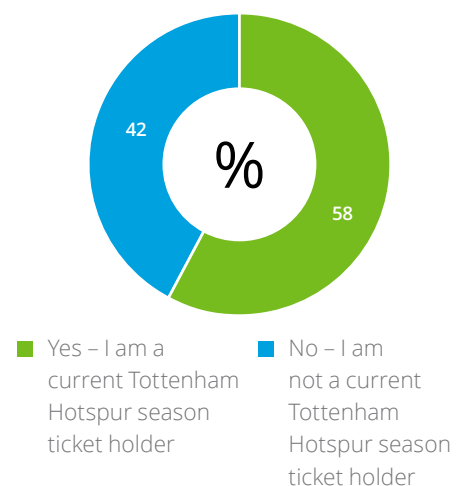
Around half of the visitors attended with a family member highlighting the importance of football in family life (Figure 32). There was a broad range of ages, with the most common age to attend as 30 to 39 (Figure 33).

This was followed by age groups 40-49 and 50-59 who had equal representation. This is to be expected as these age groups tend to have a high proportion of people in full-time employment with higher disposable income.

The highest numbers of fans attended 11 to 20 games or more than 20 games, which reflects the proportion of season ticket holders. The temporary move to Wembley Stadium saw 21% of spectators visit for the first time, increasing accessibility for new fans (Figure 36).

Figure 34: The gender split of spectators attending Tottenham Hotspur matches at Wembley Stadium (%)

Source: Deloitte analysis.

Figure 35: Percentage of Tottenham Hotspur fans surveyed who have season tickets (%)

Source: Deloitte analysis.

Figure 36: How many Tottenham Hotspur games did Tottenham Hotspur fans attend at Wembley Stadium in the year? (%)

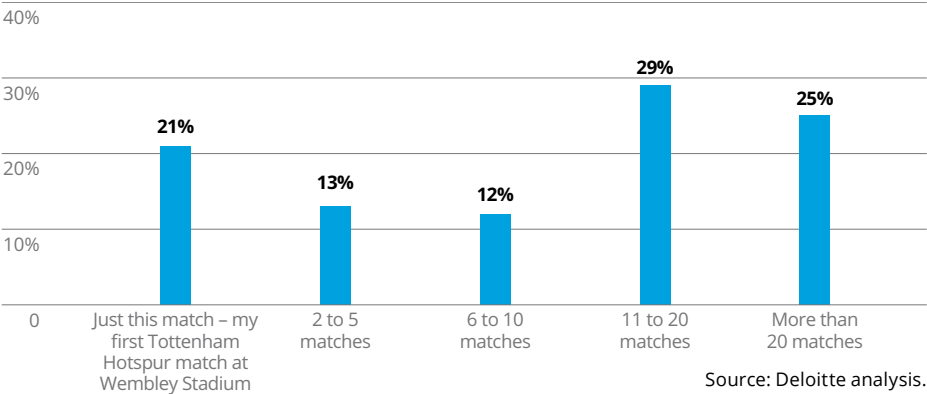


Figure 37: Tottenham Hotspur events daily expenditure per person per category by origin (£)

| Type of expenditure | Brent | London | England | UK | Overseas |
|---------------------|-------|--------|---------|----|----------|
| Accommodation | - | - | 10 | 20 | 104 |
| Food and drink | 20 | 15 | 18 | 26 | 55 |
| Travel | 2 | 6 | 13 | 22 | *224 |
| Retail | 1 | 2 | 3 | 5 | 32 |
| Groceries | 1 | 1 | 1 | 1 | 1 |
| Other | 2 | 1 | 1 | 2 | 8 |

Note: *Total, one-off amount for travel into UK.

Source: Deloitte analysis.

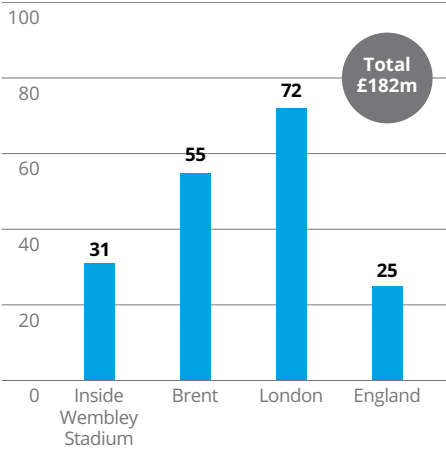
The average duration of stay for overseas visitors to Tottenham Hotspur games was four days and they spent an average of £104 on accommodation per night, as shown in Figure 37. Overseas visitors were consistently the highest spenders in each category.

4.4 Gross expenditure by visitor type

4.4.1 Spectators

As estimated £182m was spent by Tottenham Hotspur spectators over the course of the season, across all the host economies (excluding ticket sales), as shown in Figure 38. This expenditure incorporates both general admission and hospitality attendees. As seen elsewhere in this report, spectator expenditure represents the significant majority of total expenditure.

Figure 38: Tottenham Hotspur events spectator gross expenditure inside Wembley Stadium and in each host economy, excluding ticket sales (£m)



Spectator spend inside Wembley Stadium averaged just over £1m per game. However, expenditure in the host economies of Brent and elsewhere in London saw considerably higher expenditure revealing how these matches at Wembley Stadium led to significant spending with local businesses across the capital. There was also smaller, although still noteworthy, expenditure elsewhere in England (driven primarily by travel and accommodation spending).

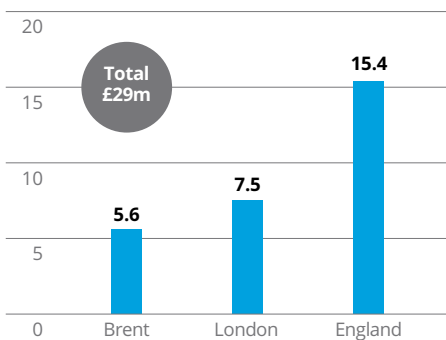
4.4.2 Event organiser (Tottenham Hotspur)

We have estimated that a total amount of £29m was spent on the staging of Tottenham Hotspur events at Wembley Stadium over the year.

Figure 39 shows where Tottenham Hotspur spent that money, with 45% spent in Brent and London.



Figure 39: Tottenham Hotspur event organiser gross expenditure in each host economy (£m)



Source: Deloitte analysis.

4.4.3 Media

In total, the media spent £0.3m, of which £0.1m was in Wembley Stadium, £0.1m was in Brent and £0.1m elsewhere in London.

4.4.4 Competitors

In total, Deloitte estimate that teams spent £0.6m across the six expenditure categories identified, which was split equally across Brent and elsewhere in London.

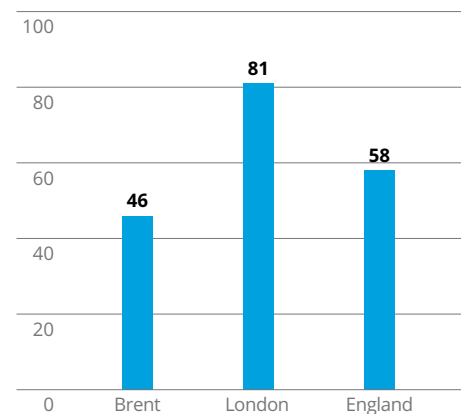
4.5 Direct economic impact of Tottenham Hotspur events at Wembley Stadium

To calculate the direct economic impact of the above gross expenditure, it is necessary to remove the deadweight gross expenditure of those who it is assumed would have spent the money in the host economy anyway (e.g. Brent residents in Brent). For the purpose of our modelling, Deloitte have not included the impact of spend inside Wembley Stadium as affecting Brent, as Deloitte assume that the money is retained by Tottenham Hotspur and catering suppliers.

4.5.1 Direct economic impact to each host economy

The direct economic impact to Brent was £46m through Tottenham Hotspur events in the year. The direct economic impact to all London (including Brent) was £81m, and direct economic impact to England was £58m.

Figure 40: Tottenham Hotspur events direct economic impact to each host economy (£m)

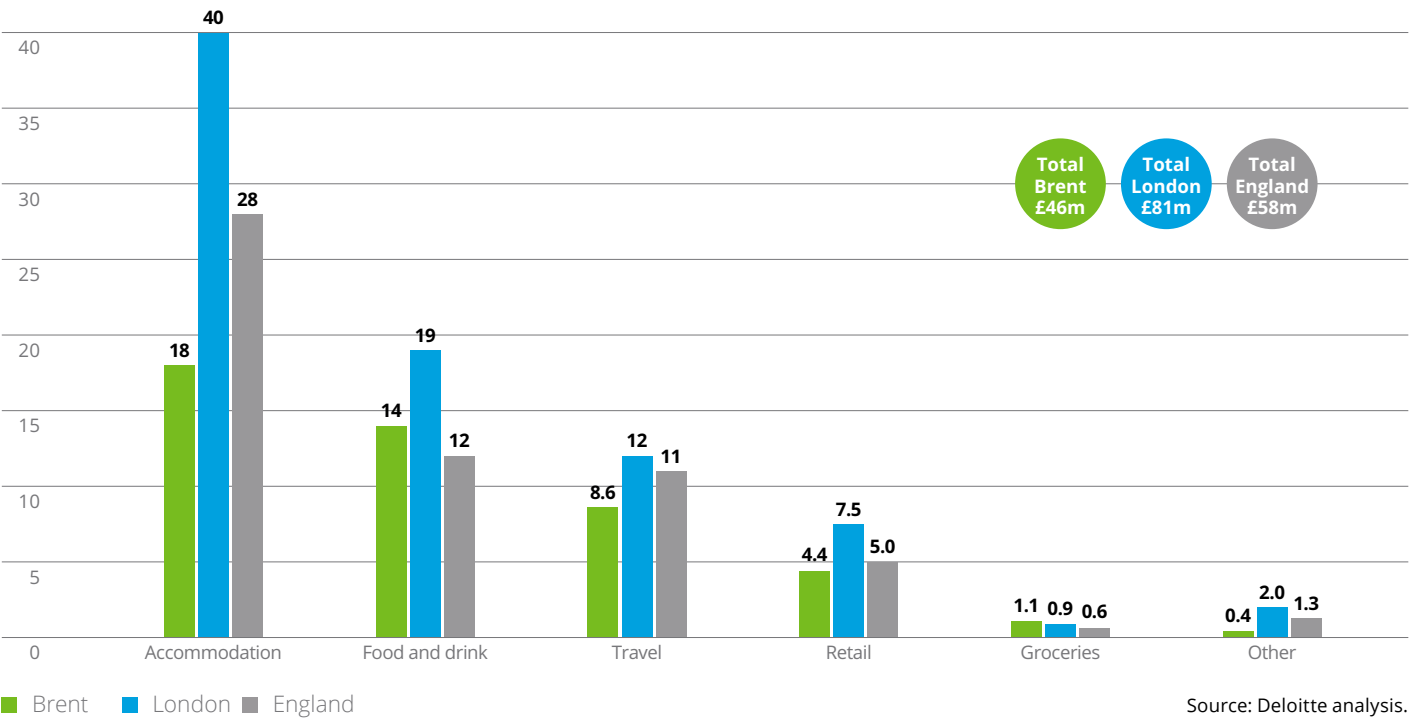


Source: Deloitte analysis.

4.5.2 Direct economic impact by type of expenditure

The largest contributor to the economic impact across all host economies was accommodation as shown in Figure 41. This has a wider effect on the economy in that visitors stay in the host economies for longer. The increased dwell time naturally leads to greater expenditure in other categories.

Figure 41: Tottenham Hotspur events direct economic impact by type of expenditure (£m)



4.6 Tottenham Hotspur Section 106 agreement

Planning permission was required for Wembley Stadium to be allowed to host the increased number of event days (with potential attendances of up to the 90,000 stadium capacity) which would occur due to Tottenham Hotspur’s residency.

Certain planning obligations (known as a Section 106 (S106) agreement) were required by Brent Council as a mechanism to make Tottenham Hotspur’s residency acceptable. These obligations were focused on site-specific mitigation of the impact of the increased event days and crowds at the stadium.



Wembley Stadium and Tottenham Hotspur worked on a package of measures to reduce the impacts of parking, enhance transport signage, deploy event day traffic management controls, improve event day street cleansing and implement initiatives to tackle pirate parking, ticket touting and antisocial behaviour. The package was developed after consultation with local stakeholders, community groups and residents.

The FA and Tottenham Hotspur estimated that the mitigation measures had a total value in excess of £650k. The ‘Heads of Terms’ for the S106, showing the areas covered in the package, were as follows:

- Payment of Brent Council’s legal and other professional costs in preparing and completing the agreement, and monitoring and enforcing its performance.
- Payment of Brent Council’s reasonable costs associated with mitigation, including the following:
 - Control of Off-Site Parking (E)
 - Control of On-Site Parking (E)
 - Transport signage maintenance (E)
 - Transport signage improvements (E)
 - Event day street cleansing (E)
 - Temporary traffic management (E)






- Pirate parking initiative
- Regulation of Public Safety
- Alcohol licensing inspections
- Illegal street traders
- Anti-ticket tout initiative
- Anti-social behaviour initiative.
- Green Travel Plan – updated and monitoring provision (E).
- THFC event-day parking communication and enforcement.
- THFC to attend Wembley National Liaison Group.
- Stewarding for THFC events (between 50 and 80).
- Community engagement resource.
- Spurs Respect initiative.
- Tottenham Hotspur Foundation.
- Additional CCTV camera.

E = Existing obligations within the Section 106 agreement, dated 23 April 2002, for the original stadium planning permission. The additional measures (i.e. those beyond the existing obligations) were only applicable during the period when additional events were proposed (1 August 2017 to 31 July 2018) and only the original obligations were applicable after this period.

Consultations with Tottenham Hotspur and Brent Council highlighted a number of specific examples, outlined in Figure 42, to provide a guide to some of the activities undertaken.

There is a post-match monitoring form which is completed after each Tottenham Hotspur match to ensure compliance with the S106 agreement.

Figure 42: Tottenham Hotspur S106 agreement activities

| Area | Activity |
|--|--|
| Security  | <ul style="list-style-type: none"> • Installation of additional CCTV cameras at Fourth Way and Atlas Road (local roads to the north east of the stadium) to promote community safety and address event-day traffic congestion. |
| 'Pirate parking'  | <ul style="list-style-type: none"> • Additional funding, totalling nearly £50,000, towards tackling 'pirate parking' issues in the local area. This relates to unlicensed event-day parking which is counter-productive to Brent Council's objectives for reducing car usage, alleviating local road congestion, promoting sustainable transport and improving air quality. |
| Litter  | <ul style="list-style-type: none"> • Installation of 40 additional litter bins in the immediate vicinity of the stadium and in Wembley town centre to help alleviate anti-social behaviour impacts. |
| Traffic management  | <ul style="list-style-type: none"> • Funding of a replacement radio system and protective clothing for traffic management staff. • Upgrading road signage around Brent. |
| Stewarding  | <ul style="list-style-type: none"> • Provision of an additional 70 stewards for all Tottenham Hotspur games (above and beyond the stewards provided by Wembley Stadium as part of the tenancy agreement with Tottenham Hotspur). |

Source: Deloitte analysis.

The S106 agreement measures were important in helping to address the local challenges presented by the increased number of event days and crowds. They will also have had a positive economic impact due to the expenditure associated with the measures and associated job creation.

5. Other events

This chapter examines the gross expenditure, spectator profile and direct economic impact of 17 other events (staged by event organisers other than The FA and Tottenham Hotspur) at Wembley Stadium for the 2017/18 event season.

5.1 Introduction

Each event held at Wembley results in gross expenditure and economic impact to the host economies of Brent, London and England. The events examined within this chapter are:

- Five English Football League (EFL) events – Sky Bet Play-Off Finals, Carabao Cup Final and Checkatrade Trophy Final;
- Vanarama National League promotion final;
- Two NFL International Series Events;
- Rugby League Ladbrokes Challenge Cup final;
- EE Wembley Cup; and
- Seven music concerts – Capital Summertime Ball (one), Ed Sheeran (four) and Taylor Swift (two).

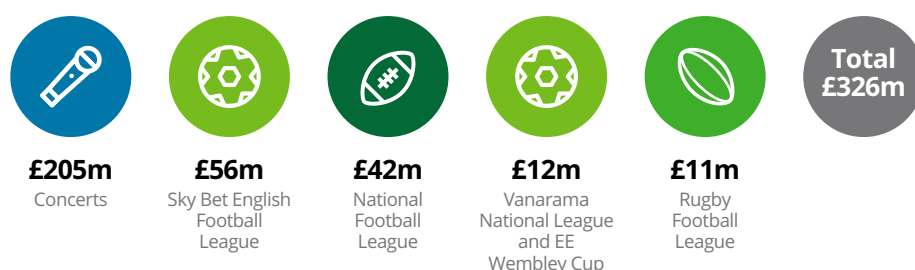


Figure 43: Other events gross expenditure inside Wembley Stadium and each host economy per category (excluding ticket sales) (£m)

| | Inside Wembley | Brent | London | England | Sub total | Ticket sales | Total |
|------------------|----------------|-----------|------------|-----------|------------|--------------|------------|
| Spectators | 19 | 51 | 134 | 33 | 237 | 60 | 297 |
| Event organisers | 0 | 7.1 | 8.4 | 11 | 27 | 0 | 27 |
| Media | 0.1 | 0.1 | 0.1 | 0 | 0.3 | 0 | 0.3 |
| Competitors | 0 | 1.2 | 0.8 | 0 | 2.1 | 0 | 2.1 |
| Total | 19 | 59 | 144 | 44 | 266 | 60 | 326 |

Source: Deloitte analysis.

5.2 Gross expenditure

5.2.1 Gross expenditure by event

The gross expenditure that occurred as a result of these 17 other events held at Wembley Stadium for the 2017/18 season, within the host economy of England, was £326m.

Figure 44: Other events gross expenditure inside Wembley Stadium and each host economy per category (£m)

| | Inside Wembley | Brent | London | England | Total |
|------------------|----------------|-----------|------------|-----------|------------|
| Spectators | 19 | 54 | 178 | 45 | 297 |
| Event organisers | 0 | 7.1 | 8.4 | 11 | 27 |
| Media | 0.1 | 0.1 | 0.1 | 0 | 0.3 |
| Competitors | 0 | 1.2 | 0.8 | 0 | 2.1 |
| Total | 19 | 63 | 187 | 57 | 326 |

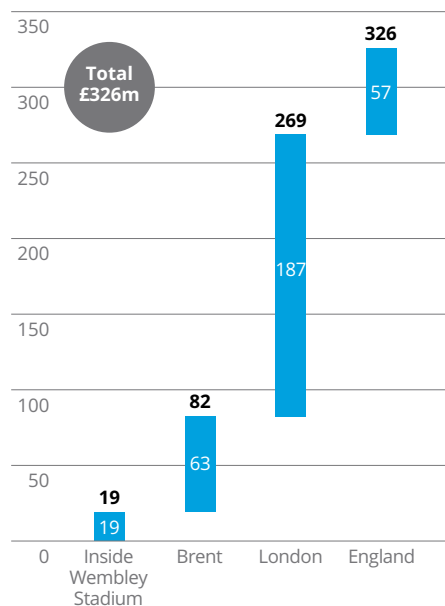
Source: Deloitte analysis.



On a per event basis the NFL International Series generated gross expenditure with an average of £21m per event staged at Wembley Stadium. On an aggregated basis, music concerts resulted in the highest gross expenditure with £205m in total across seven concerts.

The higher gross expenditure for NFL and concert events – compared with most football matches for example – is due to a combination of factors including longer dwell times in and around the stadium on event days by attendees and greater numbers of long distance domestic and international visitors, leading to more overnight stays and longer trip durations in London and England.

Figure 45: Other events gross expenditure inside and outside Wembley Stadium (£m)



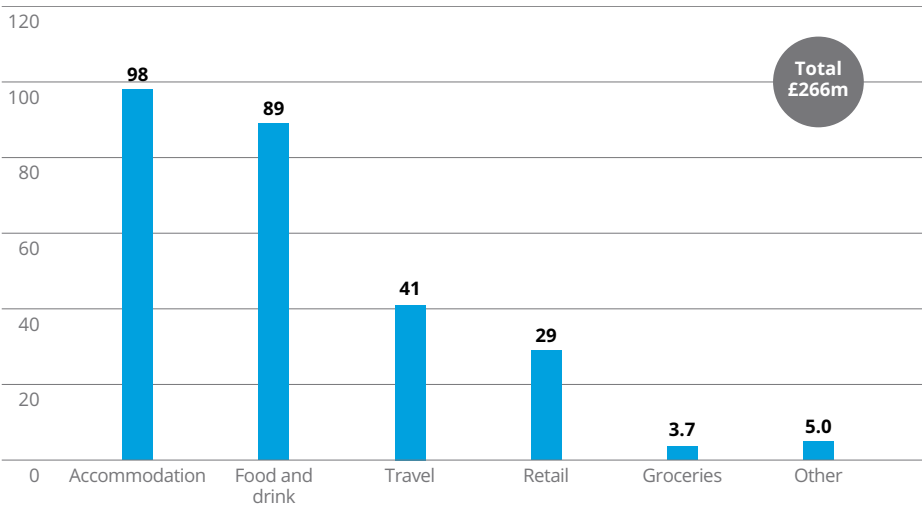
Source: Deloitte analysis.

5.2.2 Gross expenditure inside and outside Wembley Stadium

As per Figure 43, gross expenditure in England, excluding ticket sales, totalled £266m for the 17 other events staged at Wembley Stadium. We exclude ticket sales from economic impact as this revenue is retained by the event organisers. Around 94% (£307m) of total expenditure was spent outside Wembley Stadium, with a total of £19m being spent within the stadium, at its food and beverage areas, hospitality and retail services.

Gross expenditure in Brent was £63m and a total of £250m across all of London including Brent businesses (see Figure 45). The majority of expenditure in England (outside London) was incurred by spectators travelling to events at Wembley Stadium or by visitors from outside England spending money during their extended stays. Given the international appeal of these events at Wembley, particularly

Figure 46: Other events gross expenditure by type (including in Wembley Stadium and all host economies) (£m)



Source: Deloitte analysis.

for the NFL International Series and music concerts, it is shown that all host economies in England benefit.

5.2.3 Gross expenditure by type

Total gross expenditure in England, excluding ticket sales, was £266m, and was spent (the vast majority by spectators) on accommodation, food and drink, travel, retail, groceries and other items.

Across all 17 events, 37% and 34% was spent on accommodation and food and drink respectively. The majority of this was spent by non-London spectators travelling from elsewhere in England and the UK as well as from overseas.

A number of the other events (e.g. NFL and concerts) have a national and international appeal. They are also longer events, leading to increased dwell times in and around the stadium. This results in an average accommodation and food and drink gross expenditure of £5.8m and £5.2m per event held, which is significantly greater than that of a typical Tottenham Hotspur or FA event. This means a significant inflow of expenditure to England, London and the borough of Brent.

Retail gross expenditure was £29m and total grocery expenditure was £3.7m, as spectators incurred expenditure before and after the events.

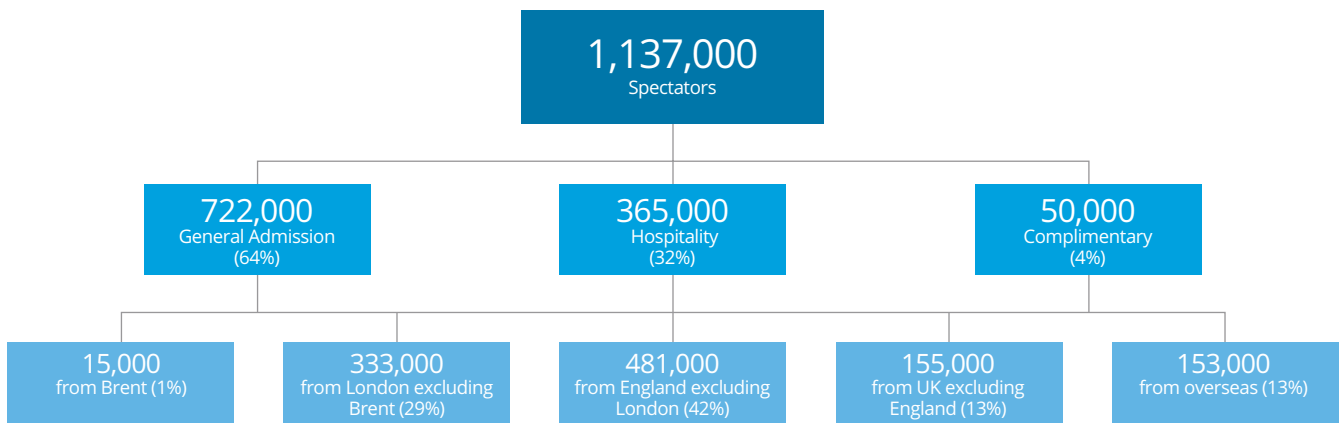
5.3 Spectator Profile

Figure 47 shows a total of over 1.1m spectators attended the 17 other events held at Wembley Stadium, meaning an average attendance per event of c.66,900.

The origin of the spectators showed 1% being local to the borough of Brent, 29% from elsewhere in London, a further 42% from England outside London. It was notable that a relatively high proportion were from outside England, with 13% from elsewhere in the UK and 13% international visitors from overseas. This highlights the national and international appeal of these events held at Wembley, thereby boosting the gross expenditure and driving the economic impact to Brent and London from events held at Wembley Stadium. Notably, inbound visitors from overseas provide an incremental economic impact to England as a whole, as ‘new’ money into the economy.

General admission sales accounted for 64% of attendees at the 17 other events. Just under one third (32%) of spectators had bought hospitality tickets/packages, with the remaining 4% attending the event via complimentary tickets.



Figure 47: Other events spectator profile

5.4 Gross expenditure by visitor type

The 17 other events held at Wembley Stadium for the 2017/18 season displayed a profile typical of a major sporting event, whereby spectators drive the vast majority of gross expenditure. Over 90% of gross expenditure was attributable to spectators, compared with c.8% attributable to the event organisers, and under 1% from competitors and media (combined).

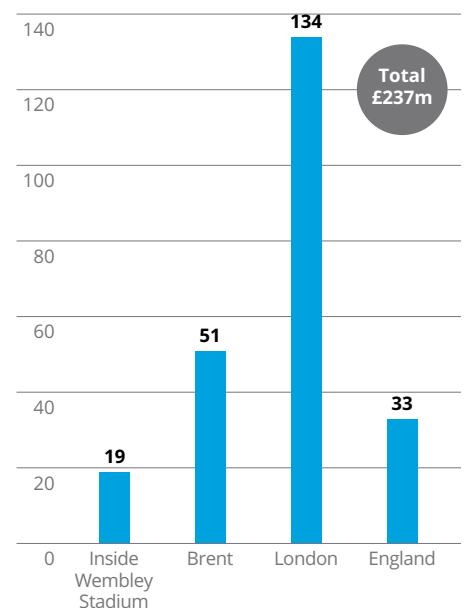
5.4.1 Spectators

Gross expenditure by spectators attending the events is the key source of spending, and was almost £14m on average per event (excluding ticket sales). Given the differing scales of events held at Wembley Stadium, there was a significant variation in expenditure by event. With the lowest per event spectator expenditure being £2.1m for other football events (namely the Vanarama National League promotion final) and the highest being the music concerts held by Ed Sheeran and Taylor Swift at £27m and £19m per event.

Analysis (as per Figure 48) shows £237m in gross expenditure (excluding ticket sales) in Wembley Stadium, Brent, London and England by spectators attending the events. Almost four of every five pounds of this was spent in Brent and London, therefore highlighting the positive impact on the capital's economy of holding events at Wembley Stadium. For the NFL International Series, expenditure in Brent and London by spectators per event was £13m, which includes features such as the NFL pre-game events at Regent Street and the Fan Zone outside Wembley.

5.4.2 Event organisers

In order to stage the 17 events held at Wembley Stadium, we estimate a total of £27m was spent by the event organisers in the host economies of Brent, London and England. Typically expenditure included stewarding, security, pitch preparation, stadium signage and branding, cleaning, waste management and other related staging costs (e.g. fan events and entertainment outside the stadium).

Figure 48: Other events spectator gross expenditure inside Wembley Stadium and in each host economy (£m)

Source: Deloitte analysis.



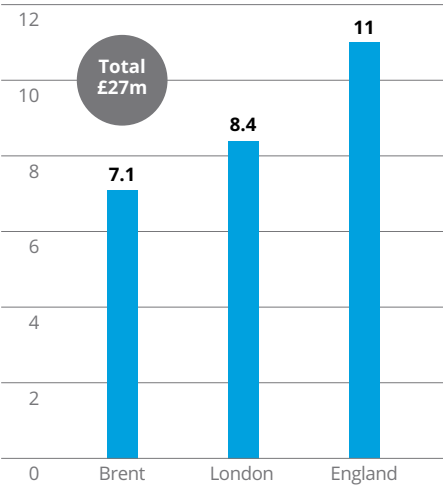
As per Figure 49, of the total expenditure by event organisers, over half (57%) was spent in the Brent and London economies, with a lesser amount spent elsewhere in England (i.e. with suppliers outside London). With thousands of event day stewarding and catering staff required for a full house at Wembley Stadium, event organisers typically draw on multiple firms and agencies from across the South East to provide this work force.

Average event organiser expenditure was c.£1.6m per event, with the NFL International Series games costing the most per event to stage, at c.£5.2m each.

5.4.3 Media

Analysis shows c.3,100 media attendees at the 17 other events staged at Wembley Stadium during the 2017/18 season (an average of around 180 per event), of which almost 90% were from England and around 10% from elsewhere in the UK or overseas.

Figure 49: Event organiser gross expenditure in each host economy (£m)



Source: Deloitte analysis.

On a per event basis, again the NFL International Series had the highest number of media with an average of 400 media attending each event, of which 11% were international media reflecting the international exposure gained from hosting the NFL International Series at Wembley Stadium.

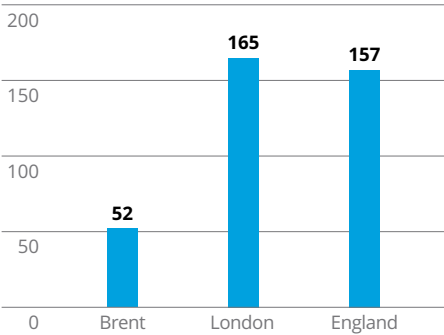
5.4.4 Competitors

Competitors, performers and their support staff totalled c.2,200 individuals for the 17 other events staged at Wembley Stadium. We estimate that c.53% were teams or music performers/production staff located within England. Therefore c.47% staff were international, related to NFL and non-UK performers. This further highlights Wembley Stadium’s international draw and the attraction of playing and staging events at Wembley for overseas sports and concert promoters.

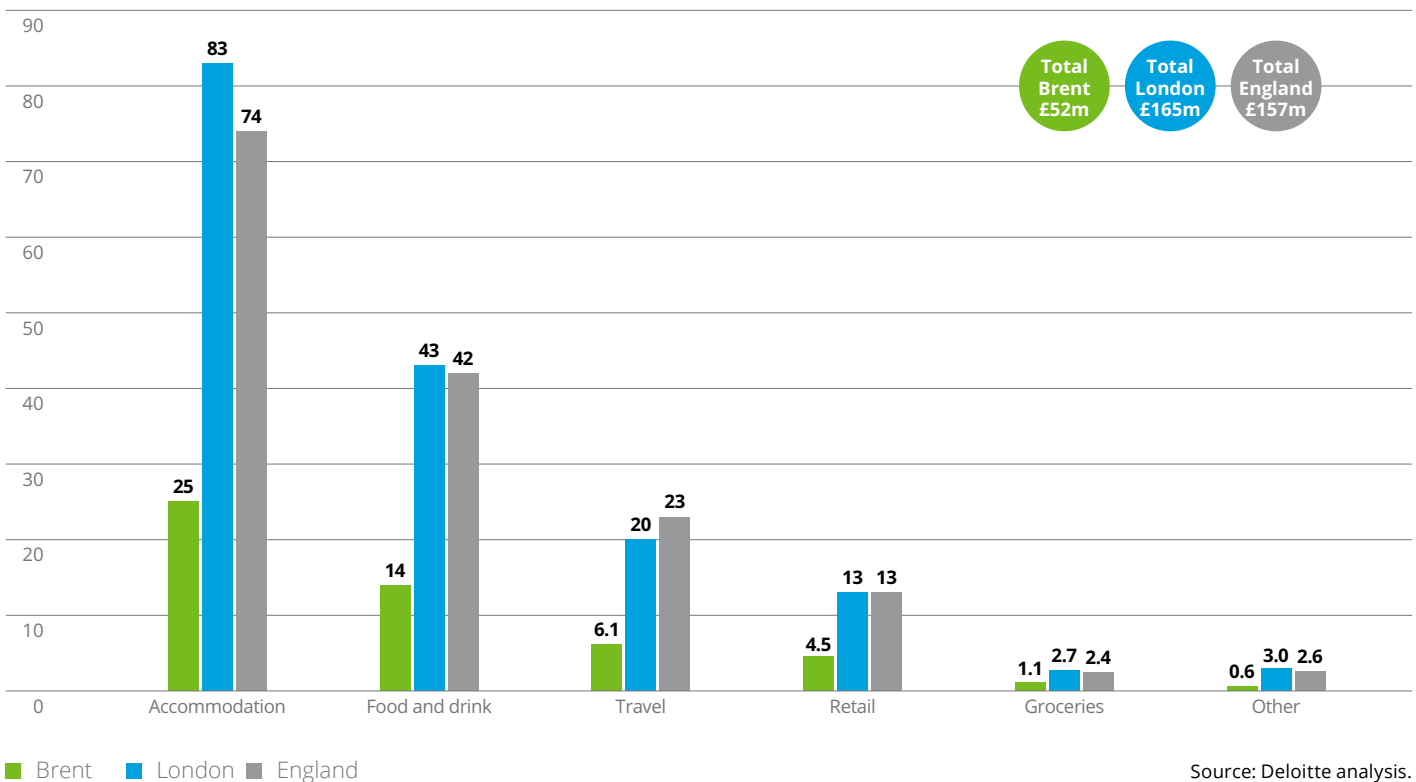
5.5 Direct economic impact of other events at Wembley Stadium

Deloitte have estimated the direct economic impact on the host economies of Brent, London (including Brent) and England (including London), for the 17 other events stages at Wembley Stadium for the 2017/18 season.

Figure 50: Other events direct economic impact to each host economy (£m)



Source: Deloitte analysis.

Figure 51: Other events direct economic impact by type of expenditure (£m)

In order to calculate the direct economic impact on the gross expenditure described in Section 5.2, Deloitte has removed 'deadweight' – i.e. the gross expenditure of those who (it is assumed) would have spent their money in the host economy even if the event at Wembley Stadium had not taken place (e.g. spending by Brent residents in Brent or London residents in London). For the purposes of this study, we have also excluded spectator expenditure inside Wembley Stadium, as it is assumed this is retained by the event organisers. Instead, the focus is on expenditure by visitors in the host economies, outside the stadium with other businesses.

5.5.1 Direct economic impact to each host economy

As shown in Figure 50, the direct economic impact to Brent from the 17 other events held at Wembley Stadium was £52m and the impact to all of London including Brent was £165m. Looking at the host economy at the England level, then direct impact was £157m. This again illustrates the international appeal of visiting Wembley Stadium, as direct economic impact at the England level will come solely through expenditure from visitors elsewhere in the UK and overseas.

5.5.2 Direct economic impact by type of expenditure

The key driver of direct economic impact across all host economies was accommodation, reflecting the draw of major events held at Wembley Stadium as a visitor destination. When visitors stay in the host economies for several days, this also naturally leads to greater expenditure in the other categories. Further proactive, pre-event marketing to overseas visitors (at events such as NFL games and concerts) to extend their stay in London and England could therefore lead to even greater economic impact if the average trip duration could be increased.

6. Visitors' and residents' perceptions

Visitors to Wembley Stadium for events had positive views about the stadium and London as a whole, and would recommend London as a holiday destination. In contrast, some less positive perceptions amongst local residents remain.

6.1 Introduction

Whilst it is important to capture financial figures for an economic impact study, the numbers only tell part of the story. Our analysis shows that hosting events at Wembley Stadium delivers positive economic impact to Brent and London. This chapter considers the perceptions of visitors as to whether they are likely to return or recommend the destination to friends to visit. It also considers the views of local residents.

This chapter draws upon information gained from Deloitte consultations with local stakeholders including residents, businesses and Brent Council, as well as face-to-face and online surveys with event visitors.

Face-to-face market research surveys were conducted with visitors at:

- Tottenham Hotspur v Manchester City in the Premier League (April 2018)
(Base = 206 respondents)
- Tottenham Hotspur v Newcastle United in the Premier League (May 2018)
(Base = 261 respondents)
- Manchester United v Tottenham Hotspur in the Emirates FA Cup semi-final (May 2018) (Base = 255 respondents)
- Ed Sheeran concert (June 2018)
(Base = 265 respondents)

The FA conducted online fan surveys at the following England fixtures, with results provided to Deloitte for this study:

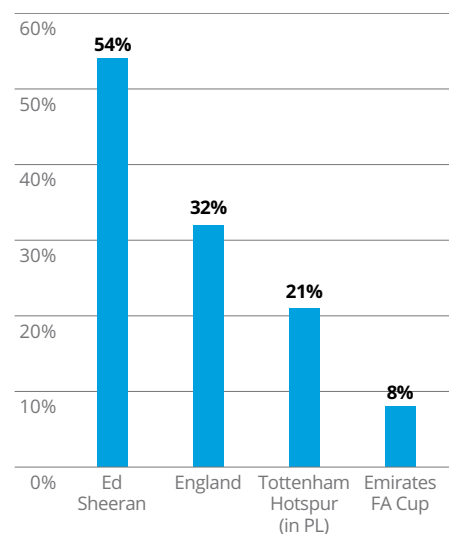
- England v Nigeria (March 2018)
(Base = 428 respondents)
- England v Italy (June 2018)
(Base = 468 respondents)

6.2 First-time and repeat visitors

Research included questions to ascertain if attendees were on a first visit to Wembley Stadium, in order to gauge the ability of Wembley to attract new visitors, encouraging people to visit Brent, London and England, who would not have otherwise visited.

Figure 52 illustrates the importance of concerts and England matches in particular, in attracting a newer, wider audience to the stadium – and hence Brent and London. Those at Emirates FA Cup matches and Premier League games are more likely to return as recurring visitors, generating sustained benefit to the local area.

Figure 52: Proportion of first-time visitors to Wembley Stadium (%)

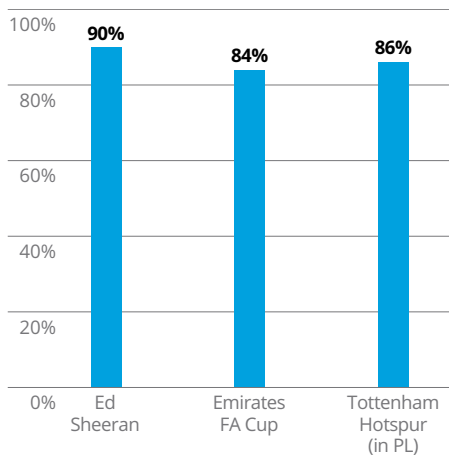


Source: Deloitte analysis.

Conversely, Ed Sheeran concerts attracted a higher number of one-off visits. Note that because the Emirates FA Cup match studied for the spectator research involved Tottenham Hotspur then inherently the number of first-time visits would most likely be lower than if another team had been involved (due to Tottenham Hotspur season ticket holders).

Those surveyed at Tottenham Hotspur Premier League games, the Emirates FA Cup semi-final and Ed Sheeran concert were asked if they would recommend London as a holiday destination. This is an important metric as it provides an indication of likely future, repeat visits to London. The results (as per Figure 53) showed the significant majority of visitors would, thus helping to drive repeat visitors.

Figure 53: Proportion of visitors who would recommend London as a holiday destination (% agree strongly or agree somewhat)



Source: Deloitte analysis.



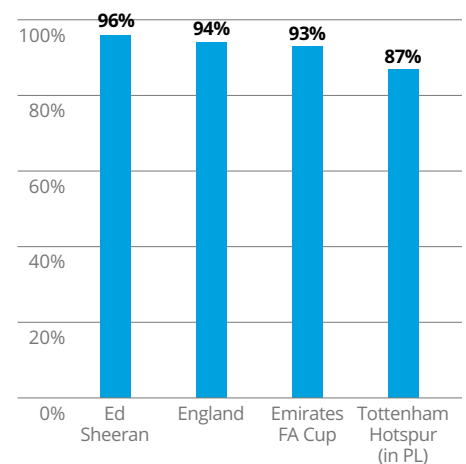
In addition, first-time visitors were even more likely to recommend London for a holiday trip.

For the purpose of calculating direct economic impact, it is necessary to remove 'deadweight', i.e. the expenditure of event attendees who would have been in the host economy anyway. This is either local residents or visitors who would have travelled to the area regardless of the event (casual visitors).

The research (as per Figure 54) shows that Wembley Stadium is a destination that drives visits, operating as a successful visitor attraction. Therefore there are low numbers of deadweight attendees, which means a stronger additional economic inflow to Brent and London.

Meetings with Tottenham Hotspur management revealed that the very significant additional capacity of Wembley Stadium compared with White Hart Lane meant that Tottenham Hotspur matches were an attractive option for tourists already in London who were interested in attending a Premier League fixture during their visit. Whilst such visitors do not count as incremental economic impact to London (as visitors were in the city already) their expenditure in Brent is additional at that local level. Hence, Wembley Stadium and its events primarily function as a driver of specific visits but Tottenham Hotspur matches (and also Wembley Stadium tours) also attracted visits from tourists already in the city.

Figure 54: Proportion of visitors for whom the Wembley Stadium event was the main reason for visiting London? (%)



Source: Deloitte analysis.



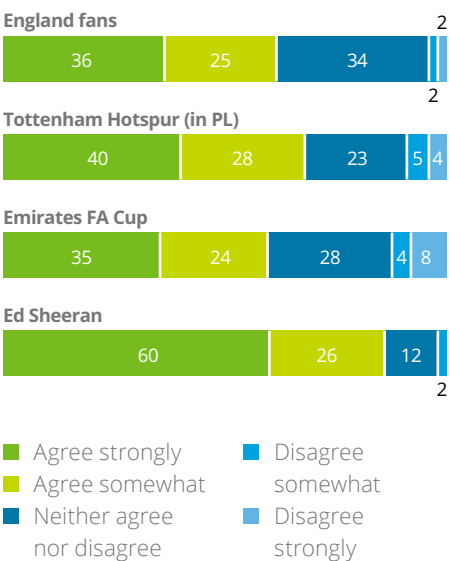
6.3 Perceptions of Wembley Stadium’s impact

6.3.1 Impact on London

The surveys also looked at how visitors felt about Wembley Stadium and the effect on London and Brent.

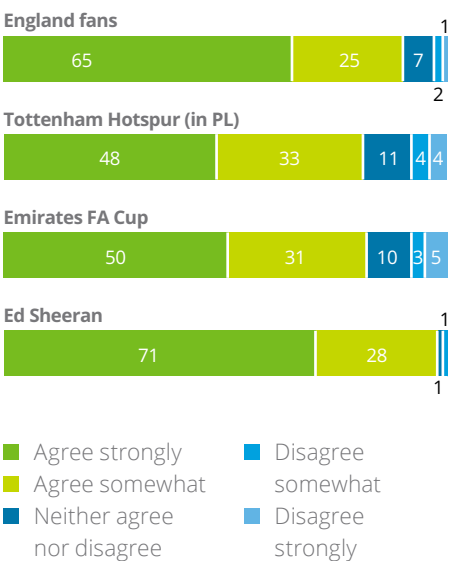
As per Figures 55 and 56, overall results were very positive. Concert goers were the most positive about Wembley Stadium’s effect on London. This was followed by England fans who again mainly saw positives for London. Those surveyed were less positive at Emirates FA Cup and Tottenham Hotspur games, though approval ratings were still at c.60% and above, with very few negative perceptions.

Figure 55: Wembley hosting events/ concerts makes me feel more positive about London (%)

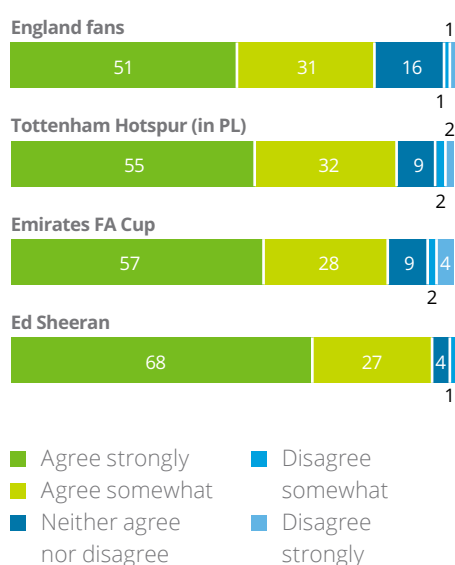


Source: Spectator surveys.

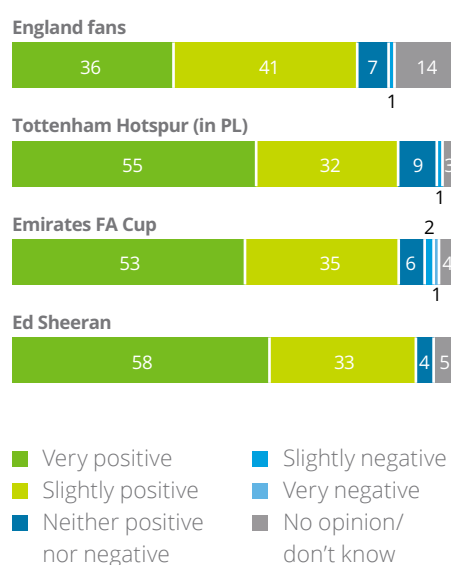
Figure 56: Wembley hosting events/ concerts is a good thing for London (%)



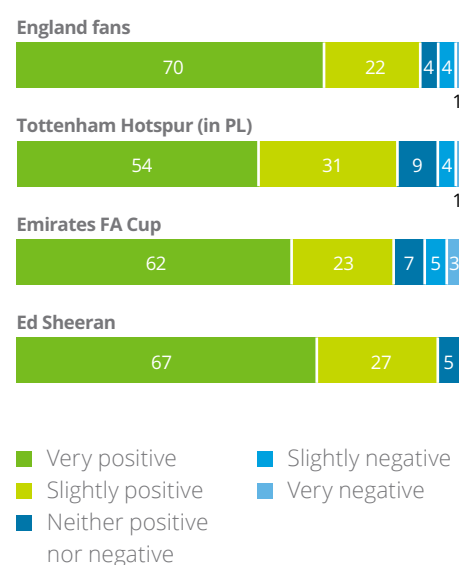
Source: Spectator surveys.

Figure 57: Wembley hosting events / concerts is a good thing for the local area around Wembley (Brent) (%)

Source: Spectator surveys.

Figure 58: What is your overall opinion on the impact that Wembley Stadium has on the local borough? (%)

Source: Spectator surveys.

Figure 59: What is your overall feeling towards Wembley Stadium? (%)

Source: Spectator surveys.



6.3.2 Impact on Brent

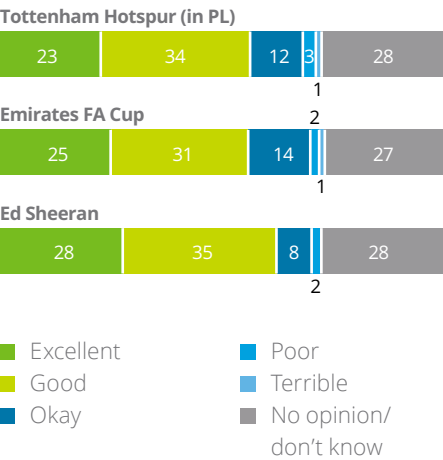
Research was also conducted about the effect on the immediate host economy of Brent. Concert goers were again the most positive about the impact on Brent, with those that attended football games also positive, but slightly less so (as per Figures 57 and 58). Overall, positivity about the impact of Brent was generally in line with views on the impact on London.

6.4 Perceptions of Wembley Stadium

The surveys also asked visitors to focus more narrowly on their overall feeling towards Wembley Stadium.

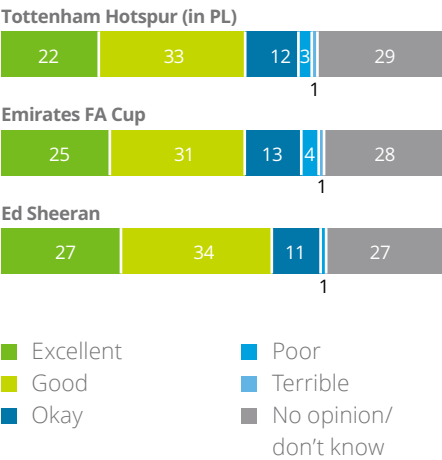
In common with our other analysis, concert goers and England fans were more positive about Wembley Stadium than those attending the Tottenham Hotspur and Emirates FA Cup games (Figure 59).

Figure 60: Opinions on communication received from Wembley Stadium (re upcoming events) (%)



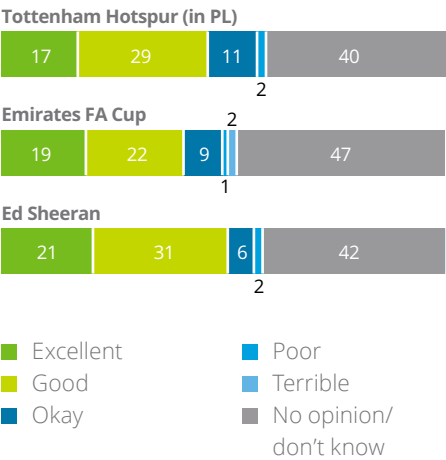
Source: Spectator surveys.

Figure 61: Opinions on the relevance of information received from Wembley Stadium (%)



Source: Spectator surveys.

Figure 62: Opinions on the engagement between Wembley Stadium and the local community (%)



Source: Spectator surveys.

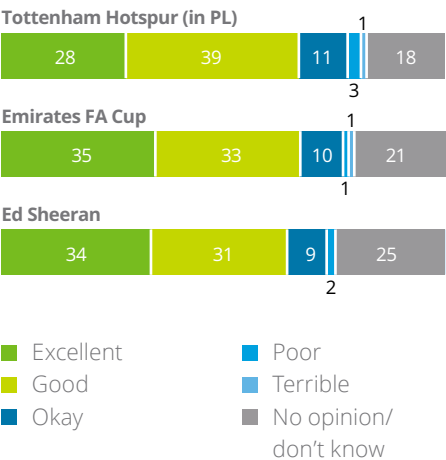
6.5 Perception of communications from Wembley Stadium

The Deloitte spectator surveys and The FA's England surveys explored the level of communication received and the relevance of the information provided by Wembley Stadium and its event organisers, to see if there were areas for improvement. For visitors, results (as per Figures 60 and 61) were positive albeit with significant numbers not able to voice an opinion, presumably due to them attending relatively few events. With the no opinion data removed, approval ratings were c.77% and above.

6.6 Perception of how Wembley Stadium engages with the local community

As seen in Figure 62, there was a large proportion of respondents with no opinion. Once these were removed, approval ratings amongst attendees were c.77% and above. Likewise with policing (Figure 63), removing those visitors with no opinion, approval ratings rose to c.82% and above.

Figure 63: Opinions on the quality of policing of areas outside Wembley Stadium on event days (%)



Source: Spectator surveys.



6.7 Perception amongst local residents

Deloitte held face-to-face and telephone consultations with residents, to focus more narrowly on the perceptions of Wembley Stadium held by those in closest proximity.

Deloitte consultations found that whilst there are a number of community engagement activities run by the stadium, The FA and Tottenham Hotspur, there is still work to do to address the concerns of some local residents.

One issue raised in multiple consultations was the inherent conflicting interests of Wembley Stadium, residents and local businesses. Local residents want to see a shorter dwell time of spectators (so streets and traffic are cleared quickly), whilst businesses want to see spectators stay for longer in order to maximise sales. The funnelling of crowds to the station may also reduce spend in the local area amongst some businesses.

For Tottenham Hotspur's residency, the initial bedding-in period saw problems as visitors were not familiar with the area. This improved over time as fans established their match-going routines.

Some negative perceptions persist despite the significant amount of community engagement that has been undertaken in the local area, and The FA are committed to continue to expand that community engagement.

Chapter 7 explores this area more fully but it is clear that communication with residents remains an area for improvement.

As well as conducting consultations, Deloitte attended a residents' meeting hosted by The FA. These regular meetings involve residents, local business owners and FA staff including transport representatives. This offers residents a forum to voice their thoughts and for the FA to communicate their plans on how problems are being addressed.

In Figure 64 we outline some of the key issues raised in consultations and ways in which the stadium, The FA and Tottenham Hotspur are seeking to address them.

Figure 64: Table of issues raised in consultations and ways in which they are being mitigated

| Issue | Mitigation |
|--|--|
| <p>There was a perception amongst residents that there is poor communication between Wembley and the local community, either via the website, post or other means.</p> | <ul style="list-style-type: none"> • Regular Wembley National Stadium Limited (WNSL) Business and Community Liaison meetings are now held. • Whilst The FA and Wembley Stadium were seen as effective in their use of social media interaction, there are significant numbers of residents who do not use such media. The FA have also acknowledged that their website requires improvement, and steps are being taken to implement this. • The FA see digital engagement with residents as a key objective, through web-based platforms. • In response to residents' needs and in line with the commitments agreed to upon Tottenham Hotspur taking up residency at Wembley Stadium, The FA have created a quarterly newsletter which is delivered to residents in hard copy and via email. There are typically 115,000 copies delivered locally. However, there is a high turnover of residents in Brent, with c.40% of residents renting rather than owning, which means that new residents are less familiar with the stadium. It is clear that communication with residents remains an area for improvement. • There has also been improvement in signage to inform visitors of local information. |
| <p>It was felt that there could be better community engagement undertaken by Wembley Stadium, in order to give back to the community.</p> | <ul style="list-style-type: none"> • Whilst there is ongoing community engagement that The FA and Tottenham Hotspur have undertaken in the local area, it is acknowledged that more can be done, and The FA are committed to continue to expand their community engagement. • The FA currently has various programmes underway including volunteering events to help improve local community spaces, allowing stadium access to local residents and trade associations for meetings, and engaging with local schools to provide children with new skills. • The WNSL Trust receives £1m a year from Wembley Stadium to distribute as grants for sports. See Chapter 7 for further details. • The FA are also piloting a programme (Young Enterprise) to help secondary school students access apprenticeships and business, and operate a community ticketing scheme. • There are also opportunities given to local people to trial working at Wembley Stadium, culminating in an opportunity to apply for a permanent job. |
| <p>Some stakeholders think that the local area has a lack of sufficient infrastructure to support regular, recurring major events. Whilst many residents accept that Wembley is the national stadium and will host England and Emirates FA Cup games, some feel that more frequent events cause disruptions in the local area.</p> | <ul style="list-style-type: none"> • There has been an increase in spend on traffic management contractors from £10k per year to £25k per year, to deliver better signage and equipment. • A Section 106 agreement was put in place to help reduce the negative effects of an increased number of events. See Section 4 for further information regarding the Tottenham Hotspur residency. • Wembley Stadium regularly meets its target of clearing fans within 90 minutes of the stadium closing, whereas this used to take two to three hours. • The FA is continuing to work with Transport for London (TfL) to give announcements at local stations to improve crowd flows. |

| Issue | Mitigation |
|--|--|
| A theme from consultations was that event days attract crowds which are less likely to visit certain businesses (e.g. along Ealing Road/Wembley High Road), whilst increasing footfall to others nearer to the stadium (pubs/bars, cafés, restaurants/takeaways). Event days have the knock-on effect of other would-be visitors avoiding the area due to congestion. | <ul style="list-style-type: none"> At the time of writing The FA are working with local trade associations to develop an online resource to orientate visitors to the local area and highlight local businesses. |
| There is efficient crowd control and quick clearing of crowds from the stadium and local area, notably to Wembley Park Underground station. By directing footfall in a timely and organised manner, residents benefit, as well as certain businesses on the predetermined route who see increased footfall. However, this sometimes steers crowds away from businesses in other areas. | <ul style="list-style-type: none"> This is an inherent conflict of interest, for which the solution benefits one stakeholder group but negatively impacts another. Local residents want to see a shorter dwell time of spectators (so streets and traffic are cleared quickly), whilst businesses want to see spectators stay for longer in order to maximise sales. There has been improvement in signage to inform visitors of local information. |
| Brent Council apply parking restrictions on Wembley Stadium event days, in a zone around the stadium (whereby only residents and businesses with an event day permit are allowed to park in the zone). This prevents potential customers visiting local businesses. | <ul style="list-style-type: none"> Permits are given to Brent residents to enable parking on event days. There are also pre-paid Wembley Stadium car parks for those who do not have a permit. 85% of visitors instead use public transport to travel to and from the ground, which The FA understands to be the highest percentage of any leading stadium in Europe. |
| There have been incidents such as anti-social behaviour through littering, noise and soiling of public spaces and private residential areas. Residents we heard from would like to see more temporary public toilets around the stadium, increased stewarding & security in roads around the stadium and better litter picking and cleaning after events. | <ul style="list-style-type: none"> Wembley have worked alongside Brent Council to provide money to comply with the Section 106 agreement (see Chapter 4 for further information). This is a challenge around many stadia that stage football events particularly where considerable amounts of alcohol is consumed. Wembley Stadium participate in a newly formed Brent forum, alongside other locals stakeholders (Quintain, Brent Council and others) to determine the services and facilities needed to ensure Wembley maintains a high quality event day environment. |

Transport improvements

Wembley Stadium management believe the higher number of events for the 2017/18 season has led to improvements in transport operations due to stadium staff and transport providers becoming increasingly efficient and knowledgeable about their own and others' transport operations. Key points include:

- Congestion around the local area on event days has been reduced, with clearance times from car parks falling to 60 minutes or less for 92% of stadium events. Wembley Stadium management report that this has led to a reduction in local traffic congestion, improved vehicle flow for residents, businesses and spectators, improved customer satisfaction and fewer resident complaints.
- Wembley Stadium management believe there is now more effective coordination across the wide range of stakeholders the stadium engages with to prepare for events. These include TfL, Network Rail, Highways England, Brent Council, Quintain, Chiltern Railways, the Metropolitan Police and the Department for Transport. There are plans to create a state-of-the-art control room facility to further improve the event day coordination between key transport stakeholders.
- A number of new road schemes are planned, to improve visitor and resident access and vehicle flow for major events. These schemes have been agreed by Brent Council, funding has been secured and works should be completed by 2020 at a cost of over £11m.
- Plans have been developed to improve the pedestrian flows to and from the stadium, enabling a faster, safer and more pleasant environment for spectators. These schemes have taken the views of local business and residents into account. For example, signs direct spectators to local bars and restaurants.

7. Contribution to the local community

The local community activities of The FA, Wembley Stadium and Tottenham Hotspur are intended to have a positive social impact on the local area and across London. This chapter highlights some of these activities and the benefits they bring.

7.1 Introduction

This chapter looks at community impacts across a number of areas, including:

- Charitable contributions (notably from the Wembley National Stadium Trust ('WNST')); and
- Local initiatives led by The FA and Tottenham Hotspur.

We include brief case studies to highlight the initiatives and impacts on Brent and London.

7.2 Wembley National Stadium Trust

As part of the funding for the English national stadium project at Wembley (i.e. the project to construct the current Wembley Stadium) a lottery grant of £120m from Sport England was provided in 1999 at the outset of the project (used principally to finance the acquisition of the original Wembley Stadium).

In return, a legal agreement was put in place whereby after five years of operation, WNST would donate 1% of the stadium's annual turnover (for a period of 50 years) into an independent charitable grant-making trust. WNST was therefore set up in 2012 to fulfil this role and has in the region of £1m per annum to distribute.

WNST supports community sports activities, focusing on grassroots participation amongst those who are in full-time education or who require

assistance to take part (e.g. due to age, disability, socio-economic background or another limiting factor).

The available funding is split equally across three geographical areas:

- **The London Borough of Brent:** supporting a wide range of grassroots community sports clubs and organisations in Wembley Stadium's home borough. This acknowledges that Brent residents are those whose daily lives are disrupted by the stadium's events.
- **London-wide:** working with three National Governing Bodies (the ECB in cricket, England Netball and England Hockey) to increase the number of girls playing team sport in London. In addition, WNST is supporting the development and training of female football coaches, through the Capital Women's Football Partnership, headed by the London FA.
- **England-wide:** working in partnership with the EFL Trust, WNST is supporting the community trusts of professional football clubs playing in the EFL to deliver disability football projects across England.

During the 2017/18 event season the amount distributed by WNST was c.£1m. Tottenham Hotspur's residency at Wembley Stadium for 2017/18 generated an additional c.£100,000 for WNST. This was also distributed within Brent, in addition to the 'regular' amount of c.£300,000. For 2017/18, WNST provided a total of 68 grants across Brent.

As a very diverse area (with more than 150 languages spoken across the borough of Brent) WNST allocates funding to projects across multiple local ethnic minority groups (for example Somali, Punjabi, Irish, African-Caribbean and Iraqi).

WNST grants

Grant awards in Brent vary in terms of size, recipient and purpose. They include:

- Community awards (up to £2,500): e.g. £1,800 to AFC Wembley for equipment for junior teams;
- Strategic awards (up to £25,000): e.g. £15,000 to Track Academy supporting an athletics coaching programme for 13-18 year olds; and
- Capital awards (one-off funding): e.g. £9,600 to Wembley Sailing Club for building repairs.



7.3 The FA's activities

As football's national governing body, The FA's traditional approach has been to focus on community programmes at a national level. More recently, The FA has developed a local engagement programme, with a series of local programmes being trialled, to acknowledge The FA is located in Brent. Although these are FA programmes – i.e. not Wembley Stadium programmes – it is because the stadium is in Brent that The FA is based in Brent. Hence, it is relevant to outline some of The FA's local community initiatives.

- **Employability Skills** programme (in partnership with Young Enterprise) for 360 secondary school students across the Wembley area.
- **Sports & Design** (in partnership with GO sketch) – an eight-week programme that combines football and design to engage primary school children who are low in confidence, non-sporty and/or have education or social needs.
- **Middlesex FA** – collaborating with Middlesex FA on a joint programme of football initiatives around Wembley, including walking football, anti-gang crime projects, a local Wembley football league and female participation initiatives.
- **The Learning Zone** – a modern education facility at Wembley Stadium for use by young people, vulnerable groups, charities and community organisations. Over 6,000 local people visit the Learning Zone each year.
- **Community volunteering programme** – for FA and WNSL staff to engage with the local community including painting local community buildings, litter picking, gardening, as well as skills sharing (e.g. employability skills, mentoring and mock interviews).

7.4 Tottenham Hotspur's community activities

With Tottenham Hotspur playing its home matches at Wembley Stadium throughout the 2017/18 season, the Club committed to a community programme in the London Borough of Brent, based on the model used within its home tri-borough (Haringey, Waltham Forest and Enfield) area over the previous decade.

The Club's community impact within the Brent community in 2017/18 was delivered in a number of ways:

- The work of the Tottenham Hotspur Foundation across four key areas:
 - 1) employment & skills;
 - 2) education & sport;
 - 3) health, fitness & wellbeing; and
 - 4) community & social cohesion.



7.4.1. Tottenham Hotspur Foundation in Brent

The Club ran a number of programmes across four thematic areas as set out below:

1. Employment & Skills



Tottenham Hotspur has engaged with job seekers through various schemes in the year including:

- Complimentary home match community ticketing initiative for local residents:
 - For every non-Category A home Premier League fixture at Wembley Stadium, the Club made c.3,000 complimentary tickets available to residents – c.1,500 for Brent residents and c.1,500 for residents in the tri-borough area.
 - Recipients included Residents' Associations representing housing estates around Wembley Stadium, local schools, sports clubs and religious groups. Over 12,000 tickets were distributed during the season to Brent residents.
- Additional support for local causes included:
 - Sponsorship of the festive lights along Wembley High Road for Diwali and Christmas.
 - Assisting Keep Wembley Tidy initiatives and encouraging residents to join.
 - Hospital Easter visits.
 - Sponsorship of a Wembley Traders' Association map showing bars and restaurants available to fans when visiting the area for a match (published in the match day programme, handed out by "Fanbassadors" and posted on club social media).
 - Publicity shoot for Brent Council's campaign to encourage people to become Foster Carers.

- Holding Jobs Fairs at Wembley Stadium in July 2017 and March 2018, attracting over 1,200 local people across both events. Employers (e.g. Hilton Hotels, the Met Police and BT) from a wide range of industries offered live job vacancies.

- Operating a training food and beverage kiosk on match days, giving local young people on-the-job training in customer service. All participants are guaranteed an interview with Wembley Stadium's catering partner, Delaware North, on completion of the course.
- Partnership with the London Prisons Service, Novus and the Department for Work and Pensions to deliver an event promoting the benefits of employing ex-offenders.

2. Education & Sport



The Club has delivered the following programmes throughout the year:

- The Club employed two full-time development coaches based in Brent to deliver a School Sports programme in 15 Primary Schools, reaching over 2,700 children aged 5-11.
- Commitment to increasing football participation amongst young women and girls, through girls-only football tournaments for local school groups and youth teams.
- A 12-week pilot programme (Spurred for Success) with five Brent secondary schools to equip students with skills needed to help secure future employment.

Through initiatives and partnership Tottenham Hotspur has provided:

- The Wellbeing 4 You partnership was set up with Neasden Temple offering a weight management course, health checks, cultural specific nutritional advice and physical activities, to help decrease members' risk of long-term health conditions.
- Support for Brent Council's campaign to encourage local residents to take up healthier lifestyles, including a 'Spurs Nurse' delivering health checks in community venues (e.g. shopping centres and libraries).

3. Health, Fitness & Wellbeing



4. Community & Social Cohesion



Through support for local causes, the Club has:

- Introduced a skills programme providing evening multi-sport activities at community venues within neighbourhoods that experience high levels of crime and anti-social behaviour.
- Worked with Brent's Foster Care agency to offer a mentoring programme to children.



7.4.2 Legacy

Tottenham Hotspur seeks to have a legacy in its temporary home of Brent via a legacy programme. The volunteer kiosk model will continue for all England matches played at Wembley for young local people to receive job training on major event days.

Wellbeing 4 You will continue and the Club's links will be maintained with local employment support networks to enable Brent residents to engage with job opportunities created through Tottenham Hotspur's new stadium.

Appendix 1: Glossary of Terms

Deadweight – Expenditure by visitors who are resident in the host economy being or expenditure by visitors that would have been spent in the host economy regardless of the event they are attending. Such expenditure is included in Gross Expenditure but excluded from Direct Economic Impact.

Direct Economic Impact – Additional expenditure (i.e. excluding deadweight) in a host economy (Brent, London or England) due to an event held at Wembley Stadium.

EFL – English Football League.

Event – a sports match or concert performed at Wembley Stadium, with an attendance of 10,000 or above, also known as a ‘major bowl event’.

Event season – From 1 August 2017 to 31 July 2018 inclusive.

FTE – Full-Time Equivalent.

GA – General Admission.

Gross Expenditure – all expenditure in a host economy occurring because of an event held at Wembley Stadium.

Gross Value Added (GVA) – GVA is comparable to Gross Domestic Product (“GDP”), and takes into account non-economic leakage relating to production and other costs at each stage of production. It is composed of compensation of employees, operating profit and attributable taxes less subsidies.

Host economy – the area (Brent, London or England) in which gross expenditure was incurred, and where there was an economic impact.

London – the host economy incorporating the 32 London boroughs and the City of London.

NFL – National Football League.

Media – Individuals in attendance at events on behalf of various media outlets, including written press, radio, TV and social media.

Performers – Performing artists, including artists, support staff, and performer entourage.

PL – Premier League.

Project Period – From 1 August 2017 to 31 July 2018 inclusive.

RFL – Rugby Football League.

Section 106 – a legal agreement between an applicant seeking planning permission and the local planning authority, which is used to mitigate the impact on the local community and infrastructure.

Spectators – Spectators include all “General Admission” (GA), “Corporate Hospitality” and “Club Wembley” attendees at the events.

Teams – Competing teams/athletes, including players, coaches and support staff, and team entourage.

TfL – Transport for London.

The FA – The Football Association.

THFC – Tottenham Hotspur Football Club.

Total Economic Impact – the combined direct and indirect economic impact.

VAT – Value Added Tax.

WNSL – Wembley National Stadium Limited.

WNST – Wembley National Stadium Trust.

Appendix 2: Methodology and Limitations

Introduction and scope of our review

The Football Association Limited commissioned Deloitte LLP ("Deloitte") to produce this Report, which has been prepared in accordance with the contract dated 6 February 2018. The Report sets out the results of research and analysis of the economic impact of Wembley Stadium on the local borough of Brent, London and England, including a number of selected case studies.

Use of this report and legal responsibility

Some of the matters discussed in this Report are by their nature technical. The intended recipient of the report, The Football Association Limited, is familiar with the issues, facts and other matters addressed and the Report was written with that in mind.

This Report is prepared for the sole and confidential use of The Football Association Limited and for the purposes set out in the terms of engagement. In preparing this Report our only responsibility and duty of care is to The Football Association Limited. We did not, and do not by consenting to publication of this Report, assume or accept or owe any responsibility or duty of care to any other person.

The Football Association Limited has asked for our consent to making this Report publicly available by appropriate distribution methods as agreed with Deloitte. We have agreed to provide such consent on the following conditions:

- This Report may not be suitable for the use of any person other than The Football Association Limited. Accordingly, publication of this Report to persons other than The Football Association Limited is for information purposes only and no person other than The Football Association Limited should place any reliance on this Report; and

- We do not assume or accept or owe any responsibility or duty of care to any person other than The Football Association Limited. Accordingly, any person other than The Football Association Limited who, contrary to the above, chooses to rely on this Report, does so at their own risk and we will not be responsible for any losses of any such person caused by their reliance on this Report.

Economic model methodology

The methodology applied can be simplified into the following stages:

1. Collation of information from existing published reports, information sources and consultations with local stakeholders. Data was also collected through primary research via face-to-face surveys, and The FA's online England fan surveys.
2. Categorisation of expenditure into seven expenditure categories – tickets, accommodation, food and drink, travel, retail, groceries and other, spent by four groups of categorised individuals – spectators, event organisers, media and competitors – with gross expenditure and direct economic impact (additionally) allocated to each.
3. Development and use of an Input-Output model, based on published UK accounts data adjusted for national, and local level economic structures. The model estimates multipliers to trace the indirect and induced expenditure flowing through the economy as a result of Wembley Stadium's economic activity.

Collating information

The methodology used in estimating direct and indirect expenditure within the host economies is summarised in the main body of the Report.

The collation of this information serves two purposes. Firstly it is an end in itself, and secondly it acts as an input into the model which generates estimates of multiplier activity in the rest of the economy. The method used to assess this type of knock-on benefit is outlined below.

Modelling

The multiplier methodology described below is used extensively by Deloitte in assessing the impact of given expenditure on the host economies.

Primary data collection was required to run the Input-Output model. The data required to run the model is the on-site and off-site direct impacts from Wembley stadium, in terms of gross value added (GVA), full-time equivalent (FTE) jobs, and expenditure. The on-site impacts include the operations of the event organisers and the events held at Wembley stadium. The off-site impacts cover all spend in the host economies by match day and concert attendees.

The principle behind a multiplier effect is that a change in economic activity will have knock-on effects for the rest of the economy.

These effects can be assumed to take place through two channels:

- Supply-chain linkages (Business to Business effects) – if industry demand increases it can be assumed that production will increase. This expansion requires more raw materials and associated services from other industries. In turn these other industries may need to increase production to meet the demand and they too will increase levels of economic activity (the indirect effect); and
- Consumer or wage effects – an increase in an organisation's activity level will mean a higher wage bill. This money will be

spent partly in the economy. This rise in consumer demand requires increasing production of goods and services, hence increasing expenditure (the induced effect).

The multipliers used in this Report give both the indirect and induced effects of expenditure in the host economies.

The indirect and induced effects are estimated by Type I and Type II multipliers in the model. Type I multiplier data allows us to calculate the indirect effects as a result of the initial expenditure. Type II multipliers enable us to calculate the indirect and induced effects generated by the initial expenditure. By taking the differences between Type I and Type II effects, it is possible to isolate the consumer spending effects of the expenditure.

Consultations

We have consulted with individuals from the following organisations including:

- The FA
- Tottenham Hotspur FC
- EFL
- NFL
- RFL
- Global Entertainment
- Live Nation (Music) UK Ltd
- Wembley National Stadium Limited Business and Community Liaison meeting
- Stadium Safety and Advisory Group (SAG)
- Local Residents Associations
- Danes and Empire Courts Residents Association
- Brent Council
- Quitain Ltd
- A small number of local, independent businesses

Our reliance on information

In preparing this Report, we have used information and data which have been obtained from a variety of organisations including The Football Association Limited, many of the organisations consulted (listed above) and other publicly available sources. In all cases (and including information from organisations not listed), we have relied upon such information and data as being true, correct and complete and have not audited, tested or checked any such information or data.

Whilst all reasonable care has been taken to ensure that such information has been accurately extracted or derived from these sources, we have not separately verified the information, nor sought to establish the reliability of the sources.

The choice of parties from whom we gathered information is subjective and cannot be comprehensive. The nature of some of our enquiries is such that we rely on oral comments and we cannot seek independent verification of all information supplied. It is possible that had we spoken to other parties we might have been provided with different information from which we might have drawn different conclusions.

Unless otherwise stated in our report, we have not sought to verify the information contained herein nor to perform the procedures necessary to enable us to express an audit opinion on any of the financial or non-financial information contained in this report. Indeed, as you will appreciate, much of the additional, non-financial information contained in this report cannot be subjected to audit or otherwise independently verified.

We have assumed that The Football Association Limited has drawn to our attention all matters of which you are aware concerning the project and which

may have an impact on our work and the report. Accordingly, we accept no liability howsoever arising, directly or indirectly, from any error or incompleteness of fact or opinion in this report to the extent caused by inaccuracies or incompleteness in the information on which we have relied.

Insofar as this document contains conclusions and opinions, these are statements of opinion and should not be treated as statements of fact. These opinions and conclusions are derived from the work we have undertaken, as described herein, and are held at the date hereof but may not be applicable thereafter. We give no undertaking to update or correct any conclusion, opinion or fact in the light of circumstances arising or information becoming known after the date hereof.

Specific limitations of our review

In accordance with our terms of engagement, or due to our findings when performing our work, the following specific limitations should be noted:

- The economic impact outside of England, of events at Wembley Stadium has been excluded.
- As a simplification, an economic model of this type can only ever be expected to represent an approximation of a real-life outcome. The model relies upon information provided by stakeholders as well as the latest officially published data, and it is possible that linkages have changed since its initial publication.
- Note that throughout the report figures above £10m are rounded to the nearest million. Figures less than £10m are rounded to the nearest one hundred thousand. As such, totals may not sum due to rounding.



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