The Dawning of a New Season...

...for fans' rights in Europe. If we were asked to choose one sentence that could sum up this 2nd European Football Fans' Congress in Hamburg (EFFC) 2009, this would probably be it.

But obviously there is a lot more to be said about this event. Let's do the football maths first: 355 players (participants) from 28 countries, with delegates of fans' groups and fans' organisations representing more than 2 million football fans in Europe in total, a sold-out, three day tournament (conference) with extra time (framework programme), 10 qualifying matches (workshops) and a very long final match (AGM) (sorry about that).

And the winner is... Football Supporters Europe (FSE) as the name for the new, independent and democratic network by and for football fans in Europe, currently representing fans, fans' groups and fans' organisations from 27 European countries with its newly elected Executive Committee to set the course for establishing a strong, powerful voice for football supporters on the continent, together with all its members.

This is the short version of the event. The longer version is this overall report. However, in order to prevent you from having sleepless nights full of excited EFFC reading and to avoid unmanageable length, we decided reluctantly to limit the content of this brochure to the summaries and results of all workshops compiled by their chairs and the first annual general meeting (AGM) of our membership, and a general programme overview... and a look-out to the next step(s), some photographic evidence, self-portraits of the new FSE Committee members and our new contact details, of course.

For FSE, the EFFC workshops this year were just as important as our first proper AGM, as they will shape the basis of our actions within the upcoming year (maybe longer). The workshops all resulted in the formation of working groups which are open to all FSE members and the EFFC participants who signed up for it. These working groups will now look after developing the ideas raised at the EFFC 2009. Every fans' organisation, no matter how many members it has, can only ever be as strong as its actions. And this requires the commitment of as many active supporters as possible in order to change things for the benefit of all of us.

Before we therefore leave you with this piece of EFFC literature, we'd like to use this opportunity to say thanks once again to Hamburg SV for providing these great premises at the Volksparkstadion at the cost price, to FC St. Pauli for providing various facilities for the entertaining framework programme free of charge. Obviously, we'd also like to thank UEFA very much for supporting the organisation of this event again, just like the 1st EFFC in London last year, both financially and through contributions to the programme, whilst understanding its independent nature.

The special thanks this year is to be dedicated to the fans' groups of HSV and FC St.Pauli and the 30 workshop speakers and chairs for their tremendous efforts around the preparation and final organisation of this event which is a testament to the way in which, at the end of the day, what unites us as fans is far greater than the footballing rivalries.

The last and biggest THANKS finally goes to all 350+ participants who, again, took the time, money and effort to come to Hamburg for this event. Your commitment to come and launch the organisation together from across the continent makes us very optimistic for the future.

We hope to see you all (again) very soon – maybe at a game somewhere in Europe, as a member of FSE, part of the working groups and most importantly at the next EFFC in 2010!

Time to kick off the report!
## Programme Overview

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<th>Time</th>
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<td>9:00 - 10:00</td>
<td>Arrival of participants</td>
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<td>EFFC Workshops at the <strong>Volkspark-Stadium</strong></td>
<td>1st Annual General Meeting of the European Football Fans’ network at the <strong>Volkspark-Stadium</strong></td>
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<td><strong>16:30hrs: Press Conference at the Stadium</strong></td>
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<td><strong>17:00hrs: Safe Standing stadium tour at the Volkspark-Stadium</strong></td>
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<td><strong>19:30hrs: EFFC Football Fans’ Allnighter</strong> at the club house of “<strong>SC Sternschanze</strong>”</td>
<td><strong>19:00hrs -24:00hrs:</strong> Cruising EFFC Good Bye Party through the harbour on “<strong>Frau Hedi</strong>”</td>
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The EFFC Workshops

Saturday 18 July 2009
Venue: Volkspark-Stadium/HSH-Nordbank-Arena

AGENDA

9.00hrs  Arrival of participants, sign in at registration desk

9.30hrs  Opening – Chair: KevIn Miles, FSF/England
          Oliver Scheel, Hamburg SV/Germany
          Gernot Stenger, FC St.Pauli/Germany
          William Gaillard, Personal Advisor to the President, UEFA

10.00hrs Workshops Part I

12.00hrs Lunch break

13.30hrs Workshops Part II

15.30hrs Coffee Break

16.00hrs Workshop Conclusion Panel
          Workshop chairs present the overall results of each workshop

The “hard work”

After the official opening of the conference and welcome speeches, 10 workshops on ten different topics took place on the Saturday, five in the morning and five in the afternoon.

The breakout sessions were well attended by the 350+ participants in a fairly even split, so in most sessions, fans from more than 10 different countries discussed the issues with each other.

The most popular workshops turned out to be the workshops on legislation and policing relevant to football fans, pyrotechnic articles in football stadia, increasing fan ownership and the workshop on club licensing, showing the topicality of these issues for football fans across the continent.

Each of the EFFC2009 workshops finally resulted in the formation of a working group consisting of the workshop participants but are open to all FSE members who are interested in further developing the ideas discussed over the weeks and months after the EFFC.
Networking, recognition & strategic planning for fans' groups/initiatives

Chair: Richard Jansen, Norsk Supporterallianse (NSA) / Norway
Speakers: Phil Frampton, FC United of Manchester / England
          Johannes Liebnau, HSV Supporters Club & Unsere Kurve / Germany

How to bring your groups' activities to the next level: involving the fans' base, setting up local and national networks, defining an agenda, getting recognition with clubs and FAs, and many more ideas for successful initiatives.

Prevention of violence or collective punishment? Legislation affecting football fans

Chair: Ulric Jansson, Fotbollsallianseen Frysthuset / Sweden
Speakers: Aris Aristeides, O.S.I.F.E. / Greece
          Marco Noli, FanrechtFonds / Germany

A look at special legislation affecting football fans all around Europe and a discussion on what to do to protect individual and fan groups' rights against overly repressive measures.

Raising awareness on disabled fans' rights

Chair: Joyce Cook, NADS / United Kingdom
Speakers: Terry Mann, Never Watch Alone Initiative / England
          UweHahnewald & Regina Hillmann, Fanclub Sehhunde / Germany

Disabled people are amongst the most passionate fans, with suitable facilities still limited at many stadia. With key speakers sharing their experiences and projects, participants were invited to join a lively discussion and get involved in helping to achieve a 'level playing field' for all fans.

Your favourite match on TV?! Kick-off times

Chair: Tam Ferry, Association of Tartan Army Clubs (ATAC) / Scotland
Speakers: Jaume Part, Aficiones Unidas (AFEPE) / Spain
          Tanja Paul, ProFans / Germany

How match schedules can affect football fan culture. Successful campaigns and ongoing initiatives aimed at keeping football fans on the stands and travelling to away games and not in front of a TV screen.

Club licensing - opportunities and threats organised in cooperation with SupportersDirect

Chair: Antonia Hagemann, Supporters Direct Europe / England
Speakers: Alex Phillips, Head of Professional Football Services, UEFA
          Pedro Velazquez, Directorate General for Education and Culture, European Commission

UEFA and several national football associations have club licensing systems. How can this system be further developed and include requirements on what is expected of a "good club", how should clubs involve fans in running their clubs and work with them in general?
Chair: Richard Jansen, Norsk Supportarallianse (NSA) / Norway

Speakers: Phil Frampton, FC United of Manchester / England
Johannes Liebnau, HSV Supporter's Club & Unsere Kurve / Germany

Countries represented (12): Austria, England, Germany, Hungary, Israel, Latvia, Norway, Poland, Portugal, Russia, Sweden and the Ukraine.

Summary of presentations:
Phil Frampton spoke about the fans campaign against Glazer taking over Manchester United, which led to a large group starting a new club in June 2005. This club would be governed by the fans and work in the interest of the community to which the club serves. He underlined that it is important for FC United of Manchester to change their image from a project against Glazer, to something positive. Within the club it has been this positive focus all the way, so it is important that society outside of the club have the same picture. Mr. Frampton ended by saying: “This football club can achieve what the supporters want the club to achieve. It can go where the supporters want it to go. The supporters are everywhere.” - very inspiring perspective for the rest of us!

Johannes Liebnau then gave a presentation on how things are done at Hamburger SV, and especially with respect to how the fans are organized and how they exercise influence in the club. Supporters have formal ownership of the club and HSV have a governing structure where supporters are integrated at many levels. There are 12 people working full time for the fans, recruited from the supporter base. Fans have one permanent seat on the executive board of the club and also one permanent seat on the supervisory board. Mr. Liebnau was also satisfied with the fact that the HSV-supporters control the selling of tickets to away-matches themselves and organise the transportation for fans.

The debate in the workshop revealed big differences throughout Europe concerning the possibilities for supporters and fans to take part in decision-making or even express their opinion at the club they support. This was especially true for delegates from the eastern part of Europe.

There are great opportunities if learning from each other and supporters can also become better in strategic planning. We are often good at making campaigns and campaigning – but some feel that our success at the mechanics of campaigning was sometimes at the cost of a proper strategic appreciation of how to actually achieve success in the campaign.

10 point checklist for strategic planning to gain recognition:

- Like on the pitch, what's important is scoring goals
- You need a clear strategy
- You need to define the important stakeholders and also who might be your *supporters*
- Set up a communication plan
- Don’t get too focused on how to reach the goal
- You don’t have to play “nice football” to score, but remember “fair play”
- Try to understand your opponent
- Make them understand you
- Pick your battles
- *Follow the money* (supporters do generate income for the clubs. You cannot remind the club leaders of that often enough)

Recommendations:

It would be good if FSE could make a brochure or document listing how fans are allowed to participate in different clubs and countries. This document could then be used when supporters are talking to their club leaders.

The lack of engagement or involvement of supporters in Eastern Europe should be addressed by FSE.
Ulric Jansson

*Prevention of violence or collective punishment? Legislation affecting football fans*

**Chair:** Ulric Jansson, Fotbollssällskapet Fryshuset / Sweden

**Speakers:** Aria Aristidess, O.S.I.F.E. / Greece - replaced by Frank Ågren, Svenska Fotbolls Supporter Unionen (SFSU) / Sweden

Marco Noli, FanrefleteFonds / Germany

Incorporated in the text will also be excerpts, discussions and suggestions stemming from the seminar: "Your favourite football copper?"

Due to the delayed arrival of Mr Aristidess, a slight reshuffling of the seminar had to be made and so on the behalf of the FSE, I would like to thank Mr. Frank Ågren of the Union of Swedish Football Supporters who agreed to speak at very short notice.

The prevention of spectator violence is deemed a necessity by all of the football organisations, including the national federations. Clubs and leagues together with governments are searching for a remedy for this problem. Basically this has taken two intermeshed roads. The soft glove of prevention and the iron fist of legislation and hard-line policing.

Preventive activities vary widely, ranging from lectures for young supporters run by football clubs, to adventure sport activities organised for hooligans at weekends, to well-publicised fan embassies at major tournaments, and fairpay campaigns. Some activities are organised by private associations and others are run under government programmes carried out by public or semi-public institutions.

These actions are welcomed by all of the FSE members, our only suggestion on the matter is to not forget the supporters themselves in the process. Now to the matter of our seminar. The question at hand is if the special laws put into action in some countries also have a preventive effect or if it in fact may even increase violence in coherence with football matches.

Mr. Ågren of Sweden painted a bleak picture of how the "Hooligan law" is seen by Swedish authorities and the federation as a "perfect tool" for dealing with the problem. He also spoke about how the hunt for the elusive enemy- the hooligans, are blinding the police to other problems such as security and safety for the spectators and teen drinking. A report made in Sweden’s capital, Stockholm, shows that the main source for insecurity at derby games amongst spectators in the age group 15-25 is the police.

Mr. Dirk Vos from the Belgian Federation of Supporters added to the picture with a report on how the attorneys in Belgium have, more or less, excluded the democratic right of due process from their work. He tells us that being under investigation on a banning order is actually enough to become banned in Belgium! Quite a "catch 22"!

Mr. Pui Corkrey, Cardiff supporter and member of the FSF Cymru, also talked of the banning orders and how they can be given out without proper investigation, violating human rights in the process.

The common denominator of almost every story told by these speakers and others were collective punishment. We also strongly feel that this is not just a problem legally but it also stigmatizes supporters and supporter culture in a way that is detrimental to what we want to achieve. We were then all put in our place by Mr. Taras Tanchak, supporter of Ukrainian club Karpaty. He quietly stood and waited his turn to speak and then told us that he dream of having the kind of problems we all faced, "in my country, the police shoots at us!"

The second guest speaker was Mr. Marco Noli from the FanrefleteFonds program in Germany. After his interesting and thought-provoking lecture (seen at separate transcript that will be published on the website) we started the discussion on how the FSE can tackle this issue on a European level.

Inspired by the great work of Noli and his colleagues and by Mr. Corkrey’s experiences as a follower of his National team (Wales) abroad fresh in our minds, it was suggested that we start a network of lawyers adjacent to the working group on the subject that we are launching.

This network could serve three purposes. It can help us stay on top of everything that is happening nationally, it can be supportive of an individual lawyer in what can otherwise be a lonely struggle. It can also give travelling fans the opportunity to get advice from a legal expert who understands your situation as a fan and also the legal position in the country concerned.

Moving on to the aforementioned working group, we discussed what goals we would like to set for our work. We were unanimous in our feeling that it was vital to find a common denominator, and the strongest candidate for this were basic human rights. The right to due process, namely knowing what you are accused of, having the right to appeal your verdict and not being sentenced by whoever has accused you.
Dave Bohannon from the Home Office in England spoke on modes of policing, and left delegates with a picture of a system that works, even if it has a few glitches. Everyone does not share this view but at the same time it probably reflects the view of the political leadership in many European countries on the matter.

Both workshops touched on the issue of how the media's changing – and more negative – portrayals of supporters and supporter culture leads to the demand for harsher regimes and sanctions and treatment, which in turn creates greater repression and more condemnation.

The goals of the workshop are to create a network of legal experts in Europe, to establish guidelines on any kind of special law and at the same time urge governments to not create exceptions for populist reasons. The bottom line is that we demand the same rights as supporters as we have as citizens of Europe. We are also intending to initiate a media campaign for this. A couple of ideas have already begun to take form.

The form of the working group will be open at the beginning of the process. Everyone interested was urged to put in the time to assist, even if that was passive - an extra pair of critical eyes are very useful not only from a democratic standpoint, but from the standpoint of active membership too; following a process has a tendency to stir interest in affecting that process.
We had a very lively workshop with lots of passion for this subject.

In summary, the group wanted to remind fellow fans that it's important not just to imagine someone in a wheelchair when thinking of a disabled fan. We should all remember that disability is diverse with many disabilities more hidden. The group wanted to emphasise the needs of fans that have difficulty walking or a heart condition and those with learning difficulties and sensory impairments.

The workshop hoped that everyone had also had a chance to visit the disabled fans market place stall where they could try using a wheelchair for a short while and also try on the visual impairment simulations (courtesy of the Guide Dogs, UK charity).

The workshop concluded that the current situation for disabled fans varies with conditions in many countries very poor or non-existent. There are some very good examples of good practice at certain clubs; however, there are still many stadia with no accessible toilets, no audio commentary (for blind fans), few or no wheelchair spaces and often no access to the match. To quote a member at the workshop ‘disabled facilities in my country is like science fiction’. Equal access for disabled fans is a basic human right.

The group proposed the following actions:

1. Support for the FSE disabled fans rights on topic division.

2. Applause for UEFA’s award to set up the new Centre for Access to Football in Europe (CAFE).

3. CAFE will work closely with the FSE to establish equal facilities and services for all fans and empower disabled fans to speak out.

4. Request UEFA:
   a. Improve their existing regulations to include reasonable minimum disabled fans access standards for all member clubs
   b. Ensure that these requirements are adopted by all 53 UEFA member Associations, their Leagues and clubs
   c. Develop UEFA good practice guidance for access to sports stadia
   d. Ensure that accessible facilities and services that are installed for EURO tournaments and UEFA Finals are permanent and used by local disabled fans in legacy

5. Ensure that the FSE maintain their commitment to disabled fans as established in the statutes by the founding committee.

All fans must stand shoulder to shoulder with disabled fans on these issues. 10% of the population has a disability and 1 in 4 families are affected. Disabled people are not themselves disabled; it is the surrounding environment that disables them. It is not acceptable in the 21st century that some fans are less equal than others.

Disabled fans should be able to access the game in the same way as other fans; equal access to tickets; able to sit with your own fans; able to go to the toilet during the game; able to get refreshments and mostly able to hear and see the beautiful game as it happens live in the stadium.

IT'S TIME TO CHANGE; IT'S TIME TO SAY THAT WE ARE ALL WELCOME AND WE ALL COUNT. WE HAVE TO DO THIS TOGETHER. THANK YOU FOR YOUR SUPPORT.
Tam Ferry (Scotland) welcomed everyone to the Kick-off times workshop and introduced the 2 guest speakers.

**Kick-off times - Germany**

Tanja Paul gave a presentation on the impact of Kick-off times in Germany. Across the top 2 divisions in Germany there used to be 3 KO times over a weekend, then it went to 6 KO times, and now there are 9 different KO times from Friday to Monday.

Matches are often changed at short notice with unfair arrangements and impossible KO times for away fans (Friday @ 6pm). This leads to employer issues with fans sometimes having to use vacation time. It’s also expensive to arrange short term travel and the KO times are having an impact with the amateur football leagues with the conflict in KO times.

Protests have included Banners, Flags, balloons, flyers, perimeter advertising boards, temporary blocking of terraces and demonstrations.

Fans in Germany want 3 match days with NO games on a Friday.

**Kick-off times - Spain**

Jaume Part was kind enough replace his colleague Jaume Llorens as a speaker on behalf of Aficiones Unidas and gave a presentation on KO times in Spain.

Traditional KO time is 5pm on a Sunday however the league sets times based on TV – 10 days in advance. The Law allows changes to match days/KO times as little as 4 days before the originally scheduled match. International matches are played at 22:00 for the benefit of TV.

Every club in Spain has separate TV deals and there can be conflicts between TV companies when 2 teams play, also the conflict between supporters and TV companies means fans singing songs against the TV company, however the TV company just edits the sound so the protest is not heard.

As Aficiones Unidas are a recognised fans body, they have meetings with the football league. Fans went 3 weeks’ notice for matches, with no games later than 21:00 on Tues/Wed/Thurs. International matches should be earlier as well. This will allow more efficient organisation of trips, increase in ticket sales and more involvement for kids as night time midweek matches discriminate against kids.

At the moment there are too many fans watching the games on TV as the tickets can be expensive and most football fans would agree there is nothing worse than an empty stadium. We need to send a message that FANS ARE FOOTBALL.

**Kick-off times England**

The discussion was then opened to the delegates to find out what their experiences were with KO times. As most of the delegates were from the host country Germany, Malcolm Clarke from FSF (England) explained the issues with the English leagues.

Traditional KO time is 15:00 on a Saturday, however, now there are matches at lunchtime Saturday, all day Sunday and Monday nights. There is no consideration for away fans with scheduling and no fans on TV is not attractive. One suggestion on how to attract more fans to TV games was to use the TV revenue to lower ticket prices to attract more fans.

**Group discussion**

An open dialogue with all fans took place to come up with ideas of what to take forward to a working group in the future.

It was generally accepted that it is difficult to influence the FA/TV companies so perhaps going in at a higher level (UEFA) might be an option going forward. TV has far too much influence on KO times.
In the further discussion, the following points were agreed as objectives:

* Need to open dialogue with Clubs/FA's/Governing body (UEFA) and request schedule for the whole season would be perfect but realistically setting matches 4 weeks in advance is achievable.

* Look at unifying the calendar so all matches are played over 2-3 days.

* Tevised matches should be at a lower price to attract more fans.

* UEFA have no jurisdiction over KO times and league scheduling however can make proposals and suggestions to the leagues.

CONSENSUS – The way forward
It was understood that fans will not generally boycott the match as this hurts the very club you love.

* One option discussed to raise the profile was a temporary boycott (until kick off) of certain section of stadium and also banners. This could be coordinated under EUROPEAN MOTO DAY with similar messages/banners throughout and repeat a few times through the season. Come up with a COMMON BANNER

* Another suggestion was to come up with a common list of principles regarding KO times and ask for fans to sign up to these principles.

* We need to look after away fans and kids and attract more groups/countries to participate in the working group.

* As with youth players being an issue with UEFA, Youth fans, the kids and attracting kids to the beautiful game is very important and part of the future of football.

15 delegates signed up to participate in the working Group on Kick-off times and hopefully there can be a message board set up to further discussion on this very important topic.
Chair: Antonia Hagemann, Supporters Direct

Speakers: Alex Phillips, Head of Professional Football Services, UEFA,
Pedro Velazquez, Directorate General for Education and Culture, European Commission

Presentations
Alex Phillips from UEFA spoke on UEFA's licensing system. He himself is a member of a supporters trust and pointed out that UEFA's President, Michel Platini, has said that he prefers the model where clubs are owned by fans. He explained how the system works, what it implements and the next steps that UEFA are working on in developing it.

Overall, the licensing system means to an end - a tool to raise standards. It is a dynamic system changing over time set out to improve club football in Europe and the economic and financial position of clubs; to monitor financial fair play; to improve facilities and stadia; to benchmark and to safeguard continuity of competitions. UEFA's role is to help implement the national systems, to train and monitor changes, share information, benchmark and compare.

The club licensing systems are run by National Associations on the whole, although three are run by the top professional league as is the situation in Germany. In some countries the licensing system applies to all leagues, some just UEFA competitions, some only the top league in that country. As an example for the 2008/09 season, 488 clubs (80%) of applicants were granted licenses, 110 were refused (mainly for financial reasons, less for sporting criteria) licenses, including six that had qualified for UEFA competitions.

Alex Phillips also referred to criticism of the club license system, namely that it is not applied consistently across countries and is not strict enough. UEFA's future objective is to see, as far as possible, clubs living within their means. An independent body (the Club Financial Control Panel) has recently been created to monitor the existing system. UEFA is currently examining, together with the clubs and other stakeholders, possible measures to improve financial fair play in UEFA competitions and believes that most supporters share the same objectives.

Pedro Velazquez from the European Commission briefly told us how the Commission is promoting licensing in European football and the integration of fans into such a licence. Pedro himself is a member of Por Nuestro Betis, a supporters trust of Real Betis, which has been running for 2 years, and has 5% ownership in the club and recently had 60,000 fans in the street supporting good governance.

Pedro briefly outlined what the role of the Commission is, what its views on fans involvement are, how the Commission sees the involvement of different stakeholders in football, and of democracy and transparency, as outlined in the White Paper on Sport. The Commission supports good governance and believes that the involvement of fans and good governance within football clubs are interlinked

Both speakers were keen to hear what we think should be implemented in the license and to hear what we think about their suggestions.

Discussion
The main aim of the workshop was to start discussing recommendations about how we as fans think the licensing system can be used to promote our interests, especially in respect of improving our relationships with clubs and national associations. Hence, the discussion focused on two areas: 1) on anything that improved the relationship between the participants and their clubs and whether that could work on the European level as part of a license as well; 2) financial regulation and UEFA's Fair Play concept.

1) Fan involvement
Fan liaison officers
In Sweden since violent incidents in 2003 each club has had to appoint one club official to liaise between the club and its supporters. However, these 'liaison officers' - employed to work against hooligans - are often ex-players who are simply not qualified for the job. Swedish clubs have the financial means to provide for a more qualified person to communicate with supporters.

In Germany fan liaison officers are an official requirement. In other words, in order to receive the license for the Bundesliga each club needs to employ at least one fan liaison officer. Similar to the Swedish experience, there is a trend for ex-players to become liaison officers, who often lack the background to help improve the dialogue between the fans and the club.

This is in contrast to Hamburger SV for example, where fan liaison officers come from supporters, which helps in terms of credibility, trust and knowledge about the various groups and their interests. It was suggested that fan liaison officers are elected rather than appointed to ensure more effective representation.
Board representation

Representatives of Hamburger SV point out how beneficial it is to have a fan representative on the management board of the club as well as on its supervisory board.

Belgian club KV Mechelen have 6+1 fan representatives out of 18 seats on the supervisory board of the club, owning 73% of the votes, which constitutes a blocking majority within the club. However, it was stressed that representation on management boards was needed.

UEFA agrees fan representation in clubs (whether via a final liaison officer and/or board representation) is, in principle, a good thing. UEFA has to consider many issues when implementing a system that covers all 53 UEFA member associations. The fan representatives present at the workshop were from responsible groups, however, in some clubs around Europe, fan involvement has not always been positive (for example, where fan groups have been linked to extreme political, violent or crime groups). Therefore, it is hard to generalise and care needs to be taken when devising any such possible future measure.

There was agreement that in Germany for example, inclusion works and that there is enough evidence out there that shows that if fans are able to decide how to be treated, they behave themselves, whereas exclusion and repression demonstrably don't work.

2) Financial regulation

Fan ownership: It was discussed that the ability to buy into clubs has become more difficult and methods to protect ownership of clubs should be in place:

- Clubs should be protected from rich investors who treat football as any other business. Football clubs are businesses by accident, but first and foremost a cultural institution!
- Fans should be allowed to buy in either as shareholders or members of the club, since this is the only way they could seriously influence the club.
- Minority shareholders are marginalised and need their rights protected.

Transparency: UEFA was urged to promote more transparency. The proportion of debt relative to turnover is important as well as preserving what a club actually is. Football clubs have an impact financially and linked to this is accountability and democracy. To improve transparency at clubs it was suggested to UEFA to make the reason for license refusals public. UEFA explained that it was looking into measures to increase financial fair play for the future.

Protection from investors and sponsors: From a representative from Austria we learned that supporters secured the name, colours and logo of the club. The audience suggested to UEFA that there should be rules in place protecting names, colours, the logo of the club and the stadium as an important asset, in order to protect the clubs from sponsors. (e.g. sponsors’ names should not be allowed in club names.)

Ownership and Licensing: The representative from the German League summarised that that ownership issues and licensing are interlinked and that the licensing system needs to safeguard the traditions of football clubs.

Outcomes

- It was agreed Supporters Direct would set up a working group on club licensing to further investigate and discuss recommendations about how we as fans think club licensing system(s) can be used to promote our interests, especially in respect of improving our relationships with clubs and national associations.
- Fans’ representatives backed UEFA’s proposed financial fair play measures and general financial regulation. Strengthening the financial licence means that clubs will be backed within the licence.
- The European Commission agreed to support good governance in football through soft measures but underlined they need UEFA to make those realistic.
- Fan representatives will be invited to the following events: 1) EU Sports Forum in Madrid in April 2010 and 2) the EU Conference on Licensing on 17-18 September 2009 in Brussels, where UEFA’s licensing system and the national systems could share best practice and continue their dialogue about regulation together with other stakeholders.

It was agreed to continue the dialogue with UEFA and the European Commission on the topics mentioned above.

It was suggested to UEFA to continue funding Supporters Direct helping responsible fans to be in touch with each other sharing knowledge and experience across Europe.
Campaigning and Fundraising for fans' groups

Chair: Peter Daykin, Football Supporters Federation (FSF) / England&Wales
Speakers: Lasse Bauer, Eurostand & Alpha Bronby / Denmark
Taina Klann, Fanräume St.Pauli / Germany

From raising awareness on fans' issues to raising funds in creative ways: how can fan groups be successful with simple means to obtain support and financial means necessary to develop long-lasting projects around their fan scene and football clubs.

Your favourite football copper?! Best practice models of policing

Chair: Heidi Thaler, FairPlay Fanverbund / Austria
Speakers: Dirk Vos, Supportersfederatie Profclubs (SFP-FSP) / Belgium
Dave Bohannan, Home Office / England

Looking at police and stewards' work from the supporters' point of view. How should security around football stadiums be handled? What kind of policing models do football fans stand for?

Involvement of minority groups in football fan culture

Chair: Michal Rieckansky, The Stands are Ours & L'Udia Proti Rasizmu (FARE) / Slovakia
Speakers: Tanja Walther-Ahrens, European Gay & Lesbian Sports Federation
Representative of Ultras Sankt Pauli / Germany

Fighting discrimination by actively promoting and supporting diversity in the stands: ideas and project involving (local) minority groups in the football fan scene

“Football Firestarters” – pyrotechnic articles in football stadia across Europe

Chair: Michael Gabriel, Koordinationsstelle Fanprojekte (KOS) / Germany
Speakers: Christina Magnussen, Norsk Supporteralliansen (NSA) / Norway
Mirek Dusbaba, Bohemians Ultras / Czech Republic

Pyrotechnics have always been a vital element for many fan groups, but are nowadays banned in most countries. Let's hear about the problems and innovative cases that might have the potential for developing a ground-breaking "safe-pyro" model worth campaigning for.

Increasing fan ownership in Europe organised in cooperation with Supporters Direct

Chair: Emilio Abejón, Federación de Accionistas y Socios del Fútbol Español (FASFE) / Spain
Speakers: Shay Golub, Israfans / Israel
Ola Solér, Svenska Fotbolls Supporter Unionen (SFSU) / Sweden

Develop strategies to increase your influence in the running of your clubs. Discuss recent developments and how we can learn from each other. Strategies could cover collective/cross national events, how to increase your membership/number of shareholders, lobbying etc.
1. Introduction
* Recognised the diversity of issues affecting fans across Europe (Poland and Portugal).
* Cultural differences between countries – some countries use Facebook, MySpace, Twitter etc., some have their own equivalents.
* But some common ground – many countries go through the same problems at different times (there is almost a Demographic Transition Model for football).
* It is worth sharing experiences and working together to educate each other in order to overcome these shared problems.
* In some countries the football authorities use other countries as examples of the way they want to go, therefore fans need to understand the problems and solution of football in other countries in order to campaign against those changes.
* Not just here to make friends – we are all here because there are things in football we want to change.

2. Speakers
* Lasse delivered a full explanation of the methods and motivation behind the Eurostand campaign, including an extremely honest critique of what they could have done better (more preparation, more focused aims and objectives etc.).
* Taina’s presentation concentrated on the specific strategy of St. Pauli fans to raise c. €400,000 for a supporters’ area in the new stadium, including tangible examples (recording local bands and selling albums, selling engraved bricks in a fan wall etc.) and what has and hasn’t been successful.

3. Why campaign?
* Some issues were specific to one nation or group of fans – eg. No to Team GB campaign.
* Other issues affect fans across Europe. Specific examples cited included:
  - Standing, broadcasting of English Premier League games affecting local attendances and TV schedules, moving kick-off times at short notice as a consequence of TV scheduling, save/ buy a club in financial trouble, supporter bans, unfair treatment from the police, ticket prices, access to tickets for fans not sponsors, fans’ embassies, campaigns against particular sponsors (FC Red Bull Salzburg), commercialisation of football (eg. GAME 39 in England), franchising of clubs, etc
* A campaign from the fans might result in the football authorities changing their plans.
  - For some issues, such as the No to Team GB campaign, it is unlikely that decisions made will ever be changed. Nevertheless, it might still be worth campaigning as a way of letting decision makers know that their plans are unpopular and pre-empting future actions.

4. How to campaign
In the course of our workshop, we produced a best practice model to help fans’ groups organise campaigns with the following steps, explained in more detail below each step:
- Objectives and goal-setting
- Different campaigns have different target outcomes, some have more than one, though it’s important to have a clearly articulated aim.
- Important to work out at an early stage whether or not your campaign has popular support from fans. Who will own the campaign? When is the campaign finished?

* Analysis and strategy (NB – some of this is borrowed from Richard Jansen’s morning workshop on networking)
  - Use of management techniques (such as SWOT analysis) can inform supporters’ campaigns,
  - Important to have a clear and focussed strategy – who is doing what, when and how.
  - Plan communications associated with the campaign carefully.
  - Understand the stakeholders in a campaign (who else has an interest in this and how can they help?).
  - Understand your opponents, their motivation and what compromises they might accept.
  - Make your opponents understand you
  - Try to be constructive and offer alternatives where possible.
  - Pick your battles.
  - You don’t have to pay nice football, but remember fair play.
  - Follow the money! Where there’s cash there’s motivation.
* Identification of actions and resources
- What actions does your campaign involve? Examples include: Promoting your campaign via Facebook, Twitter, MySpace or similar, banners, stadium displays, stickers, flyers, t-shirts, parties, gigs, production of a campaign website, petitions (on or off-line), newsletters, stools at matches/festivals, writing letters, developing key relationships with influential people, finding personal addresses and forwarding key people's contact boxes with mail or email, utilising existing democratic structures, organise a benefit game with old players from a club, press releases/media campaign etc.
- What resources – human, technological and financial – are necessary in order to carry out those actions?

* Mechanisms for fundraising
- A number of techniques for raising donations from other supporters were suggested, including: Selling specially-recorded albums, collections at matches/supporters' events, producing and selling fanzines, events (teasers, parties, gigs etc.), invite fans to join organisations and pay a membership fee.
- Some supporters will be willing to offer additional money as a loan.
- Raise money from corporate sponsorship/partnerships (how might it benefit the company? Typically they might increase brand awareness or consider that being associated with football fans adds value to their brand etc.)
- Finances help from other fans' groups – FSE, national fans' groups etc.
- Government funding, particularly for socially beneficial campaigns.
- Remember, a penny saved is a penny earned – look into tax implications etc. of a campaign early.
- Don't underestimate the power of the media. Rafa Rovers fans' embarked on a fundraising mission to save their club. They raised a proportion of the money needed from fan donations, fundraising and loans and then an exiled benefactor read about what was happening, got in touch and donated the rest of the money.

* Review and communicate
- Importance of a very honest review once a campaign has finished: What worked well? What lessons can be learned for next time?
- Importance of communicating the outcomes of this review to people who donated time and money to the campaign, and to other fans' groups.

5. Campaigning, fundraising and the FSE network
How can FSE help European fans to organise and fund campaigns? Suggestions included:

- Organise central fund for supporters' campaigns
- Produce best practice model (above)
- Establishment of a website to act as a knowledge/repository for fans' experiences in organising campaigns. There was some discussion about whether this should be in the form of a messageboard/forum where fans can raise problems and get advice, a centrally managed and updated website or a list of sites pointing fans to this information published on the websites of the individual groups reporting their actions (to reduce reliance on the FSE network, who act as signposts not gatekeepers).
- Provide access to people with experience organising campaigns to act as advisors for groups who would like help and advice on strategies etc.
- Coordinate information on organisations that offer money, grants etc. on European and country-by-country basis.
- FSE as a powerful introducer – companies, governments, authorities and key decision-makers will take an initial approach from FSE more seriously than a similar approach from a small group of fans.
- Setting up of a campaign support team.
Presentations
The workshop started with the presentation of Dave Bohannan on policing strategies in England, a country that is and has been a role model to many other countries in terms of football security standards and methods. Even though from a supporters point of view some of these strategies are not seen as desirable.

Dave informed us about the UK model on football safety and security strategy developed in response to a number of major disasters and decades of football-related violence & disorder (Bradford 85, Heysel 85, Hillsborough 89).
Euro 2000 (Charleroi) finally was the catalyst for a new holistic multi-agency approach to safety and security.

Key Outcomes:
Understand the dynamic -- radical, sophisticated and flexible multi-agency response.
Central themes: dispelling myths
Fans (even "risk fans") react to experience/dynamic
Fans without tickets are tourists
Treat fans on behaviour not reputation
Policing fans is about effective & proportionate crowd management not public order or repression
Football crowds are incredibly compliant if treated with respect
Key ingredients: communication, interaction, low friction, early & targeted intervention
Ethos: 
(a) dynamic risk assessment based policing
(b) exclusion, inclusion and influence

Dave also reported on the Pan-European Football Safety & Security Experts Group that should provide the basis for developing pan-European safety and security strategies and promoting good practice.

A "football" handbook on international police co-operation is under revision and will include guidance on determining risk and on crowd management philosophy/policing strategies. The pre-determined categorisation of fans (cats A, B and C) will now be replaced by term "risk" and "non-risk" requiring explanation of the circumstances that might generate risk behaviour. A comprehensive work programme endorsed by all EU Interior Ministers is being taken forward by the experts group in partnership with the Council of Europe, UEFA and others.

The work programme is focusing on:
development and use of core pan-European in-stadia safety & security standards
integrated physical and dynamic security measures
steward training
police training
hosting of tournaments and public viewing

The second presentation was given by Dirk Vos. Dirk started with a brief historical overview about policing strategies in Belgium and extrapolated this to the evolutions in Europe. Dirk assumed that there seems to be an evolution from repression to friendly policing and that therefore it might be of big importance to get involved in the decision-making process as fans.

Dirk focused on strategies, possibilities and difficulties that could be useful doing this. Although all the stakeholders (supporters, clubs, police and government) want safety at football games, it is important to notice that they mostly have a different perception, which might lead to different agendas.

The basic line of the presentation was: organise yourself in a proper way and develop a long term strategy. It seems to be impossible to have strategic influence on police or political institutions if they are not convinced that they have to deal with a stable, strong, reliable and well organised ‘partner’.
1. Organise yourself
2. Develop a clear vision
3. Choose strategic goals and stick to them
4. Choose and know your opponents
5. Make a strong stand
6. Be a reliable partner — representing as many supporters as possible
7. Make your own alternative suggestions
8. Evaluate your strategy on a regular basis
9. Give regular feedback to supporters

At the end of the presentation, Dirik presented some results that the Supportersfederatie Proclubs in Belgium had achieved and suggested that it might be interesting to exchange good practice in the network.

Results
After the presentations and a feedback and questions session, the workshop was divided into two working groups. One discussed the possibilities fans have to push the implementation of fan-friendly policing or defend their rights as fans and citizens from disproportionate and unjustified police operations. The second group worked on suggestions of what supporters think good policing looks and feels like.

The two groups came to the following results, always having in mind the diverse needs and (cultural, regional, personal,...) backgrounds of football supporters:

Results group 1: basics of fan-friendly policing from a supporters' point of view
1. Competent, well-trained police as scared, insecure police means dangerous police
2. Communication, information and explanation on an equal and respectful level
3. Consistent policing and clear regulations instead of legal uncertainty and arbitrary policing
4. Low-profile policing in regular uniform
5. Installation of a visible police communication manager as contact person for the fans
6. Supporters’ federations and fan projects can act as negotiators between fans and police
7. Existing strategies have to be questioned and have to be reviewed as a whole (e.g. do banning orders really reduce violence or do they just relocate violent behaviour? Is the exchange of football fan data bases awful?)

Results group 2: Strategies to enforce fan-friendly policing
1. Accessible online library for the network members with examples of fans initiatives and good practice
2. Access to up-to-date information about national legislation and fans' rights in the different countries
3. Sharing information about methods of organising workshops and meetings between fans and police
4. Sharing information about fans' experiences with and during international games
5. Organising an up-to-date list of fan group contacts within the network
Involvement of Minority Groups in Football Fan Culture

Chair: Michal Riečanský, The Stands Are Ours! / Slovakia
Speakers: Tanja Walther-Ahrens, European Gay and Lesbian Sports Federation (EGLSF)
Two representatives of Ultras Sankt Pauli / Germany

The football terrace is, or should be, a colorful and diverse place for people of different backgrounds. But in many places the reality is different. What, and how, could it be done to make the terrace diverse? That was the main topic of the workshop Involvement of minority groups in football.

As our topic was very broad and complex, the Workshop was focused on two main issues, the involvement of LGBT fans and the involvement of migrant communities on football terraces.

The session was opened by the guest speakers — the representatives of Ultras Sankt Pauli, who introduced their work with immigrants from a local detention center. The second presentation was from Tanja Walther-Ahrens from the European Gay and Lesbian Sports Federation, who described the work of the EGLSF, not just, between football fans.

Awareness:
When dealing with issues of anti-discrimination, the first question that must be solved is the issue of awareness on the topic. Different countries face various challenges in this issue. These local/national/regional differences must be kept in mind.

On the other hand, it is important for the fans themselves to take part in the society-wide anti-discrimination work and discussion.

Responsibility:
Responsibility for both discriminatory incidents on football terraces has often been thrown around — FA’s blaming clubs, clubs fans, etc. We want to stress that it is the responsibility of every fan and club, to take a proactive stance in the fight against discrimination. Only together as fans we can set cubes and FAT’s in motion to be more active. The terraces belong to the fans and only we together can make them a more open and more free place.

Involvement and representation:
The general consensus was that in most places, the representation of different minorities on terraces is poor. In some places this situation is caused by fear, in other places due to the lack of interest or contacts. Based on examples from various places, when fans themselves take a pro-active and open stance, in involving various groups, the effects are positive.

We should encourage and support local, grassroots initiatives, that aim to involve different communities in their football stand.

Football — a tool:
We would like to point out the importance of using football, and “football life”, as a tool of dialogue. Football and fan life has a great potential in our activities — to tear down barriers and stereotypes, to be a tool of communication and to create a space free from discrimination, racism and fascism. We must make sure we use this potential to the best of our abilities.

Continuation of our work
*Based on the results of our workshop, several groups applied to create and join an anti-discrimination working group within the FSE, that will lead the anti-discrimination agenda within, and outside, the network as well as on a local level. *

*We want to encourage and support local and specific initiatives and activities that will help mobilize the local communities. *

*The workshop proposes, that FSE signs the Declaration against all forms of discrimination in Football", which has been initiated by the EGLSF and has since been signed by many various groups and organizations.

The path of anti-discrimination is a long one, and we have many different steps and challenges in front of us that must be faced, but most importantly we are ready and willing to take this journey and find a solution.
The workshop speakers and participants (who gave brief introductions) concluded that in most European countries pyrotechnical usage is now forbidden. However, this has in no way increased security in the stadiums.

Presentations & Discussion

Miroslav Dusbaba from the Ultras of Bohemians Prag gave an overview of the situation in Czech football. Pyrotechnics are used in an uncontrolled way including flares, smoke, firecrackers and tracer ammunition. Sometimes the material used is of military origin and therefore even more dangerous.

Contributions from participants from various countries (Netherlands, France, Austria, etc.), affirmed the conclusions from Miroslav, that the ban of pyrotechnical articles without communication and involvement of the supporters had led to a much more dangerous situation in every country.

In the discussions, we only considered the usage of smoke and flares/Bengal’s—not firecrackers or “tracer ammunition” etc., due to the dangers connected to them, because in a football stadium it is not possible to use this in a controlled and safe way. Against this background, the use of smoke and flares/bengal’s were the items on which most fans want to achieve progress. In some countries the usage of flares/Bengal’s was formerly allowed, however due to different circumstances bans were introduced.

This has had an influence on the way pyrotechnical articles are used by the fans:
- To avoid being identified and punished with a stadium-ban supporters throw the flares away immediately after lightening them. Because they are more difficult to find, firecrackers are brought into the stadiums. Many examples were brought in, where players, supporters and police were seriously injured. (The goalkeeper Georg Koch had to end his footballing career in Vienna/Austria because his ears were injured and in Hamburg/Germany a HSV supporter lost an eye because of a firecracker thrown by another HSV-supporter)
- In some countries, one can get the impression that pyrotechnics are not used anymore to increase a positive atmosphere, but instead to show stadium-control and police that “they have no chance to find everything.”

Christina Magnusson gave a speech about the Norwegian practice which allows the safe usage of pyrotechnical articles within certain frames. The frames have been set in cooperation with the Norwegian FA and involve consultations with police, fire-department, security and the club. Also, instructions about the handling of the articles are commonly agreed on. The Norwegian model has led to a significantly decrease of uncontrolled usage of pyrotechnics in Norway.

The Norwegian model was obviously close to what the participants would like to discuss in their own countries. Many examples were given where supporters had tried to get in to dialogue with their clubs/FA’s without any result. It was a common opinion that the controlled usage of flares/Bengal’s and smoke is a topic for FSE which should be discussed in the future.

And it became clear that it is a big issue for the clubs and the FA’s because nearly everywhere in European football where pyrotechnics are a means of football fan-culture (i.e. everywhere besides Great-Britain) the general situation has become more dangerous.

The strategy should be prepared by a working group:
- The working group should collect information about the specific situation in the European countries
- Start a discussion about what supporters in Europe want to achieve - And start discussing what lobbying needs to be done

- It is clear:
- A total ban means that people will do it anyway
- A ban will also lead to the need of more and more security personnel, meaning higher costs for the clubs and a tamer atmosphere for the spectators
- A total ban has not lead to more safety wherever it is in effect
- If fans want to use pyrotechnic articles, there should be a possibility to do it safely
- Experience has shown that controlled usage of flares does not lead to serious accidents
Due to time limitations the participants voted for two main topics to be discussed at the workshop: ‘the relationship with major stakeholders’ and ‘ownership and governance’.

Presentations

Emilio Abojón set the tone by outlining current developments in Spanish football, e.g. Madrid’s purchase of Cristiano Ronaldo, supporter-developments at Real Betis and Levante to show that there are many fans out there with similar issues willing to participate and change their environment.

Shay Golub from Israfans in Israel suggested that supporters need to transform their influence through lobbying and a dialogue with politicians, the relevant football association and others involved in the game, but most importantly, fans’ organisations needed to join forces in order to increase their influence in the running of the clubs they support. We also learned about a boycott campaign of supporters of Hapoel Kfar Saba, as the owner of the club didn’t invite them but rather put the money in his own pockets. Supporters also investigated the books of several clubs and this way put a lot of pressure on the management boards, which in one case led to the owner agreeing to fan representation on the management board of the club.

We learned from Ola Solér from MFF Support in Sweden that all football clubs in Sweden are members associations. The 50+1 rule, which also exists in Germany, prevents private businessmen from buying football clubs as 50+1 votes have to be owned by the members association, while only 49 votes are up for purchase. However, this rule is under a lot of pressure and Ola urged supporters in Sweden to unite and fight for the 50+1 rule. One main concern for the members of Malmö FF is the lack of attendance at AGMs. Ola was looking forward to learning from the attendees and their experiences.

Discussion

1. How to work with major stakeholders (e.g. clubs)

The suggestions discussed and listed below have been taken from successful campaigns, which we cannot outline here. In order to share experiences and learn about successful campaigns please sign up for the working group!

Positive attitude and constructive criticism. It can be tempting to fight with the club and come out as critical of the club over the way we feel treated. Being close to the club is a balancing act between pure fan interests on the one side and commercial interests on the other. However, we heard from several groups present that cooperation and engagement with the club and other stakeholders has helped foster dialogue and gain credibility and influence.

Proving your worth! Getting involved in projects which benefit the community, the club, and the authorities – whoever you are trying to win over. E.g. was suggested that you could make a real difference by helping to sell spare seats at your ground; introducing members of the community that don’t normally attend matches gives the club the chance to make an impression and hopefully they will return as paying supporters next time. It also helps build the relationship between the football club and the community, as well as adding to the matchday atmosphere and revenue inside the ground. Another idea was managing fan relevant services for the club, e.g. away tickets and away trips, which would increase bargaining power.

Raising awareness about your group. Although active fans are the minority, they need to be seen as the majority and a powerful force in order to move forward. The club needs to see your face, and then the management will start to take you seriously. Talking to people you don’t know rather than talking to the same old bunch to gain influence at the ground and within the club.

Using your talent! Your members should contribute their knowledge and experience in their fields of expertise. Show that you can add something to the club. We heard from a Belgian representative, who’s an economist, who gives financial advice to the club which helped the supporters to gain trust.
Gaining credibility through the people you work with. Establish who makes decisions and who is affected by the football club. It was also said that each relationship needs to be managed in a professional manner, which will help to apply pressure in times of need.

Increasing your membership. It was agreed that one of the key strengths of an effective supporters’ group is its membership. Not only does more members equal more membership subscriptions, it also, crucially, means more credibility — credibility with the club, with other supporters’ groups, with local councils and businesses and with the media. A good mix of communication, publicity, and clearly stated aims and objectives can help to get the message across. It is equally important to show what the benefits are of joining the group. More members also equal more opinions, which make it even more important to promote a clear message and strategy.

2. How to improve ownership and governance?
Governance of clubs: The point was made that clubs in general need to be run more professionally. We heard from several representatives that many clubs are run at one low standards when it comes to transparency, accountability, etc. Supporters should suggest methods to the clubs of how to improve transparency and accountability.

Governance within fan organisations: The size of fan organisations can be challenging for a voluntary administration. Support with regards to how to improve good governance, e.g. communication, transparency, within your group and fundraising ideas are needed.

Fan departments within the clubs: We’ve learned from representatives from Germany that supporters clubs who run fan departments within their clubs give fans an internal voice within the governance structures of the club. It improves communication between the club and the fans and between the various fan groups and overall provides broader representation of interests.

Statutes of clubs: Club statutes and the right to change them are the basis of any formal supporters’ involvement in the running of their clubs. We learned from German representatives who manifested themselves in the ownership structure of the club through the statutes in such way that it further strengthens the power of the members of the club.

Fan liaison officers: To improve the dialogue between the club and the fans but also amongst the various fan groups the work of fan liaison officers in Germany has been mentioned positively.

Get people involved in ownership issues: From Spanish representatives we learned that in order to improve the relationships with the fans they try to initiate or participate in more football centered events. Many fans don’t like talking about ownership, shares, AGMs etc so they try to link those issues to football. E.g.: they celebrate a periodic forum called Gaudeamus in which they talk about former players, championships etc and link those glory days gone with the current problems caused by mismanagement. This encourages involvement.

Lobbying: Think outside of the box! It’s important to take your political work outside of the club. In Israel for example supporters started to engage with local councils, local and national politicians such as ministers for culture, sport and security, which raised awareness for ownership and governance issues amongst all stakeholders. However, it is essential to establish coalitions and partnerships for backup!

FC Barcelona et al: Promote the fact that fan ownership is not a mode of the past. Clubs run as members associations adapt very well to the multi-million business that football is nowadays. E.g. the Champions League was won by FC Barcelona, a club run by its members; in the last ten years the Champions League was won by members associations 5 times; the Bundesliga, where the majority of clubs are run as members associations, is the most profitable league in Europe

Outcomes
There are similar problems and ideas amongst groups and therefore, the potential to learn from and support each other. Future activities are needed to develop the network of fans who want to be involved in ownership and governance at their clubs:

- Further develop the network on fan ownership, helping to share information about developments and successful campaigns across Europe on ownership and governance issues.

- Improve communication (e.g. Supporters Directs “The Wiki” and “InTouch”, etc.)

- Working group to discuss the following topics: membership, relationship with major stakeholders (e.g. the club), raising awareness, fundraising and ownership and governance.

The support from Supporters Direct was considered very important and it was stressed that Supporters Direct Europe as the European arm of Supporters Direct should continue advising on the topics mentioned above and help ensuring the exchange of information and knowledge among the network members.
The 1st Annual General Meeting of Football Supporters Europe

Sunday 19 July 2009  
Venue: Volkspark-Stadium/HSH-Nordbank-Arena

**AGENDA**

<table>
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<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>9.00hrs</td>
<td>Registration of participants of 1st AGM and/or network members, distribution of AGM packages and voting cards</td>
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| 10.00hrs| Opening (Kevin Miles, FSF, England)  
  General introduction of the agenda and procedures for the day  
  - Presentation/Introduction of EFFC Committee members as the body responsible for the finalisation of statutes and election procedures |
| 10.15hrs| Brief Introduction of organisational structure of the fans' network  
  - Brief presentation of report on activities of the Steering Committee members since the last congress and the financial report (Daniela Wurbs, FSE Coordination)  
  - Discharge of the Steering Committee  
  - Decision on resolutions submitted (if applicable)  
  - Discussion and decision on statutes & new name for the network |
| 12.30hrs| Lunch |
| 13.30hrs| Brief Explanation of electoral procedures (Dani Wurbs)  
  ➔ Presentations of candidates on the stage & Elections (max 5 minutes per candidate – chair: Daniela Wurbs)  
  ➔ afterwards: members hand in their ballots |
| 15.30hrs| Coffee Break |
| 16.00hrs| Presentation of Election Results & new Committee of the FSE network |
After a full day of workshops and discussions on Saturday, 127 members and additional delegates from more than 20 European countries again found their way to the Volkspark-Stadion the next morning, to attend the first Annual General Meeting of the European football fans’ network.

Apart from the report of activities and the financial report and a thorough presentation of the network structure to all participants of the event, the core agenda items were the adoption of the statutes and amendments by the membership as well as the eagerly awaited first elections of the Committee, the executive board of the new European fans’ network.

Kevin Miles was appointed chair by the membership present at the AGM whilst Antonia Hagemann (SD Europe) took the minutes.

To ensure discussions at the same level, the core principles, the overall structure and main entities of the network (Committee, on-topic divisions, Coordinating Office, and AGM see Appendix I) were once again explained to all participants of the AGM.

In particular, the composition of the Committee as the main executive board of the network was pointed out according to the current structure. Ms Daniele Wurts as the FSE Coordinator is an appointed member of the Committee with a permanent seat, as well as Mr Malcolm Ashley Green (Progetto Utrée, Italy) as director of the Fans Embassy Division and Ms Joyce Cook as director of the newly founded on-topic division on "Disabled Fans’ Rights". Eight seats will be allocated to candidates elected by this first AGM to ensure good governance with a more than two-thirds majority of democratically elected members and to set the scene for the possibility to form another on-topic division, if need be.

When the report of activities and the financial report were presented by the network coordinator Daniele Wurts, it became clear that the first year since the inaugural 1st European fans congress in London in 2006 was characterized by great efforts that had been undertaken to set up a sustainable, and democratic organisational structure for this new European football fans’ network.

An independent Coordinating Office had been set up in Hamburg/Germany, statutes had been drafted and further developed and a membership established to incorporate the network as a member association according to German law. In July 2009, this membership already boasted 92 individuals members from 10 different countries, 42 local active members from 7 different countries and 24 national active members from 11 countries in Europe, representing more than 1.6 million football fans across Europe in total.

And all this happened alongside the establishment of an internal and external communication structure, the participation in various networking and lobbying events to promote the network and fans’ issues, and whilst advice and expertise was provided on issues like SafeStanding, policing and repression affecting fans, ticket pricing, fan culture, fans’ project work, best practice models of campaigning etc. to fans’ groups, media and institutional representatives in various countries in Europe and beyond.

The financial report then highlighted the funding situation, which is currently mainly based on UEFA’s financial contribution to the operational budget and the organisation of the EFFC. Both the report of activities and the financial report were approved by the AGM. As a consequence, the Steering Committee, which had been appointed at EFFC2008 to set-up the general network structure, was unanimously discharged by all members present.

As the least number of people in this world find statutes particularly exciting although essential for the structural identity of a democratic organization, the patience and interest that was shown by the membership when it came to the adoption of the statutes and respective amendments is to be even more appreciated. After fruitful discussions, all 13 paragraphs of the statutes, including proposed amendments, received great support by the membership and were adopted together with Football Supporters Europe (FSE) as the new name for our European fans’ network.

At the same time, it was equally clear that this is to be seen as the beginning of an open process and that, as it is right and proper for a member association, FSE invites all members to contribute their proposals to a potential further development of the statutes, if there are any, and subject them to democratic and transparent discussion and decision-making. Having said that, a good structure is clearly essential but what makes a credible fans’ organisation is its actions, the building of which was agreed to be the main focus of the upcoming year.

The elections concluding the first AGM of FSE then saw speeches of 10 candidates who stood for election for eight vacant posts in the FSE Committee, the executive board of this European fans’ network. The election was carried out in a voting by ballot whilst votes were counted by the two chairs of the electoral committees of HSV and FC St.Pauli, Dr Andreas Peters and Mr Pavel Andrasko, to ensure the utmost neutrality and expertise available for this process.
Dr Andreas Peters then announced the result of what he stated was a duly democratic election process, by naming the eight candidates that were elected onto the FSE Committee for a one year term:

- Mr Dirk Vos, Supportersfederatie Proclubs (SFP-FSP), Belgium
- Mr Dave Boyle, Supporters Direct (SD), England
- Mr Kevin Miles, Football Supporters Federation (FSF), England
- Mr Shay Golub, Irafans, Israel
- Ms Christina Magnusson, Norsk Supporterallians (NSA), Norway
- Mr Tom Ferry, Association of Tartan Army Clubs (ATAC), Scotland
- Mr Michal Rieckansky, The Stands are Ours, Slovakia
- Mr Emilio Abejon, FASFE, Spain

(self-portrayals of all newly-elected and appointed members of the FSE Committee can be found on page 29)

All eight candidates accepted the result and will, for the next 12 months and together with the FSE Coordination and the directors of all on-topic divisions of FSE, be responsible for the overall management of FSE and the representation and further development of the results and ideas collected in the different workshops at this year’s EFFC, as these could be identified as current topical issues for football fans throughout Europe.

**Look to the future**

The newly elected FSE Committee is to take responsibility for several areas of activity to ensure a healthy and strong further development of the network. Just like the network development and membership up until now, any of these future activities will be based on our core principles as set out in the statutes:

- an opposition to all forms of discrimination of any individuals on any grounds including: origin, ability, religion and belief, gender, sexual orientation and age
- The rejection of violence, both verbal and physical
- The empowerment of grass roots football fans
- Fostering a positive fan and football culture including values such as fair play and good governance

On that basis, FSE’s activities over the upcoming two years should ideally include:

- Kick-off of first campaigns and/or publication of best practice/guide materials and online info on behalf of FSE together with all members, based on results and topics of FSE working groups
- Development of FSE policy papers on major topics relevant to football fans in Europe.
- Expansion of existing and new partnerships
- Support of campaigns of partner organisations
- Increase of membership numbers and expansion of national diversity of membership
- Further development of dialogue with football governing bodies and institutions, in particular with UEFA and EU entities
- Implementation of the project “Fans’ Embassies go East” together with the Fans’ Embassy Division and development of a strategy for the Disabled Fans’ Rights Division.
- Securing follow-up funding for operational budget from UEFA
- Securing EU funding for projects and the operational budget
- Recruitment of additional members of staff

As a crucial matter for us, to ensure a transparent and broad communication and credibility, all members will be involved in these fields of activity as a fans’ organisation can only ever be as good and strong as its actions with the contributions and support that it receives from its membership.
Friday 17 July 2009 - No Sleep till Millenptom!

**Venue:** Feldstern

**19.30hrs:** Start of the EFFC 2009 kick-off event — no boring speeches but a relaxed get-together and reunion of old and new EFFC participants at the Feldstern, a nice bar and restaurant with its premises located in parts of a former slaughterhouse in Hamburg.

**19.30hrs:** Guided stadium tours at the Milleptom

The Fancub-Specker-Rat (Fan Clubs' Council) of FC St. Pauli organised two guided stadium tours at their ground called Millenptom which is only about 500 metres away from the central part of the St.Pauli district with the famous Reeperbahn entertainment mile next to it.

The EFFC Market — on Saturday 18 July & Sunday 19 July

The EFFC Market was an area behind the registration desks at the Volkspark-Stadium, where all participating fans' groups and fans' initiatives had an opportunity to present themselves and show their activities and/or the part they play in their country's football culture to the other participants. There were info stalls, exhibitions, multimedia presentations and films from more than 36 fans' groups, organisations and initiatives at this year's EFFC Market, showing the variety of football fans' and their activities in Europe and elsewhere.

Thanks to every group presenting themselves at this market for this commitment! In addition, FSE presented itself with an info stall and the Disabled Fans' Rights division provided wheelchairs and simulation glasses for visual impairments to participants for self-awareness tests.

The EFFC Market also was the area where participants were invited to network informally alongside the official parts of the programme, and have a break and/or a drink. A bar next to the EFFC market was open all day and tea and coffee were available for free. Stalls and presentations were put up from 8.00hrs on Saturday morning and remained installed until after the end of the official parts of the EFFC at the stadium on Sunday afternoon.

Saturday 18 July 2009 - EFFC Fans' Allnighter

**17.00hrs:** SafeStanding stadium tour at the Volkspark-Stadium

Safe Standing is a major issue for most football fans across Europe. The Volkspark-Stadium is one of the stadia in Germany with the biggest standing areas that will shortly be even further expanded. At international games, the standing spaces can be converted into seats. Members of the HSV Supporters Club showed their ground to EFFC participants with a particular focus on Safe Standing, their museum and fans' activities at the HSV.

**19.30hrs:** EFFC Fans' Allnighter — barbecue, fan films & invisible footballs

**Venue:** SC Stamschanze, club house

SC Stamschanze is a small football club based in the so-called Schanzenviertel (Schanzen district) and is very committed with regards to responsible sponsorship, and supporting youth and communities in the district. Members of various fans' groups of FC St.Pauli organised a big barbecue, a party with DJs and members of the blind football team of the FC St.Pauli presented their sport with films before EFFC participants could find out themselves how to play football only by hearing where the ball is. And last but not least, the Israeli director Haim Shadmi presented his film "I've got a team to save", which is a film about an Israeli football fan trying to find ways to fight the ongoing commercialisation and exploitation of the game by club owners in Israel football.

Sunday 19 July 2009 — Cruising EFFC Good Bye Party with Frau Hedi

**Venue:** Landungsbrücken, pier no 10, and Hamburg harbour

Frau Hedi is the name of one of the many so-called Barkassen, small boats used for harbour boat trips in Hamburg. The only difference with Frau Hedi is that it has a bar on board as well as a stage which was used by some St.Pauli fans to show Hamburg once more at its best; until midnight and despite the chilly weather, most EFFC participants still in Hamburg used this last chance to say goodbye properly.
The newly-elected members of the FSE Committee

**Dirk Vos (Belgium)** was one of the founding members of Supporter’s Federation Pro clubs (SFP), a national grassroots supporters federation in Belgium. Now he’s responsible for SFP’s international connections and security issues. During his non-football time, he teaches intercultural communication and emancipational skills and puts theory into practice when it concerns fans positions. Dirk has 5 children and is 46 years young.

**Dave Boyle (England)** is a 35-year-old fan of AFC Wimbledon. He is Chief Executive of Supporters Direct, the group based in the UK that helps football fans become more involved in the ownership and governance of their clubs, where he has worked for 10 years. Supporters Direct works with groups representing over 100,000 fans and in his 10 years with the organisation, Dave has worked with fans at every level of the game from Premier League to non-professional football, and with fans in 12 countries.

**Kevin Miles (England)** Kevin Miles, 49, is the Director of International Affairs for the Football Supporters’ Federation (England and Wales). He has organised the Fans’ Embassy for supporters of the England national team since the World Cup in France, 1998. A fan of Newcastle United and England for over 40 years, Kevin has wide experience as a football supporter both at home and away, domestically and abroad, of two teams which both enjoy a large and passionate following year after year, without ever having seen either of them win a trophy.

**Shay Golub (Israel)** 32 years old, lives in Ramat Gan, and is one of the founders of Israfans - The Israeli Supporters Organisation. Israfans is a national organisation that represents 25 fans’ groups and speaks up on behalf of supporters in Israel. These days, Shay is their chair and national coordinator. In his “2nd life”, Shay is a media and marketing advisor for NGOs.

**Christina Magnusson (Norway)** usually supports IK Start from Kristiansand but is also representing the Norwegian Supporters Alliance NSA in Europe and has been an active football fan in different local and/or national fans’ groups for six years. Christina’s aged 27, has a 3 year old daughter – and lives with her boyfriend who used to be called “the Football Widower”.

**Tam Ferry (Scotland)**, International Coordinator for the Association of Tartan Army Clubs (ATAC), who have had an excellent 10 year working relationship with the Scottish FA, despite the Bert Vogts era! With travelling support of up to 30K for qualifiers (as Scotland don’t make it to tournaments these days), tickets and travel are of paramount importance to the friendly, kitted, Scotland fans. Tam is 38, a Project Manager and in need of more Facebook friends.

**Michal Riečanský (Slovakia)** is one of the founders of The Stands are Ours!, a fan initiative started by a group of Slovak anti-racist fans, where he is responsible for campaigns and events. Aged 21, his job also revolves around football and anti-racism, such as the national initiative and FARE member L’Udla Proti Rassismus, so he is never out of the topic. After all, that’s what being a fan is about.

**Emilio Abélén (Spain)** is an active member at FASFE, the federation of Spanish supporters trusts. He’s 37 years old and has been involved in fan related initiatives at club, national, or international level for the last eight years being a founder member of both Señoritas de Humo (Atlético de Madrid Supporters Trust) and FASFE. A devoted Atlético de Madrid supporter, he’ll argue till death that white is not a proper colour for a football jersey – we’ll, at least not in Madrid.
The appointed members of the FSE-Committee

FSE Coordination

Daniela Wurbe (Germany) at some stage, and more or less by accident, got involved in professional football supporters work at national level in Germany and has ended up continuing the work afterwards at local level in the field of fans’ project work. Her main areas of responsibility were anti-racist campaigning, European fans’ exchange programmes, lobbying and the management of various projects and integrative community football initiatives. Finally, and again it was rather a coincidence, she was offered to take the coordinating role for building what has now become FSE in 2007 and is still confident that fans will successfully reclaim the game and her club FC St. Pauli will finally get promoted to the Bundesliga and win the Championship.

Director on-topic division: Fans’ Embassies

Ashley Green (Italy) has been developing projects and events dedicated to football fans, such as the well-known Mondiali Antirazzisti, for the Italian organisation Progetto Ultras, a founding member of the Football Against Racism in Europe (FARE) network, since 2002. On top of that, he’s been involved in the provision of fans’ embassy services for several years. The Euro2008 has then seen him on the front line in coordinating Fans’ Embassies services for supporters travelling to Austria and Switzerland. When he’s not committed for FSE and Fans’ Embassies business on behalf of Progetto Ultras, he can be seen supporting his team or waiting for fresh snow in the Swiss mountains.

Director on-topic division: Disabled Fans’ Rights

Joyce Cook (Wales) is the chair of the National Association of Disabled Supporters (NADS), a UK registered charity representing disabled football supporters and providing guidance to other sports such as cricket, rugby and Olympics 2012. Joyce who is herself disabled is a founder director of the Charity – the Centre for Access to Football in Europe (CAFE) which is extending NADS work for disabled supporters across Europe. She travels extensively to matches across Europe with a resultant hands-on understanding of the many challenges for disabled supporters.
FSE - FAQS
FREQUENTLY ASKED QUESTIONS ON FOOTBALL SUPPORTERS EUROPE

1. Membership:

Who can become a member?
Every individual supporter (natural and legal person, 18 years of age), formally and informally organised football fans groups, as well as local and national fan-related initiatives and organisations who are active in Europe can become a member of the FSE network. Europe is defined as the territory covered by UEFA member associations.

How can you become a member of FSE?
Simply fill out the membership form online from the website www.footballsupporterseurope.org. Alternatively, download the pdf-file from there, fill it in and send it to the postal address: Football Supporters Europe, Coordinating Office, P.O. Box 50 04 03, 22704 Hamburg.

What are the benefits / responsibilities as a member?
As an FSE member, you have the right to participate (e.g. vote) in the AGM and in the FSE messageboard, actively decide on the direction of FSE and you can also stand for elections. You can participate in events organised by FSE and make free use of its services. For the duties of the AGM see 2.

When does the membership start?
The membership starts after the confirmation by the FSE Coordination. Membership can end at any time for the end of the financial year with the submission of a written request to the FSE Coordination.

Does it cost anything to become a member?
There is no obligation to pay a membership fee for FSE at the moment, but voluntary contributions are very welcome as it supports our financial independence.

Any other conditions?
YES! By becoming a member of FSE you officially declare that you recognise the statutes of the network and support its principles:
- do not tolerate discrimination of any individuals on any groups including the following: ethnic origin, ability, religion, gender, sexual orientation and age
- reject violence, both verbal and physical
- stand up for the empowerment of grassroots football supporters
- promote a positive football supporters' culture, including values such as fair play and good governance

2. Structure of FSE: Who is Who + Who does What?

FSE has been incorporated into a members association according to German law. Member associations are owned by their members and democratically structured.

The Structure of Football Supporters Europe (Overview)
AGM (Annual General Meeting)
The AGM is the highest body, the 'Parliament', of the FSE. The AGM is held once a year and it is here that all FSE members decide about the aims, objectives and future actions of the FSE, approve changes to its statutes and elect the members of the FSE Committee for the following year.

Duties:
- Examination and approval of reports submitted by the FSE Committee and FSE Coordination
- Ratification of the actions of the managing boards
- Election of members of the FSE Committee (simple majority)
- Decisions on resolutions submitted
- Decisions on all proposed changes to the statutes

EGMs (Emergency general meetings) / General Meetings
Emergency AGMs can be called either by the FSE Committee or the FSE Coordination, or by at least ¼ of the total number of votes of the FSE members.

FSE Committee
The FSE Committee is the management board of the organisation, consisting of the FSE Coordination, the directors of the on-topic divisions and the elected members.

Structure:
Two thirds of the total positions of the FSE Committee + one third of the total number of permanent seats within the FSE Committee at the time of elections have to be reserved for members democratically elected by the AGM. Members are elected with a simple majority for one year. To avoid overrepresentation of one particular country within the Committee, there can't be more than one third of the elected committee members representing the same country.

Examples:
2 On-topic Divisions = 2 seats
FSE Coordination = 1 seat
+ 1/3 of permanent seats = 1 seat
Elected members = 8 seats (max two from one country)

3 On-topic Divisions = 3 seats
FSE Coordination = 1 seat
+ 1/3 of permanent seats = 1 seat
Elected members = 10 seats (max three from one country)

Duties:
- Overall running of FSE together with FSE Coordination
- Development of annual budget plan
- Implementing decisions made at the AGM
- Directing the FSE Coordination
- Appointing and dismissing the chief executive/FSE Coordinator
- Appointing and dismissing On-topic divisions
- Preparation of the annual financial statement and report on activities for the AGM

FSE Coordination
The FSE Coordination is the executive body of the FSE handling the day-to-day business of the organisation including all legal transactions. The FSE Coordination is appointed by and has to report to the FSE Committee and works closely with the On-topic divisions.

On-Topic Divisions
Fan culture is diverse. Hence, organisations or networks providing particular services relevant for football fans (e.g. fans’ embassies services, disabled fans’ rights, etc) can develop their work under the umbrella of FSE as “on-topic divisions”. On-topic divisions would cover for example campaigning and lobbying, consultancy services and/or networking, etc and are ideally financially independent from the core funds of the network. The FSE Committee approves the creation or dissolution of an FSE on-topic division with a two-thirds majority. Currently there are two on-topic divisions: FSE Fans’ Embassies & FSE Disabled Fans’ Rights.

How Is FSE Financed?
FSE secured core funding with UEFA until after the Congress and hopes to secure follow-up funding from UEFA, which will enable us to plan for the next two seasons. It’s been crucially acknowledged by both sides though, that any funding from UEFA can only happen under the condition that FSE can remain independent with its activities. On top of that, we will also look for other sources in the near future to reduce the reliability one source of funding and to retain/further strengthen our independency.
3. Voting and election procedures

How can I vote?
You have to be registered and admitted as a member of the FSE. Also, the weight your vote depend on your status: are you an individual member, do you represent a local fan group or initiative, or a national fan organisation?

- **Individual members**
  Your vote is restricted to one vote. You vote with a white voting card, which you will also use for the election.

- **Locally active groups / organisations**
  Formally or informally organised groups or initiatives active on local level should be represented by an appointed delegate for FSE at the AGM. The group’s vote is restricted to three votes. Local groups vote with a yellow voting card, which they will also use for the election.

- **Nationally active groups /organisations**
  Formally and informally organised groups and initiatives active on national level should be represented by an appointed delegate for FSE at the AGM. The group’s vote is restricted to ten votes. National groups vote with a red voting card, which they will also use for the election.

Standing for election – how do I do it?
You have to register and be admitted as a member first before you register as a candidate. You can register as a candidate via email at info@footballsupporterseurope.org or directly at the European Football Fans’ Congress (please check our website for further information).