



Report of the President and Executive Committee
UEFA Administration Report

2010/11

XXXVI Ordinary UEFA Congress

Istanbul, 22 March 2012

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XXV^e Congrès ordinaire de l'UEFA



RECEPTE





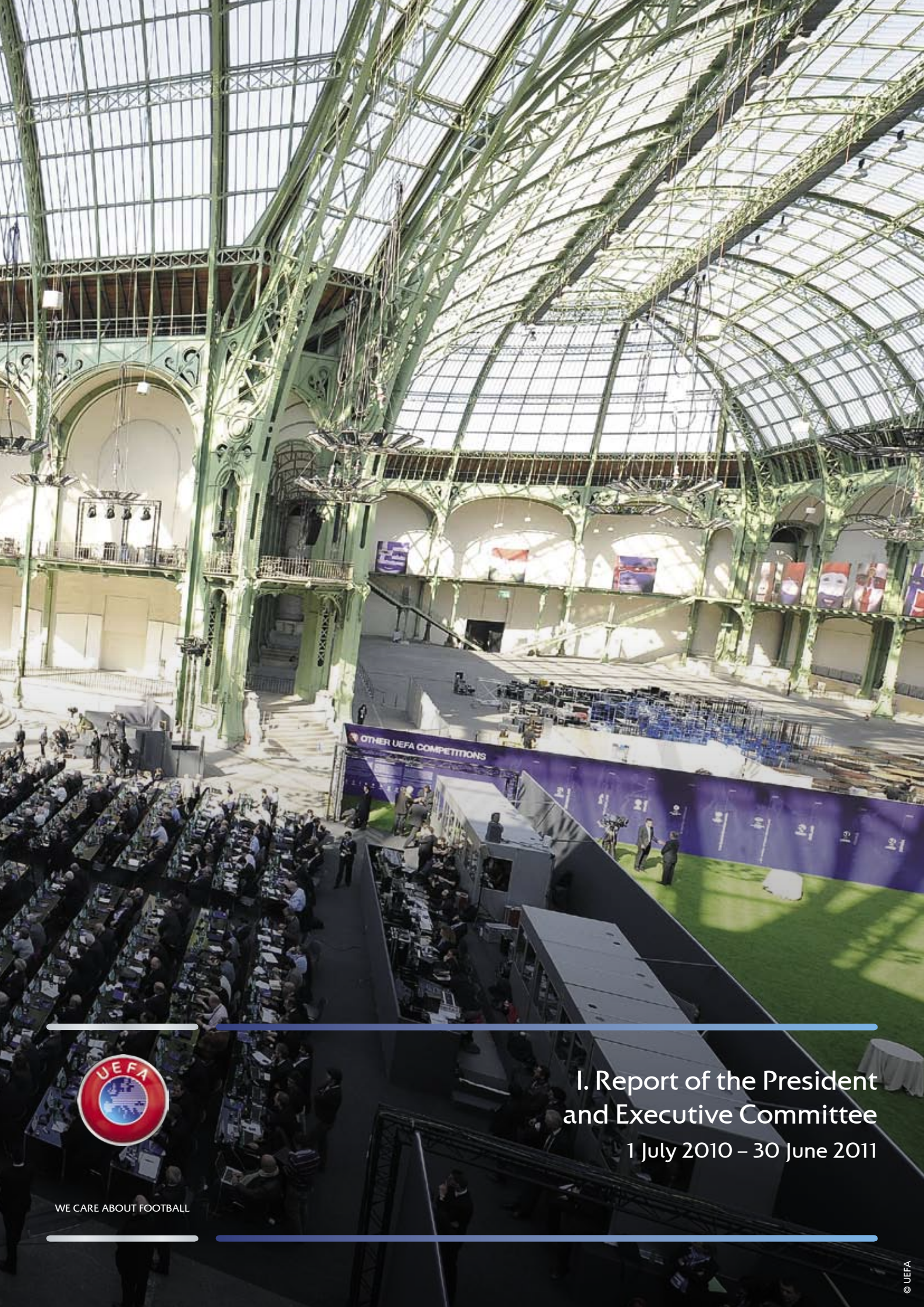
Benefits for the Executive Committee

The following candidates' requests:

Stavros Niarchos	10%	48
Christophoros Loizides	17%	81
Petros Giannakopoulos	10%	48
Stavros Niarchos	10%	48
Christophoros Loizides	17%	81
Petros Giannakopoulos	10%	48
Stavros Niarchos	10%	48
Christophoros Loizides	17%	81
Petros Giannakopoulos	10%	48



UEFA Congress 2016 - 17th Session



WE CARE ABOUT FOOTBALL

I. Report of the President and Executive Committee

1 July 2010 – 30 June 2011

SUMMARY

The 2010/11 season got off to an excellent start for European football when three European national teams finished first, second and third at the World Cup in South Africa in July 2010.

Spain, who lifted the winner's trophy for the first time, were joined on the podium by silver medallists the Netherlands and bronze medalists Germany. These outstanding results go to show that, even with our club football full of players from all corners of the world, the high-quality, long-term work put in by the UEFA member associations has borne fruit, keeping European football in excellent shape and more than able to compete on a global scale. Of course, none of this can be taken for granted, but Europe's brilliant results on the world stage must encourage UEFA and its member associations to continue their efforts unabated, always with the objectives of improving the quality of the game and its infrastructure, ensuring continuity and providing a stable environment in which football can flourish in the long term.

At UEFA, 2010/11 was an election year. At the UEFA Congress in Paris in March 2011, the UEFA President, Michel Platini, was re-elected by acclamation for a second four-year term. The UEFA Congress also changed the face of the UEFA Executive Committee by electing three new members: Sergey Fursenko (Russia), Peter Gilliéron (Switzerland) and Borislav Mihaylov (Bulgaria). To send out a strong message and demonstrate its commitment to women's football, a thriving sport, the Executive Committee also decided to invite a woman to take part in all its meetings. It chose the chairwoman of the Women's Football Committee, a position occupied by former general secretary of the Football Association of Norway Karen Espelund, who attended her first Executive Committee meeting in June 2011.

While injecting fresh ideas, these new additions in no way diminished the Executive Committee's commitment to continuity and dialogue, and the 11 key values approved by the 2009 UEFA Congress in Copenhagen. It therefore continued to build on the work begun in previous years in the areas of financial fair play in European club competitions, the fight against corruption and all forms of discrimination, the protection of under-age players and the organisation of UEFA EURO 2012. The Executive Committee also continued to pay close attention to the growth of women's football and the reinforcement of the solidarity principle, both financially and in terms of healthy, close relationships with political authorities, in particular those of the European Union.

Competitions

Looking to the pitch, the 2010/11 season was marked by the smooth organisation of all UEFA competitions and, in particular, the resounding success of the UEFA Champions League final at Wembley Stadium, where FC Barcelona and Manchester United FC beautifully demonstrated the wisdom of "football first", UEFA's guiding principle which lies at the heart of all it does.

After the World Cup, Europe's senior national teams launched their UEFA EURO 2012 qualifying campaigns. In UEFA's other national team competitions, Spain struck gold again in the European Under-21 Championship.

As always, the organisation and evolution of all UEFA competitions, both national team and

club, were closely followed by the Executive Committee, which also carefully examined all the regulations after suggestions and recommendations had been made by the committees and administration. As the qualifying stage of the European Football Championship was already under way and the club competitions were entering the second season in their three-year cycle, there were very few significant changes. Nevertheless, the Executive Committee did adapt the disciplinary provisions of the club competition regulations, having decided not to carry forward single yellow cards and pending yellow-card suspensions from qualifying to the group stages. This levels the playing field between the clubs that make it through qualifying and those that enter the group stage directly. The Executive Committee also decided that, as of 2012/13, a certain number of clubs in the UEFA Europa League would also have direct access to the group stage, namely the domestic cup winners of the six associations at

the top of UEFA's annual coefficient rankings table. For the European Women's Championship, the Executive Committee decided that after only one final round of 12 it was too early to consider expanding the field to 16.

At a political level, the main news in 2010/11 was the announcement at the UEFA Congress in Paris that all UEFA member associations had agreed to the centralised sale of media rights for senior national team qualifying matches. This move, which will first take effect for the UEFA EURO 2016 qualifiers, is part of the drive to promote both national team football, as highlighted at the UEFA Congress in Paris, and solidarity, as it should enable the majority of national associations to make more money from their qualifying matches and to ensure stable revenues from the qualifying phase as revenues will be disconnected from the draw results. It will also reinforce the identity of the competitions concerned, creating real national team nights.



In club football, it was decided that the UEFA Super Cup would no longer be played in the same place each year but that it would move around, starting in Prague in 2013. The club competition draws, which have been linked to the Super Cup since 1998, would, however, continue to be staged in Monaco, where it was decided a new UEFA Best Player in Europe Award would also be presented. This transformation of the Super Cup is in line with the Executive Committee's desire to involve as many member associations as possible in UEFA's activities and the organisation of its events.

UEFA EURO 2012

Among all the UEFA competitions under way, UEFA EURO 2012 occupied a special place because its organisation had been singled out as one of UEFA's top priorities. Recognised as a great challenge, the organisation of this final round in Poland and Ukraine was followed closely by the Executive Committee, and the UEFA President himself travelled to Poland in

October 2010 to meet senior state officials. Visits to both host countries were also conducted by various experts and members of the UEFA administration, all with the same aim of providing as much support as possible to the host associations and helping them to meet the deadlines so that everything is in place for June 2012. Numerous milestones were reached in 2010/11 as a result of all this hard work: the tournament mascots, Slavek and Slavko, were presented, the match schedule was finalised, tickets went on sale to the general public, the prize money distribution scheme was defined, and the Friends of EURO 2012 campaign was launched, bringing together a whole host of Polish and Ukrainian celebrities. In addition, at all its meetings the Executive Committee was given progress reports on the stadiums, airports and hotels. It also followed the tournament marketing and TV rights sales.

At the same time, the Executive Committee started looking ahead to UEFA EURO 2016, which it had already entrusted to the French



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Football Federation in May 2010. A steering group was formed, led by Jacques Lambert, former CEO of the French Football Federation, and the list of host cities was extended from 9 to 11 to cater for what will be the first 24-team final round. Finally, EURO 2016 SAS, also headed by Jacques Lambert, was set up as a company dedicated to the operational organisation of the event.

Match integrity

UEFA's other priorities in 2010/11 remained the protection of youth players, the fight against racism, violence and betting-related match fixing, and the introduction of financial fair play in the UEFA club competitions. There were no headline-grabbing developments in the protection of under-age players during the period in question, this remaining a long-term endeavour with complex political and legal implications.

The fight against corruption and match fixing was pursued with an intensity befitting of the risks they pose to the credibility of competitions and, by extension, the very existence of football as such. After a call for heightened awareness and the creation of a vast betting fraud detection system, which covers over 30,000 European matches a year, at its meeting in Paris in March 2011, the Executive Committee – convinced that this fight could only be successfully fought with the support and cooperation of the public and legal authorities – supported

“ ... this fight could only be successfully fought with the support and cooperation of the public and legal authorities... ”

the proposal for an internal working group and decided to create a network of integrity officers within the UEFA member associations. These integrity officers are responsible for liaising

between the football authorities and the police and judiciaries of their respective countries. There is also a need for close collaboration with other international sports bodies that are already or could find themselves in the same predicament. A first integrity officers' workshop was pencilled in for late summer 2011.

All these preventive measures are accompanied by a very firm, zero tolerance stance towards cheats and those who support them. UEFA set an example by imposing life bans on two referees, one Bosnian, the other Ukrainian, with the Ukrainian's sentence also confirmed by the Court of Arbitration for Sport.

UEFA continued to take the same firm approach to violence in football, a problem that proved to be far from resolved as incidents broke out at various stadiums during the season under review. The Executive Committee approved an action plan that involved reaching out to the governments and national associations concerned, getting them to implement effective measures with full support from UEFA.

Financial fair play

The 2011/12 season marked the start of the implementation of financial fair play criteria in the club licensing procedure applied to clubs wishing to compete in UEFA competitions. The benchmarking report published by UEFA in early 2011 once more underlined the urgency of stopping clubs from spending more than they earn. This was a principle that seemed to have been neglected by too many clubs. The study showed that, at €11.7 billion, the total income of the 700 or so clubs analysed in 2009 was nowhere near enough to cover the €12.9 billion they had spent.

The Club Financial Control Panel, chaired by Jean-Luc Dehaene (Belgium), played a key role in monitoring the clubs' respect of the financial fair play criteria and ensuring licences were

awarded correctly and justifiably. The financial fair play concept, devised by UEFA and supported by the European Club Association (ECA), the Association of European Professional Football Leagues (EPFL), the players' union FIFPro Division Europe and the president of the European Parliament, Jerzy Buzek, was also welcomed by the president of the European Commission, José Manuel Barroso.

In addition, the UEFA President and European football's governing body as a whole repeatedly confirmed their determination to punish non-compliance strictly and without exception, including through exclusion from competitions.

Women's football

Since moving the UEFA Women's Champions League final to the same week and city as the men's flagship final, its profile has undeniably been raised, well reflecting the growth of a sport that, although it has not yet taken off everywhere, is extremely popular in many countries, with nearly a million registered players within UEFA's member associations. To further this positive trend, it was decided that some of the funds allocated to the national associations through the HatTrick programme would be earmarked for women's football development, representing some €21.2 million for the 2012/13–2015/16 period. The idea is for each association to initiate a tailor-made development programme, as standards still vary greatly from one association to the next, with some reporting fewer than 1,000 registered players.

“...nearly a million registered [women] players within UEFA's member associations...”

The money provided through these additional HatTrick payments should therefore serve as one of the drivers of women's football development, which it was decided would also benefit from a greater number of dedicated Study

Group Scheme sessions and KISS knowledge-sharing workshops.

It was noted that the growth of women's football on the pitch was not entirely reflected elsewhere, with institutional discrimination in some form or another still rife. Women remain particularly under-represented among coaches and in boardrooms, and it is here that it was decided the emphasis had to be laid. In terms of opening doors to positions of technical and administrative responsibility, Karen Espelund's involvement in the Executive Committee should send a strong message. It was also decided that Karen Espelund would lead the development and monitoring of the women's football development strategy.

Internal relations

As elected representatives of the 53 UEFA member associations, the UEFA President and Executive Committee are committed to maintaining a very close, constructive relationship with their senior officials. The Ordinary UEFA Congress, which became annual in 2002, is a cornerstone of this relationship but one which is primarily dedicated to statutory matters and, every other year, elections. As a result, it is not necessarily the best platform for informal discussions and vast exchanges of ideas on current and future topics of interest in European football. This is why, on the initiative of the UEFA President, a strategy meeting with the member association presidents and general secretaries was organised for September 2011, in order to set the direction on matters such as the international match calendar, the future of all categories of national team competition and non-UEFA supranational competitions. The association presidents and general secretaries also had an opportunity to meet during the season under review, in Nyon on 18 October 2010, when they conducted a brief round-up of topical matters in European football and inaugurated UEFA's new office building, built opposite its existing headquarters.



All the national associations continued to be represented on UEFA committees, providing another stage on which to make their voices heard. As well as being in permanent contact with the UEFA administration – and the dedicated national associations division in particular – the associations also received frequent visits from the UEFA President and other members of the Executive Committee on all sorts of

administrative leadership or addressing issues of political interference in association management and conformity of statutes. In the case of Bosnia and Herzegovina, FIFA and UEFA were forced to suspend the association on 1 April 2011 for refusal to adopt statutes that complied with their recommendations. The suspension was lifted at the end of May after new statutes had been adopted.

“ ... up from €7.7 million (HatTrick II) to €9 million (HatTrick III) per association... ”

occasions, such as general meetings, commemorative celebrations and inaugurations. UEFA's headquarters in Nyon received numerous national association delegations in return.

At each Executive Committee meeting, one of the items on the agenda was dedicated to national association matters, whether that involved noting changes in presidential or

Also in 2010/11, the second HatTrick assistance programme reached the three-quarters mark in its four-season cycle and it was decided that the third edition, due to start in 2012, would provide for even higher payments to the associations, up from €7.7 million (HatTrick II) to €9 million (HatTrick III) per association. Of the annual HatTrick III payments, it was agreed that €100,000 would be reserved for women's

football development, with the rest aimed at helping to improve infrastructure, contributing to administrative running costs and, through KISS (the Knowledge and Information Sharing Scenario), encouraging associations to discuss their experiences to improve governance across the board. Also created to support the associations individually, the Top Executive Programme (TEP) continued to cater to needs of senior national association officials.

As far as technical assistance is concerned, the associations continued to benefit from the Study Group Scheme, which encourages best practice exchanges in coach education. In May 2011, a new landmark was reached in UEFA's coach education assistance when a pilot UEFA Pro-licence student exchange programme was held at the Colovray sports centre in Nyon, Switzerland, after the Executive Committee had given the project the green light. It also approved the admission of new signatories to the UEFA Coaching Convention.

Back at Colovray, the sports centre hosted the final round of the European Women's Under-17 Championship and numerous other activities, particularly in the areas of technical education and refereeing. The Centre of Refereeing Excellence (CORE) completed its first year of courses, which were very well received by both the referee students and those in charge of their training. Also on refereeing, the UEFA Convention on Referee Education and Organisation achieved more than 40 signatories.

Finally, UEFA obtained the approval of the International Football Association Board for an extension of its experiment with additional assistant referees.

The Executive Committee also continued its support of grassroots football, with another UEFA Grassroots Day held during the week of the UEFA Champions League final in London and lots of related activities organised by all UEFA member associations. In addition, the

Executive Committee approved all the changes and signatory upgrades recommended in connection with the UEFA Grassroots Charter.

External relations

UEFA participated in the work of the FIFA Executive Committee through its elected members and, as a whole, continued to cooperate well with world football's governing body. Good collaboration with the other continental confederations was also maintained. Within the European football family, the Professional Football Strategy Council is the cement that holds the various stakeholders together, incorporating not only representatives of the UEFA Executive Committee – and by extension UEFA's member associations – but also representatives of the leagues, clubs and players via the Association of European Professional Football Leagues (EPFL), the European Club Association (ECA) and the players' union FIFPro Division Europe. Two meetings were held during the season under review, and a working group was set up to deal with issues related to the European match calendar. In March 2011, the Professional Football Strategy Council also called out to governments, asking them to help support football in the area of sports betting.

The fans, another fundamental part of football, were not overlooked either, with UEFA headquarters receiving representatives of European supporters for a meeting attended by the UEFA President.

In terms of UEFA's relationship with the EU, 2010/11 was marked by a visit in January 2011 by the European Commissioner responsible for sport, Androulla Vassiliou, who attended the Executive Committee's first meeting of the year. Her visit, which underlined the quality of the relationship between UEFA and the EU, was an opportunity to exchange ideas on topics such as women in football, integration, the centralised sale of media rights and the transfer of minors. The commissioner also presented the Commu-

nication on Sport published by the European Commission, which supports several aspects of the European sports model advocated by UEFA. Prior to this, in September 2010, the UEFA President travelled to Brussels for a full day of official meetings on the future development of

“Her visit ... underlined the quality of the relationship between UEFA and the EU...”

UEFA's relationship with the EU. He met various members of the European Commission and the Flemish minister for sport, Philippe Muyters, responsible for all sports matters in connection with the then Belgian presidency of the Council of the European Union. That same month, UEFA's first vice-president, Şenes Erzik, represented UEFA at a Council of Europe meeting of sports ministers in Baku, where the problem of match fixing was discussed in connection with various sports.

Social responsibility

Football not only reflects society, it has an important social role to play and UEFA, aware of its responsibilities, continued to support its long-term partners Special Olympics, Terre des hommes, the World Heart Foundation, Education4Peace, the Cross Cultures Project Association and Football Against Racism in Europe, thereby acting in a vast array of fields from disability sport to anti-racism and education for health and peace.

In August 2010, in Monaco, UEFA presented its annual €1 million charity cheque to the United Nations Office on Sport for Development and Peace (UNOSDP).

In the autumn, with its partners from other international sports bodies and universities, UEFA then launched an Executive Master in European Sport Governance (MESGO) and the UEFA Certificate in Football Management

(CFM), aimed at national association staff. In June 2011 the first 30 certificates were awarded. The next step for graduates of the CFM was the UEFA Diploma in Football Management (DFM), step two in the three-part continuing professional development programme that culminates in the MESGO. In addition, the UEFA Research Grant Programme provided financial support to doctoral and post-doctoral researchers investigating matters of relevance to European football.

Meetings

The UEFA Executive Committee met five times during the season under review, addressing myriad topics and areas of activity, from technical subjects to financial matters (which are reported on separately), and from legal issues to social responsibility, medical matters and refereeing. To help it reach the right decisions, the Executive Committee was able to count on the preparatory work of 19 standing committees, whose activities were reviewed at each

Executive Committee meeting. As necessary, expert panels also provided input and the UEFA administration prepared meeting documents and managed their follow-up.

The list below, without claiming to be exhaustive, outlines the main items dealt with by the Executive Committee at its five meetings in 2010/11, illustrating the diversity and scope of the different fields that required attention.

Meeting summaries

4 October 2010 in Minsk

- Finalisation of the match schedule for UEFA EURO 2012, from 8 June to 1 July
- Adoption of a provision in the competition regulations whereby six clubs would qualify directly for the group stage of the UEFA Europa League as of 2012/13
- Appointment of the Swedish Football Association to host the final round of the 2011-13 UEFA European Women's Championship
- Appointment of the Football Association of Slovenia and the Slovak Football Association to host the final rounds of the European Under-17 Championship in 2012 and 2013 respectively
- Appointment of the Estonian Football Association and the Lithuanian Football Federation to host the final rounds of the European Under-19 Championship in 2012 and 2013 respectively
- Appointment of the Turkish Football Association and the Scottish Football Association to host the final rounds of the European Women's Under-19 Championship in 2012 and 2013 respectively
- Approval of the Regulations of the UEFA European Women's Championship 2011-13, the Regulations of the European Under-21 Championship 2011-13 and the UEFA Kit Regulations 2012
- Consideration of the future of the UEFA Super Cup
- Definition of the prize money distribution scheme for the UEFA Women's Champions League
- Approval of a recommendation to insource UEFA club competition match operations

9 December 2010 in Prague

- Creation of a women's football development working group
- Transformation of the UEFA Study Group Scheme into a long-term programme
- Approval of the introduction of a medical passport for UEFA officials travelling to Poland and Ukraine for UEFA EURO 2012
- Approval of the creation of a UEFA EURO 2016 steering group

- Donation of €500,000 to the associations of Poland, Portugal, Romania and Slovakia to help finance repairs to football infrastructure after natural disasters
- Approval of UEFA's annual financial accounts for 2009/10
- Approval of the budget for the 2011/12 financial year
- Request to the International FA Board for the experiment with two additional assistant referees to be extended to include UEFA EURO 2012

27/28 January 2011 in Nyon

- Appointment of the Israel Football Association to host the final round of the 2011-13 European Under-21 Championship
- Appointment of Kairat Almaty and the Football Federation of Kazakhstan as hosts of the 2011 UEFA Futsal Cup finals
- Approval of seven new signatories to the UEFA Convention on Referee Education and Organisation
- Approval of a three-year extension to the memorandum of understanding between UEFA and the Alliance of European Football Coaches' Associations (AEFCA)
- Awarding of a fifth star to the Austrian Football Association and the Russian Football Union under the UEFA Grassroots Charter
- Approval of the programme and agenda for the 2011 Ordinary UEFA Congress in Paris

20/21 March in Paris

- Decision to propose nine groups for the 2014 FIFA World Cup European qualifiers
- Approval of the creation of a network of integrity officers across all UEFA member associations
- Approval of the Regulations of the UEFA Champions League 2011/12, the Regulations of the UEFA Europa League 2011/12 and the Regulations of the UEFA Super Cup 2012
- Approval of the Regulations of the UEFA Women's Champions League 2011/12
- Amendment of the eligibility criteria for UEFA women's youth competitions to protect players' health
- Adoption of the Regulations of the European Qualifying Competition for the 7th FIFA Futsal World Cup, 2012
- Approval of the Regulations of the UEFA Futsal Cup 2011/12
- Approval of new UEFA Anti-Doping Regulations, with entry into force in May 2011
- Appointment of Istanbul as the host city for the 36th Ordinary UEFA Congress in March 2012
- Decision to appoint a woman to chair the Women's Football Committee and to invite her to Executive Committee meetings

16/17 June 2011 in Nyon

- Appointment of the English Football Association (The FA) to host the UEFA Champions League final (London) and of the Royal Netherlands Football Association (KNVB) to host the UEFA Europa League final (Amsterdam) in 2013
- Appointment of London as the host city for the 37th Ordinary UEFA Congress in 2013
- Decision to organise the UEFA Super Cup at a different venue each year, starting with Prague in 2013
- Composition of the UEFA committees for the 2011-13 period and the Organs for the Administration of Justice for 2011-15
- Approval of the draw procedure for the UEFA EURO 2012 play-off matches and final round
- Definition of the prize money distribution scheme for UEFA EURO 2012
- Increase in the number of host cities for UEFA EURO 2016 from 9 to 11
- Elimination of extra time in UEFA Under-17 competition knockout matches
- Amendment of the match schedule for the final round of the 2011-13 European Under-21 Championship to avoid, wherever possible, clashing with the 2013 FIFA Confederations Cup
- Definition of the prize money distribution scheme for the final round of the 2009-11 European Under-21 Championship
- Approval of the 2011 UEFA Disciplinary Regulations
- Decision to present an award to players with 100 or more caps from the senior national team of a UEFA member association
- Admission of the national associations of Montenegro and San Marino to the UEFA Grassroots Charter, bringing the number of signatories to 51

In order to ensure consistency at European and world level and to work in harmony with FIFA, the European members of the FIFA Executive Committee who are not also UEFA Executive Committee members were invited to attend all these meetings. Moreover, at those meetings

held outside UEFA headquarters, the president and general secretary of the host association were also invited to attend, so that they could familiarise themselves with the activities of the Executive Committee and how it works.



Composition of the Executive Committee

The UEFA President's term of office expired at the UEFA Congress in Paris in March 2011 and, as the only candidate, Michel Platini (France) was re-elected by acclamation for a second four-year term.

Elections were also held for 7 seats on the Executive Committee, for which there were 13 candidates, 6 of whom were standing for re-election: Ángel María Villar Llona (Spain), Şenes Erzik (Turkey), Grigoriy Surkis (Ukraine), Mircea Sandu (Romania), Gilberto Madaíl (Portugal) and Liutauras Varanavičius (Lithuania). The first four were re-elected, alongside three other candidates – Peter Gilliéron (Switzerland), Borislav Mihaylov (Bulgaria) and Sergey Fursenko (Russia) – who were standing for their first terms. Joseph Mifsud (Malta) chose not to stand for re-election.

FIFA Executive Committee elections also featured on the UEFA Congress agenda. Ángel María Villar Llona kept his position as vice-president, while Theo Zwanziger (Germany) won a seat as a European member. There were no other candidates and both were therefore elected by acclamation. Theo Zwanziger replaced Franz Beckenbauer, also from Germany, who did not run. Michel Platini's re-election as UEFA President meant that he automatically kept his position as vice-president of FIFA.

The UEFA Congress was also informed that the four British associations had entrusted Jim Boyce (Northern Ireland) with the seat guaranteed to them by the FIFA Statutes. He replaced Geoffrey Thompson (England).

UEFA Executive Committee, 2011–13

President: Michel Platini (France), first elected in 2007, member of the Executive Committee since 2002

1st Vice-President: Şenes Erzik (Turkey), member of the Executive Committee since 1990

2nd Vice-President: Geoffrey Thompson (England), member of the Executive Committee since 2000

3rd Vice-President: Ángel María Villar Llona (Spain), member of the Executive Committee since 1992

4th Vice-President: Marios N. Lefkaritis (Cyprus), member of the Executive Committee since 1996

5th Vice-President: Giancarlo Abete (Italy), member of the Executive Committee since 2009

Members

Sergey Fursenko (Russia), elected in 2011

Peter Gilliéron (Switzerland), elected in 2011

Allan Hansen (Denmark), elected in 2009

František Laurinec (Slovakia), elected in 2009

Avraham Luzon (Israel), elected in 2009

Borislav Mihaylov (Bulgaria), elected in 2011

Mircea Sandu (Romania), elected in 2007

Grigoriy Surkis (Ukraine), elected in 2007

Michael van Praag (Netherlands), elected in 2009

Theo Zwanziger (Germany), elected in 2009

Karen Espelund (Norway), member by invitation since 2011

European members of the FIFA Executive Committee

Vice-Presidents

Michel Platini (France)

Ángel María Villar Llona (Spain)

Jim Boyce (Northern Ireland)

Members

Michel D'Hooghe (Belgium)

Şenes Erzik (Turkey)

Marios N. Lefkaritis (Cyprus)

Vitaly Mutko (Russia)

Theo Zwanziger (Germany)

On the proposal of the Executive Committee and in recognition of their work in the service of European football, the UEFA Congress awarded honorary membership to:

- Joseph Mifsud, who sat on the UEFA Executive Committee from 1994 to 2011, served as UEFA vice-president from 2009 to 2011, sat on the FIFA Executive Committee from 1998 to 2000 and served as president of the Malta Football Association from 1992 to 2010;
- Antonio Matarrese (Italy), who sat on the UEFA Executive Committee from 1988 to 2000, served as UEFA vice-president from 1990 to 2000 and was then appointed special adviser to the Executive Committee from 2000 to 2002, as well as serving as FIFA vice-president from 1994 to 2002 and president of the Italian Football Federation from 1987 to 1996.

Finally, the UEFA Congress bid farewell to Franz Beckenbauer who, for family reasons, had decided to not to stand for re-election as a European member of the FIFA Executive Committee, a position he had held since 2007.



UEFA



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Committee Reports
2010/11



National Associations Committee

The National Associations Committee's focus in 2010/11 was on the Top Executive Programme (TEP) and, in particular, the landmark centralisation project on the sale of media rights for European qualifying matches, but also the further stimulation of good governance and national association matters in general.

Through the TEP, UEFA worked closely with the associations in response to requests made by many presidents and general secretaries to study and elaborate the possibilities of centralising the sale of media rights for European qualifiers. The study outcomes were discussed in extra TEP meetings in Athens in September 2010, followed by bilateral talks with the associations. The signed mandates of each of the 53 associations were finally approved by the Executive Committee, after which the UEFA President formally launched the centralisation project during the UEFA Congress in Paris in March 2011.

The committee endorsed another series of good governance projects organised by the national associations and funded by UEFA via the annual incentive of €100,000 per association. The situation in the 53 member associations with regard to good governance is far from homogeneous. That is why the adopted approach is a pragmatic one, based on choice and a good governance "menu card" fitting the specific

situation in each individual association. A total of 63 good governance projects (at least one per association) were approved in 2010/11. Most of these projects were related to the "transparency" and "effectiveness and efficiency" domains.

In addition to the above-mentioned matters, the committee was given updates on national association issues, such as political interference, the revision of associations' statutes and changes in senior management.

Meeting: 16 February 2011

At the end of the 2009-11 period, Geoffrey Thompson (England, chairman), Jean-Pierre Escalettes (France, 2nd vice-chairman), Mahmut Özgener (Turkey, 3rd vice-chairman), Joseph Gauci (Malta), Alexey Sorokin (Russia) and Miloš Tomáš (Slovakia) left the committee. The 1st vice-chairman, Lars-Åke Lagrell (Sweden), became a co-opted member.

For the 2011-13 period, the composition of the committee is as follows:

Chairman:	Şenes Erzik (Turkey) – new
Deputy Chairman:	Marios N. Lefkaritis (Cyprus)
1st Vice-Chairman:	Gilberto Madail (Portugal) – new
2nd Vice-Chairman:	Noël Le Graët (France) – new
3rd Vice-Chairman:	Sándor Csányi (Hungary) – new
Members:	Oleksandr Bandurko (Ukraine)
	Sergio Di Cesare (Italy) – new
	Anders Eggen (Norway) – new
	Virgar Hvidbro (Faroe Islands) – new
	Rotem Kamer (Israel)
	Adalbert Kassai (Romania)
	Sayan Khamitzhonov (Kazakhstan)
	Igor Klimper (FYR Macedonia) – new
	Kimmo Lipponen (Finland)
	Alex Miescher (Switzerland) – new
Co-opted Member:	Lars-Åke Lagrell (Sweden)

Finance Committee

The Finance Committee's most important duty remains the constant one of advising and supporting the Executive Committee on all financial matters, for the benefit of European football. During the season under review it took note of all financial forecasts and reviewed both the Strategic Financial Outlook 2010/11-2014/15 and the 2011/12 budget before their submission to the Executive Committee for final approval.

The committee was also updated on the implementation of a new integrated finance and administration IT application and UEFA's conversion towards international accounting principles (IFRS).

The external auditors performed their annual audit of UEFA and UEFA Events SA, as well as of UEFA's internal control system, and presented very positive findings and recommendations to the committee.

The situation on the financial markets was difficult again, with the recovery of 2009/10 after the financial crisis coming to a halt. The value of both the euro and the US dollar decreased significantly, especially against the Swiss franc,

which was UEFA's accounting currency until 2010/11. With the introduction of the new IT tool, the accounting currency was being changed to euros.

UEFA's new foreign exchange and investment policies were both reviewed by the Financial Supervisory Group and the Finance Committee. These guidelines were necessary for appropriate steps to be taken during this difficult period. UEFA continued to work only with the best-rated international banks and to opt for a wide diversification policy, with 21 counterparts as at 30 June 2011.

Meetings: 9 September and 18 November 2010, 20 March and 16 June 2011

The composition of the committee stays the same as in 2009/10:

Chairman:	Marios N. Lefkaritis (Cyprus)
Members:	Geoffrey Thompson (England)
	Giancarlo Abete (Italy)
	Theo Zwanziger (Germany)





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Referees Committee

The additional assistant referee experiment was extended for a third UEFA Europa League and a second UEFA Champions League season. Furthermore, permission was granted by the International Football Association Board to use additional assistant referees at UEFA EURO 2012. The UEFA Convention on Referee Education and Organisation continued to grow: by the end of the reporting period 44 member associations had become signatories and another 4 were awaiting approval from the Executive Committee, leaving just 5 member associations which had yet to fulfil the convention criteria. Evaluation visits to the first 13 signatories were carried out to ensure that the standards reached when they first joined the convention were still being met.

The first season of courses at the Centre of Refereeing Excellence (CORE) was completed, with seven introductory courses and three consolidation courses taking place at the Colovray sports centre. The UEFA refereeing officers also built up their technical strategy for referees and continued to prepare them for UEFA matches, with extra emphasis placed on

physical aspects. Body mass measurements and visual ability tests were implemented for the first time.

Meetings: 30 August 2010 and 31 January 2011, plus two technical meetings on 20 December 2010 and 14 June 2011

At the end of the 2009-11 period, Borislav Mihaylov (Bulgaria, 1st vice-chairman), Geir Thorsteinsson (Iceland, 2nd vice-chairman), Volker Roth (Germany) and Sergey Zuev (Russia) left the committee, whose composition for 2011-13 is as follows:

Chairman:	Ángel María Villar Llona (Spain)
Deputy Chairman:	Şenes Erzik (Turkey)
Chief Refereeing Officer:	Pierluigi Collina (Italy)
Refereeing Officers:	Marc Batta (France)
	Hugh Dallas (Scotland)
Members:	Iouri Baskakov (Russia) – new
	Dagmar Damková (Czech Republic) – new
	David R. Elleray (England)
	Herbert Fandel (Germany) – new
	Bo Karlsson (Sweden)
	Jozef Marko (Slovakia)
	Vladimir Sajn (Slovenia)
	Jaap Uilenberg (Netherlands)
	Kyros Vassaras (Greece)
	Kurt Zuppinger (Switzerland) – new

National Team Competitions Committee

The National Team Competitions Committee dealt with several matters over the 2010/11 season, one important one being the monitoring of preparations for UEFA EURO 2012. The committee received updated status reports and proposed competition regulation amendments, all of which were approved by the Executive Committee.

Another important matter during this period was the final tournament of the 2009-11 European Under-21 Championship, which took place in Denmark in June 2011. The tournament was a great sporting success, with Spain beating Switzerland in the final and Belarus joining them in qualifying for the 2012 Olympics.

The committee evaluated all the bids for the final tournament of the 2011-13 European Under-21 Championship and submitted a shortlist to the Executive Committee, which appointed Israel as hosts.

Looking to the future, the committee kept itself informed of the initial developments regarding UEFA EURO 2016 in France, the centralised sale of media rights for European qualifiers and developments concerning the international match calendar. Regarding the European Under-21 Championship, the committee discussed various competition format options.



Finally, the committee approved and started monitoring the EURO venue management programme, designed to enable UEFA and its member associations to create a single, standardised image for European Championship qualifiers. The programme was welcomed by all the national associations, and training sessions for national association match managers were scheduled to start in June 2011.

Meetings: 12 November 2010 and 15 April 2011

At the end of the 2009-11 period, Gilberto Madaíl (Portugal, chairman), Mircea Sandu (Romania, deputy chairman), Nodar Akhalkatsi (Georgia, 2nd vice-chairman), David Collins (Wales) and Zorislav Srebrić (Croatia) left the committee, whose composition for 2011-13 is as follows:

Chairman:	Grigoriy Surkis (Ukraine) – new
Deputy Chairman:	Ángel María Villar Llona (Spain) – new
1st Vice-Chairman:	Armand Duka (Albania)
2nd Vice-Chairman:	Geir Thorsteinsson (Iceland) – new
3rd Vice-Chairman:	Mahmut Özgener (Turkey) – new
Members:	Harry Been (Netherlands)
	John Delaney (Republic of Ireland) – new
	Yngve Hallén (Norway) – new
	Ivan Hašek (Czech Republic)
	Alex Horne (England)
	Zdzisław Kręcina (Poland)
	Zoran Laković (Serbia)
	Alfred Ludwig (Austria)
	Wolfgang Niersbach (Germany)
	Campbell Ogilvie (Scotland)



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Club Competitions Committee

The 2010/11 season provided another interesting year of club football, with many items such as the club finals, financial matters, draw procedures, club coefficient analyses and regulatory changes among the Club Competitions Committee's topics of discussion.

The committee proposed changes to the access list which would allow the cup winners of the top six European associations in the coefficient rankings to qualify directly for the group stage of the UEFA Europa League in the 2012-15 cycle. A new calendar for the next three-year cycle, with no more exclusive weeks for the UEFA Europa League, was also recommended for approval.

An additional meeting took place to coincide with the pinnacle of club football – the UEFA Champions League final in London – where the venues for the UEFA Champions League and UEFA Europa League finals in 2013 were discussed and agreed (Wembley again, to mark the 150th anniversary of The FA, and Amsterdam). The committee also supported the recommendation that the UEFA Super Cup be split from the kick-off events in Monaco and held at a different venue each year, starting with Prague in 2013. Both club finals in May 2011 were organised very successfully and were played in a great, peaceful atmosphere.

The committee was constantly updated on the progress and implementation of the Club Licensing and Financial Fair Play Regulations – clearly one of the most important projects in club football in recent years.

Finally, all Club Competitions Committee members agreed to look closely at the possibility of developing a UEFA youth club competition.

Meetings: 26 August 2010,
10 February and 27 May 2011

In February 2011 Diogo Paiva Brandão (ECA, Portugal) replaced Fernando Gomes (ECA, Portugal) and at the end of the 2009-11 period Jean-Claude Blanc (ECA, Italy), Jacques Lambert (France) and Nils Skutle (ECA, Norway) left the committee, whose composition for 2011-13 is as follows:

Chairman:	Michael van Praag (Netherlands)
Deputy Chairman:	Giancarlo Abete (Italy)
1st Vice-Chairman:	David Gill (ECA, England)
2nd Vice-Chairman:	Damir Vrbanović (ECA, Croatia)
3rd Vice-Chairman:	Sofoklis Pilavios (Greece)
Members:	Umberto Gandini (ECA, Italy) – new
	Joan Gaspart (Spain)
	Evgeni Giner (Russia)
	Thomas Grimm (Switzerland) – new
	Karl Hopfner (ECA, Germany)
	John McClelland (ECA, Scotland)
	Diogo Paiva Brandão (ECA, Portugal)
	Sandro Rosell i Feliu (ECA, Spain) – new
	Roger Vanden Stock (Belgium)



Youth and Amateur Football Committee

Following the extensive reorganisation of the UEFA administration in 2010, the women's youth competitions were transferred to the portfolio of the Women's Football Committee. As a result, the Youth and Amateur Football Committee did not deal with women's football matters and the co-opted member from the Women's Football Committee (Susanne Erlandsen) did not attend either of the two meetings held during this reporting period.

The three youth competition final tournaments – the preparations for which were monitored by the committee – were well organised and well attended. The Under-19 final played in Caen (France), for example, attracted over 20,000 spectators. The youth final rounds also continued to feature educational sessions at which the players and technical staff of all participating teams received precious information

on refereeing and anti-doping and were made aware of the risks of match fixing.

In addition to many other decisions and recommendations, the committee proposed the following final round hosts, which were confirmed by the Executive Committee:

Under-17 2012: Slovenia
 Under-17 2013: Slovakia
 Under-19 2012: Estonia
 Under-19 2013: Lithuania

The Youth and Amateur Football Committee continued its endeavours to maintain the high sporting and organisational standard of European youth and amateur football and expressed a desire to further enhance recognition and awareness of this vital sector for the future of the game.

Meetings: 9 September 2010 and
 15 February 2011

At the end of the 2009–11 period, Grigoriy Surkis (Ukraine, chairman), Gilberto Madaíl (Portugal, deputy chairman), Vicente Muñoz Castello (Spain), Matthias Sammer (Germany) and Tomislav Karadžić (Serbia, co-opted member) left the committee, while Reinhard Walsler (Liechtenstein, 3rd vice-chairman) became a co-opted member. The composition of the committee for 2011–13 is as follows:

Chairman:	Jim Boyce (Northern Ireland)
Deputy Chairman:	Mircea Sandu (Romania) – new
1st Vice-Chairman:	Aivar Pohlak (Estonia)
2nd Vice-Chairman:	Sergei Roumas (Belarus) – new
3rd Vice-Chairman:	Ori Shilo (Israel) – new
Members:	Hans-Dieter Drewitz (Germany) – new
	Philip Gartside (England)
	Ludovico Micallef (Malta)
	Armen Minasyan (Armenia)
	Maurizio Montironi (San Marino)
	Süheyl Önen (Turkey)
	Carlo Tavecchio (Italy)
	Christian Teinturier (France)
	Rudi Zavrl (Slovenia)
Co-opted Member:	Reinhard Walsler (Liechtenstein)

Women's Football Committee

The key areas of activity for the Women's Football Committee were the development of women's football, the protection of youth players, the match calendar for 2012/13, the bid procedures for the UEFA Women's EURO 2013, the European Women's Under-19 and Under-17 Championship final tournaments in 2012 and 2013, and the competition regulations for all four UEFA women's competitions.

After intensive preparation work and discussions, the committee agreed on a draft women's football development strategy encompassing nine main areas to help UEFA and the national associations develop the women's game in years to come and to make the best use of the HatTrick programme.

The committee recommended a new coefficient ranking system for senior women's national teams as well as reintroducing a preliminary round, limited to a maximum of eight teams, in the 2011-13 UEFA European Women's Championship.

For the UEFA Women's Champions League, the committee recommended a new distribution model for 2010/11, extending prize money to more clubs, and new access principles as from 2011/12.

The committee also assessed the technical evaluation of the Women's EURO 2013 bids, as well as bids for the European Women's Under-19 Championship final tournaments in 2012 and 2013. On the committee's subsequent recommendation, Sweden was appointed to host the Women's EURO 2013, while Turkey and Wales were chosen to host the Under-19 final rounds in 2012 and 2013 respectively.

The success of holding the UEFA Women's Champions League final at a neutral venue was repeated in May 2011, at Craven Cottage in London, where Olympique Lyonnais took

revenge on 1. FFC Turbine Potsdam to win their first European title.

The European Women's Under-19 Championship final tournament in 2011, organised by the Italian FA in the Rimini region, was also an enjoyable experience for all the participating teams.



Meetings: 9 September 2010 and
15 February 2011

At the end of the 2009-11 period, Mircea Sandu (Romania, chairman), Grigoriy Surkis (Ukraine, deputy chairman), Aleksandra Nikolovska (FYR Macedonia) and Vera Pauw (Netherlands) left the committee, whose composition for 2011-13 is as follows:

Chairwoman:	Karen Espelund (Norway)
Deputy Chairman:	Michel D'Hooghe (Belgium) – new
1st Vice-Chairwoman:	Susanne Erlandsson (Sweden)
2nd Vice-Chairwoman:	Hannelore Ratzburg (Germany)
3rd Vice-Chairwoman:	Sheila Begbie (Scotland)
Members:	Jasmin Baković (Bosnia and Herzegovina) – new
	Ana Caetano (Portugal)
	Bernadette Constantin (France)
	Clémence Ross (Netherlands) – new
	Igor Shalimov (Russia) – new
	Gudrun Inga Sivertsen (Iceland)
	Frances Smith (Republic of Ireland) – new
	Liana Stoicescu (Romania) – new
	Marina Tashchyan (Armenia) – new

Futsal and Beach Soccer Committee



The key areas for the Futsal and Beach Soccer Committee were the futsal development strategy, the match calendar in general, the bid procedures for the 2011 UEFA Futsal Cup finals and the UEFA Futsal EURO 2014, and the competition regulations for the above two competitions and for the European Qualifying Competition for the FIFA Futsal World Cup 2012.

The committee discussed the future development and promotion of futsal and defined five main areas on which to concentrate in the coming years, stressing, in particular, the need to increase awareness of futsal as a useful complement to football, not a competitor, and the importance of rooting a strong grassroots and youth development system in national associations and schools.

The committee approved the launch of the new brand identity of the Futsal EURO and monitored preparations for the Futsal EURO 2012 in the Croatian cities of Zagreb and Split.

Bidding for the Futsal EURO 2014 also started during the reporting period and the committee approved the bid requirements.

Finally, the committee assessed the two bids for the 2011 UEFA Futsal Cup finals, from Kazakhstan and Portugal. Kairat Almaty were

ultimately appointed to host the competition, in which Italian debutants ASD Città di Montesilvano C/5 were crowned champions.

Meetings: 8 September 2010 and 13 January 2011

At the end of the 2009-11 period, Giancarlo Abete (Italy, chairman), Allan Hansen (Denmark, deputy chairman), Semen Andreev (Russia), Sulejman Čolaković (Bosnia and Herzegovina) and Kurt Zuppinger (Switzerland) left the committee, whose composition for 2011-13 is as follows:

Chairman:	Borislav Mihaylov (Bulgaria) – new
Deputy Chairman:	Sergey Fursenko (Russia) – new
1st Vice-Chairman:	Giorgio Crescentini (San Marino)
2nd Vice-Chairman:	Haralampie Hadji-Risteski (FYR Macedonia)
3rd Vice-Chairman:	Petr Fousek (Czech Republic)
Members:	Olzhas Abrayev (Kazakhstan) – new
	Ruud Bruijnjs (Netherlands)
	Boris Durlen (Croatia)
	José Venancio López Hierro (Spain)
	Gennady Lisenchuk (Ukraine) – new
	Edgars Pukinsks (Latvia)
	Ferenc Ragadics (Hungary)
	Antonio Silva Pereira (Portugal)
	Elnur Mammadov (Azerbaijan) – new
	Fabrizio Tonelli (Italy) – new



HatTrick Committee

The HatTrick Committee continued to work hard to ensure that UEFA's 53 member associations were given every assistance in moving forward, in terms of infrastructure, administration, management and sporting development.

The committee's priorities in the season under review were to assess the feasibility of projects submitted for HatTrick II funding and to define the scope of the HatTrick III programme for the 2012-16 cycle. Draft HatTrick III regulations were submitted to and reviewed by the committee, which approved the proposals.

The committee was also kept up to date on developments in the important KISS knowledge-sharing programme.

The 2010/11 season marked the beginning of the UEFA continuing professional development programmes, which comprise the Certificate and Diploma in Football Management (CFM and DFM) and the Executive Master in European Sport Governance (MESGO).

Furthermore, based on the developments seen in women's football, it was decided that up to €2 million would be made available to

national associations from 1 July 2011 to 30 June 2012 to further this positive trend.

By the end of 2010/11, 82.5% of HatTrick II funds, i.e. €110 million, had been allocated to the national associations.

Meetings: 8 November 2010, 31 January and 13 May 2011

At the end of the 2009–11 period, František Laurinec (Slovakia, deputy chairman), Sondre Kåfjord (Norway, 2nd vice-chairman), Miroslaw Malinowski (Poland), Mark O'Leary (Republic of Ireland), Ucha Ugulava (Georgia), Juan Padrón Morales (Spain) and Ângelo Brou (Portugal) left the committee, whose composition for 2011–13 is as follows:

Chairman:	Allan Hansen (Denmark)
Deputy Chairman:	Michael van Praag (Netherlands) – new
1st Vice-Chairman:	Costakis Koutsokoumnis (Cyprus)
2nd Vice-Chairman:	Liutauras Varanavičius (Lithuania) – new
3rd Vice-Chairman:	Leo Windtner (Austria)
Members:	Neil Jardine (Northern Ireland) – new
	Michail Kassabov (Bulgaria)
	Levent Kizil (Turkey)
	Jozef Kliment (Slovakia) – new
	Vicente Muñoz Castillo (Spain) – new
	Sarah O'Shea (Republic of Ireland) – new
	Daniel Claudiu Prodan (Romania) – new
	Sergei Safaryan (Belarus) – new
	Márton Vági (Hungary) – new
	Bernard Barbet (France) – new
Co-opted Member:	Tomislav Karadžić (Serbia)

Development and Technical Assistance Committee

As always, numerous technical activities fell under the responsibility of the Development and Technical Assistance Committee during the period under review.

Members were actively involved in the third successful season of the UEFA Study Group Scheme. In its first three seasons, 156 seminars were organised for some 5,000 football technicians. At the committee's recommendation, the project has now become a long-term scheme.

The committee was also involved in the second edition of UEFA Grassroots Day and welcomed the maxi-pitch donations to the host cities of the 2011 UEFA club competition finals, London and Dublin. The pitches were well received and inaugurated in suitable style. All association activities were well promoted.

The pilot phase of the new student coach exchange programme was fully supported by the committee. Two seminars were carried out, involving current Pro-licence students from seven associations. Another four seminars were scheduled for 2011/12.

Under the auspices of the committee, two major technical events took place: a national coaches' conference in Madrid, focussing on a technical analysis of the 2010 World Cup, and a grassroots workshop, where the grassroots managers of all UEFA's member associations



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gathered in the Netherlands to discuss grassroots promotion and progress.

Elsewhere, the committee gave its full backing to the pilot phase of the women's football development programme and gave its opinion on the future of UEFA's youth competitions.

Finally, two panels reported to the committee: the Jira Panel and the Grassroots Panel, both of which were extremely busy in their respective domains and made significant contributions to the further development of UEFA's Coaching Convention and Grassroots Charter.

Meeting: 11 November 2010

At the end of the 2009-11 period, Vitaly Mutko (Russia, chairman), Sándor Csányi (Hungary, 2nd vice-chairman), Sergio Di Cesare (Italy), Iljo Dominković (Bosnia and Herzegovina) and Raimondas Statkevičius (Lithuania) left the committee. Vlatko Marković (Croatia, 1st vice-chairman) became a co-opted member. The composition of the committee for 2011-13 is as follows:

Chairman:	Giancarlo Abete (Italy) – new
Deputy Chairman:	Theo Zwanziger (Germany)
1st Vice-Chairman:	Paul Philipp (Luxembourg)
2nd Vice-Chairman:	Philip Pritchard (Wales)
3rd Vice-Chairman:	Dušan Bajević (Bosnia and Herzegovina) – new
Members:	Miodrag Belodedici (Romania) – new
	Trevor Brooking (England)
	Jerzy Engel (Poland)
	Mario Gjurcinovski (FYR Macedonia) – new
	Yordan Letchkov (Bulgaria) – new
	Janis Mežekis (Latvia)
	Mikael Santoft (Sweden) – new
	Dušan Savić (Serbia) – new
	Mordechai Shpigler (Israel)
	Dušan Tittel (Slovakia) – new
Co-opted Member:	Vlatko Marković (Croatia)

Club Licensing Committee

In 2010/11 club licensing continued to play a fundamental role in promoting the continuous improvement of standards in European football by virtue of increased transparency and good governance.

The national associations assessed their clubs against several new club licensing provisions that had been introduced in the 2010 UEFA Club Licensing and Fair Play Regulations. In total, 591 top division clubs underwent the licensing procedure in order to participate in the 2011/12 UEFA club competitions, with 490 licences being granted. Three clubs that had qualified on sporting merit were not admitted to the competitions having not been granted licences by their national associations.

In view of the work performed by the Club Financial Control Panel in assessing compliance audits aimed at verifying that licences are correctly awarded, and given the imminent implementation of the financial fair play criteria, at the second of its two meetings the Club Licensing Committee heard from a representative of the Club Financial Control Panel with a view to developing a good working relationship between the bodies and initiating an exchange of information on club licensing matters.

After the entry into force of the UEFA Club Licensing and Financial Fair Play Regulations in June 2010, the Club Licensing Committee closely followed the implementation of the new supporter liaison officer requirement, aimed at improving club-supporter relations. By the end of the period under review, each national association had appointed someone to manage the project at national level, all of whom were invited to a first supporter liaison officer workshop in October 2011. In order to assist supporter liaison officers, work also began on a handbook that would provide guidance on this important project.



The Club Licensing Committee recommended increased cooperation with FIFA, in particular with regard to the FIFA transfer matching system, in respect of clubs adequately settling their liabilities in accordance with the overdue payables rule. Additionally, the committee discussed the punishments that could be imposed for failure to comply with the club monitoring requirements and asked that further assessments be made.

Meetings: 22 September 2010 and
16 February 2011

At the end of the 2009-11 period, Şenes Erzik (Turkey, chairman), Geoffrey Thompson (England, deputy chairman), Peter Rees (Wales, 1st vice-chairman), Høgni i Stórustovu (Faroe Islands, 2nd vice-chairman), Ori Shilo (Israel, 3rd vice-chairman), Eduard Dervishaj (Spain), Leonid Dmitranitsa (Belarus), Christian Müller (Germany) and Ernst Ravnaas (Norway) left the committee, whose composition for 2011-13 is as follows:

Chairman:	Avraham Luzon (Israel) – new
Deputy Chairman:	František Laurinec (Slovakia)
1st Vice-Chairman:	David Bernstein (England) – new
2nd Vice-Chairwoman:	Ivančica Sudac (Croatia)
3rd Vice-Chairman:	Thomas Christensen (Denmark) – new
Members:	Marco Brunelli (Italy)
	Volodymyr Chorno-Ivanov (Ukraine)
	Elena Eremeeva (Russia) – new
	Ludvík Georgsson (Iceland)
	Jacques Lagnier (France)
	Steven Martens (Belgium) – new
	Marcelino Maté Martínez (Spain) – new
	Peter Peters (Germany) – new
	Einar Schultz (Norway) – new
	Aleš Zavrl (Slovenia)

Stadium and Security Committee

Safety, security and stadium infrastructure continue to play an important role in European football, as matches should be hosted in a safe, secure and welcoming environment in order to allow football to take centre stage.

During the 2010/11 season, the committee worked hard on the development and implementation of UEFA stadium and security policies and regulations.



The safety and security preparations for UEFA EURO 2012 were closely monitored, as was the stadium design and construction work. The activities of the stadium and security unit, in this regard, focused on inspections, security monitoring and workshops.

The committee noted enhanced cooperation between UEFA and the EU on safety and security issues, welcoming, in particular, their commitment to the joint working programme and its positive outcomes, including the development of a pan-European police and stadium management training programme and the tenth annual UEFA Champions League and Europa League safety and security conference in Vienna, organised by UEFA in partnership with the EU.

As a result of visits by the UEFA President to Serbia and Croatia in February 2011, the stadium and security unit was involved in pro-

viding advice and assistance to both countries on action plans designed to tackle violence and disorder. UEFA will continue to provide support to address these issues across Europe, together with the EU Think Tank, the relevant public authorities and other countries at risk.

Finally, the committee endorsed two new projects: the SSET incident viewer and the SSET IRIS database, to support efforts to reduce safety and security incidents.

Meetings: 25 November 2010 and 8 April 2011

At the end of the 2009-11 period, Joseph Mifsud (Malta, chairman), Michael van Praag (Netherlands, deputy chairman), David Blood (Republic of Ireland, 1st vice-chairman), Peter Gilliéron (Switzerland, 2nd vice-chairman), Vladimir Aleshin (Russia), Dane Jošt (Slovenia) and Peter Peters (Germany) left the committee, whose composition for 2011-13 is as follows:

Chairman:	František Laurinec (Slovakia) – new
Deputy Chairman:	Grigoriy Surkis (Ukraine) – new
1st Vice-Chairman:	Paddy McCaul (Republic of Ireland) – new
2nd Vice-Chairman:	Tomás Gea (Andorra)
3rd Vice-Chairman:	Andrey Balashov (Russia) – new
Members:	Trygve Bornø (Norway)
	Jean-François Crucke (Belgium)
	Gijs de Jong (Netherlands) – new
	Sune Hellströmer (Sweden)
	George Koumas (Cyprus)
	Odile Lanceau (France)
	Markku Lehtola (Finland)
	Michał Listkiewicz (Poland) – new
	Rudolf Marxer (Liechtenstein) – new
	Ansgar Schwenken (Germany) – new



Medical Committee

The Medical Committee was involved in a number of key medical projects during the period under review. The most prominent of these was the defining of the medical concept for UEFA EURO 2012 and the monitoring of progress in each host city and country.

The committee monitored anti-doping activities conducted by the Anti-doping Panel and discussed changes to the whereabouts programme for out-of-competition testing, the anti-doping concept for EURO 2012, and the 2011 Prohibited List.

Work also commenced on a football doctor's qualification and the minimum medical standards required at stadiums for UEFA competitions. Both projects were to be further developed during 2011/12, with the first football doctors' seminar to be held during 2012.

The committee continued to further UEFA's scientific work and the UEFA injury study entered its 11th year. Efforts were made to increase the profile of the study, in particular to improve awareness among non-medical sections of the football family through UEFA.com. Wider medical research was also supported through the incorporation of medical science into the UEFA research grant programme.

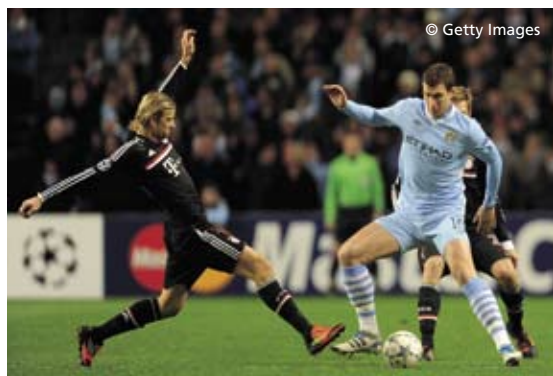
The committee defined new minimum pre-tournament medical screening requirements to further safeguard the health of competing players, and advised on minimum playing temperatures for UEFA matches.

Meetings: 10 November 2010 and 18 April 2011

At the end of the 2009–11 period, Avraham Luzon (Israel, deputy chairman), Prof. Wilfried Kindermann (Germany) and Dr Jacques Liénard (France) left the committee, whose composition for 2011–13 is as follows:

Chairman:	Dr Michel D'Hooghe (Belgium)
Deputy Chairman:	Jim Boyce (Northern Ireland) – new
1st Vice-Chairman:	Prof. Jan Ekstrand (Sweden)
2nd Vice-Chairman:	Prof. W. Stewart Hillis (Scotland)
3rd Vice-Chairman:	Dr Mogens Kreutzfeldt (Denmark)
Members:	Dr Ian Beasley (England)
	Prof. Mehmet S. Binnet (Turkey)
	Dr José Henrique Jones (Portugal)
	Dr Ioannis Economides (Greece)
	Prof. Andrea Ferretti (Italy)
	Dr Helena Herrero (Spain)
	Dr Tim Meyer (Germany) – new
	Dr Juan Carlos Miralles (Andorra)
	Dr Pierre Rochcongar (France) – new

Players' Status, Transfer and Agents and Match Agents Committee



The new rules concerning the FIFA transfer matching system were discussed and the committee spoke out in favour of its extension to domestic player transfers and its use as a clearing house for payments related to player transfer activities.

The draft FIFA regulations on working with intermediaries were further discussed and the committee noted that the proposed solution would no longer allow FIFA to keep player agents under its direct control.

The committee received an update on the El Hadary and Appiah cases related to financial compensation due in case of unilateral breach of contract by a player, heard by the Court of Arbitration for Sport (CAS). The decisions were welcomed as they followed the same approach taken by the CAS in the Matuzalem case.

Finally, the committee was provided with an update on the Olivier Bernard case, ruled on by the Court of Justice of the European Union (CJEU) in March 2010. This ruling was considered broadly positive for football as it seemed to suggest the CJEU supported the efforts of sports governing bodies to promote the training of young players and endorsed the philosophy behind the existing international transfer rules, such as those adopted by FIFA.

Meeting: 25 November 2010

At the end of the 2009-11 period, Avraham Luzon (Israel, chairman), Joseph Mifsud (Malta, deputy chairman), George Peat (Scotland, 1st vice-chairman), Jens Erik Magnussen (Faroe Islands), Thomas Grimm (Switzerland) and Jean-Marie Philips (Belgium) left the committee, whose composition for 2011-13 is as follows:

Chairman:	Geoffrey Thompson (England) – new
Deputy Chairman:	Peter Gilliéron (Switzerland) – new
1st Vice-Chairman:	Ruben Hayrapetyan (Armenia)
2nd Vice-Chairman:	Christian Andreasen (Faroe Islands) – new
3rd Vice-Chairman:	Jorge Pérez Arias (Spain)
Members:	Thomas Hollerer (Austria) – new
	Sergei Ilyich (Belarus) – new
	João Leal (Portugal)
	Rod Petrie (Scotland) – new
	Sergey Pryadkin (Russia) – new
	Henrik Ravnild (Denmark)
	Jean-Jacques Schonckert (Luxembourg)
	Björn Vassallo (Malta) – new
	Tervel Zlatev (Bulgaria) – new

Legal Committee

The Legal Committee addressed the problematic points of the new FIFA Regulations on the Organisation of Refereeing in FIFA Member Associations and further discussed the draft FIFA regulations on working with intermediaries, reaching the opinion that it would perhaps be better to keep the system already in place or give up adopting any rules in this area, instead of drafting new rules imposing obligations and penalties on players, clubs and national associations for behaviour committed by player agents.

The committee was updated on the latest developments with regard to state betting monopolies in Europe and agreed that, in this area, the new French law had to be considered a model for a strictly controlled opening of the online sports betting market because of its recognition of sports competition organisers' rights over their own competitions, which will compel the betting companies to negotiate agreements with the organisers in order to be authorised to offer gambling services in relation to their competitions.



Finally, the committee continued to exchange views on important media rights cases at the Court of Justice of the European Union (QC Leisure case) and was informed about the RCD Mallorca case, where a Spanish club had qualified for the 2010/11 UEFA Europa League on sporting merit but was excluded by the UEFA disciplinary bodies since it had not satisfied the relevant club licensing criteria.

Meeting: 12 November 2010

In October 2010, Nikola Kostov (FYR Macedonia) was removed from the committee. At the end of the 2009-11 period, Ángel María Villar Llona (Spain, deputy chairman), Pekka Hämmäläinen (Finland, 1st vice-chairman), Bogdan Čeko (Bosnia and Herzegovina, 3rd vice-chairman), Mario Gallavotti (Italy), Henk Kesler (Netherlands), Alistair Maclean (England) and Serghiy Storozhenko (Ukraine) left the committee, whose composition for 2011-13 is as follows:

Chairman:	Theo Zwanziger (Germany)
Deputy Chairman:	Geoffrey Thompson (England) – new
1st Vice-Chairman:	François de Keersmaecker (Belgium)
2nd Vice-Chairman:	Sauli Niinistö (Finland) – new
3rd Vice-Chairman:	Aleksander Čeferin (Slovenia) – new
Members:	Carmelo Bartolo (Malta) – new
	Artan Hajdari (Albania)
	Herbert Hübel (Austria)
	Vladimir Iveta (Croatia) – new
	Alan McRae (Scotland) – new
	Jesper Møller Christensen (Denmark)
	Ainar Leppänen (Estonia)
	Krister Malmsten (Sweden)
	Borislav Popov (Bulgaria) – new
	Peter Stadelmann (Switzerland) – new

Marketing Advisory Committee



First, the UEFA club competition marketing strategy concept for the 2012-15 cycle was presented to the committee.

An update was then given on the European qualifiers centralisation project, allowing the committee to share its views on this important project for the 53 national associations and UEFA. The principle of a “support project” was confirmed not long thereafter, with the aim of assisting the few national associations without agency agreements in place for the 2014 FIFA World Cup qualifiers and needing to secure their rights prior to 2014.

Updates were also given on the ongoing commercial programmes for UEFA EURO 2012, including media rights, sponsorship sales and licensing, and on sales for the final round of the European Under-21 Championship in Denmark, which was a successful event in terms of audience data.

To conclude, the latest upshots of the KISS workshops were shared and received with great interest. It was stressed that the KISS workshops were fully in line with UEFA’s constant endeav-

ours to help and serve its member associations on all matters, including their marketing strategies.

Meeting: 9 November 2010

At the end of the 2009-11 period, František Laurinec (Slovakia, chairman), Liutauras Varanavičius (Lithuania, deputy chairman), Ivan Simič (Slovenia, 2nd vice-chairman) and Alexander Slutski (Belarus) left the committee, whose composition for 2011-13 is as follows:

Chairman:	Sergey Fursenko (Russia) – new
Deputy Chairman:	Avraham Luzon (Israel) – new
1st Vice-Chairman:	Guntis Indriksone (Latvia)
2nd Vice-Chairman:	Ján Kováčik (Slovakia) – new
3rd Vice-Chairman:	Lutfi Arifoğan (Turkey)
Members:	Ioannis Farfarellis (Greece)
	Jonathan Ford (Wales) – new
	Atanas Furnadzhiev (Bulgaria)
	Javid Garayav (Azerbaijan)
	Florence Hardouin (France) – new
	Kuanysh Kanapyanov (Kazakhstan)
	Jindřich Rajchl (Czech Republic)
	Stewart Regan (Scotland) – new
	Denni Strich (Germany) – new
	Stuart Turner (England) – new



Media Committee

The Media Committee heard about the idea for a more professional official UEFA magazine but agreed it was necessary to evaluate what improvements could be made with the resources available.

The committee requested more information on the tools available for monitoring and evaluating press coverage and expressed an interest in initiating cooperation between UEFA and the national associations in this area.

An update was given on the work being done on the UEFA brand and the committee decided that it would wait for the results of the study and then consider what messages should be delivered. It was agreed that UEFA's image should not be reduced to its top competitions, and that solidarity aspects should be further developed.

The director of communications presented a planned UEFA social media strategy and the committee agreed on the usefulness of social media platforms, noting, however, that they represented both an opportunity and a threat. The committee indicated its interest in being updated about future initiatives in this area and agreed on future information exchange and close cooperation.

Finally, the committee welcomed UEFA's offer for closer cooperation on content sharing with UEFA.com. To start this project, the UEFA

administration proposed to send out a circular letter asking the national associations for a point of contact and the kind of data and tools they thought should be considered.

Meeting: 9 November 2010

At the end of the 2009-11 period, Liutauras Varanavičius (Lithuania, chairman), Michel D'Hooghe (Belgium, deputy chairman), Henadz Niavyhlas (Belarus, 1st vice-chairman), Adilbek Jaxybekov (Kazakhstan, 2nd vice-chairman), Ralph Zloczower (Switzerland, 3rd vice-chairman) and Rudolf Řepka (Czech Republic) left the committee, whose composition for 2011-13 is as follows:

Chairman:	Vitaly Mutko (Russia) – new
Deputy Chairman:	Peter Gilliéron (Switzerland) – new
1st Vice-Chairman:	Roland Ospelt (Liechtenstein)
2nd Vice-Chairman:	Patrick Nelson (Northern Ireland) – new
3rd Vice-Chairman:	Alex Manfré (Malta)
Members:	Nicolai Cebotari (Moldova)
	Onofre Costa (Portugal)
	Momir Djurdjevac (Montenegro)
	Edvinas Eimontas (Lithuania) – new
	Thórir Hákonarson (Iceland)
	Tomaž Ranc (Slovenia) – new
	Mamuka Kvaratskelia (Georgia) – new
	Armen Melikbekyan (Armenia)
	Agnieszka Olejkowska (Poland) – new
	Antonello Valentini (Italy)

Fair Play and Social Responsibility Committee

The Fair Play and Social Responsibility Committee continued to endorse the projects of UEFA's core and ad hoc partners in the strategic fields of peace and reconciliation, football for all, health, humanitarian aid, racism and discrimination, and the environment.

UEFA competitions provided a perfect platform for the systematic promotion of the Respect campaign both on and off the field.

The first ever seminar on institutional discrimination in European football was held in Amsterdam. The central topic discussed was the under-representation of women and ethnic minorities. Recommendations included opening up UEFA's highest organ, the Executive Committee, to women, as a result of which the UEFA President, Michel Platini – with the approval of the Executive Committee – appointed Karen Espelund, former long-serving general secretary of the Football Association of Norway, ex-national team player and chairwoman of UEFA's Women's Football Committee, as an Executive Committee member by invitation.

UEFA member associations were not forgotten either. UEFA gave financial assistance to four national associations (Poland, Portugal, Romania and Slovakia) to contribute to the reconstruction of football infrastructure following natural disasters.

The committee nominated streetfootballworld for the 2011 Monaco charity award.

Finally, the committee continued following updates on the four UEFA EURO 2012 Respect social responsibility campaigns, namely:

- Respect your Health: Euroschools 2012, with streetfootballworld
- Respect Fan Culture: fan embassies, with Football Supporters Europe
- Respect Diversity: Football Unites, with Football Against Racism in Europe



- Respect Inclusion: Football with No Limits, with the Centre for Access to Football in Europe

Meetings: 10 November 2010 and 27 May 2011

At the end of the 2009–11 period, Şenes Erzik (Turkey, chairman), Franz Beckenbauer (Germany, deputy chairman), Raymond Kennedy (Northern Ireland, 1st vice-chairman), Vassilios Chatziapostolou (Greece), Michael Cody (Republic of Ireland), Fernand Duchaussoy (France) and Stanislav Strapek (Slovakia) left the committee, whose composition for 2011-13 is as follows:

Chairman:	Peter Gilliéron (Switzerland) – new
Deputy Chairman:	Allan Hansen (Denmark) – new
1st Vice-Chairman:	Domenti Sichinava (Georgia) – new
2nd Vice-Chairman:	Elkhan Mammadov (Azerbaijan)
3rd Vice-Chairwoman:	Ekaterina Fedyshina (Russia)
Members:	Mark Arthur (England)
	Đuro Bukvić (Croatia) – new
	Dragan Djordjevic (Serbia)
	Michel Dumoulin (Belgium)
	Trefor Lloyd Hughes (Wales) – new
	Eduard Prodani (Albania)
	Charles Schaack (Luxembourg)
	Aristides Stathopoulos (Greece) – new
	Phivos Vakis (Cyprus)
	Bert van Oostveen (Netherlands) – new

Football Committee

During the period under review, the committee concentrated on three main areas: operational improvements to refereeing, the promotion of national teams and specific regulatory and competition issues.

The committee gave its advice on the new structure of the Referees Committee, including the role of the three refereeing officers, and the new refereeing strategy in general, including the various preparation, performance evaluation and rating systems. The committee also supported UEFA's approach to further developing talented lower-category referees and it gave specific advice on the further expansion of the additional assistant referees experiment.

The committee recommended the introduction of a UEFA award for players who had achieved the landmark of 100 national team appearances, as it considered this to be an excellent promotion of national team football.

The committee also contributed to the complex discussion about calendar improvements and gave its support to future strategic talks at FIFA and pan-European level.

The committee dealt with numerous regulatory and competition issues, e.g. moving LED advertisements, goal-side advertising boards, team doctors' presence at matches, coaches' right to appeal against bans, and abandoned matches. It also discussed the criteria for determining rankings in case of equality of points.

Finally, the committee supported all the technical activities under the remit of the Development and Technical Assistance Committee, with a focus on coaching and grassroots football.



Meeting: 11 November 2010

At the end of the 2009-11 period, Franz Beckenbauer (Germany, chairman), Vitaly Mutko, (Russia, deputy chairman), Miodrag Belodedici (Romania), Zvonimir Boban (Croatia) and Yordan Letchkov (Bulgaria) left the committee, while Revaz Arveladze (Georgia) became a co-opted member. The composition of the committee for 2011-13 is as follows:

Chairman:	Mircea Sandu (Romania) – new
Deputy Chairman:	Borislav Mihaylov (Bulgaria) – new
1st Vice-Chairman:	Pavel Cebanu (Moldova)
2nd Vice-Chairman:	Dejan Savićević (Montenegro)
3rd Vice-Chairman:	Grzegorz Lato (Poland)
Members:	Demetrio Albertini (Italy)
	Ivan Ćurković (Serbia)
	Paul Elliott (England) – new
	Luís Figo (Portugal) – new
	Fernando Hierro (Spain)
	Julius Kvedaras (Lithuania)
	Anton Ondruš (Slovakia)
	Matthias Sammer (Germany) – new
	Davor Šuker (Croatia) – new
	Faruk Hadžibegić (Bosnia and Herzegovina) – new
Co-opted Member:	Revaz Arveladze (Georgia)



WE CARE ABOUT FOOTBALL

II. Report of the UEFA Administration

1 July 2010 – 30 June 2011



FOREWORD

Very often, large amounts of dedication and determination are required in order to translate philosophies into reality.

In the long term, the value of projects and objectives can only be accurately assessed according to the way they are implemented and achieved. At UEFA, the facts that odd-numbered years mean less top-level national team activity and that, at club competition level, we were in the second year of a three-year cycle meant that greater amounts of energy could be injected into the implementation of the major projects which, UEFA is convinced, are fundamental to safeguarding the future health of the European game. Michel Platini, immediately after being re-elected to the UEFA presidency at the UEFA Congress in Paris on 22 March 2011, made it clear that the priorities of his second mandate were focused on promoting national team football, combating violence, battling vigorously against betting fraud and match fixing, and implementing UEFA's financial fair play philosophy. This entails, as the English saying goes, being prepared to grasp nettles. It was a year when UEFA clearly demonstrated that it is ready, willing and able to grasp as many nettles as necessary in pursuit of the attainable ideals of good governance and sporting integrity on a pan-European basis.

One of the exciting projects which were intensively discussed in conjunction with our member associations was related to the feasibility of a centralised approach to European national team qualifying matches. In Paris, the Executive Committee and UEFA Congress took the historic decision to advance the project and to implement it as from 2014, with all 53 member associations putting signatures to mandate declarations.

Thus 2010/11 was a year in which major and far-reaching decisions were taken and, on the field of play, a year in which 1,890 matches



were arranged and serviced under UEFA's auspices, 1,014 disciplinary cases needed to be resolved, and something approaching 40 events, such as draws, design launches, cup handovers and trophy tours, were successfully staged. At the same time, numerous workshops were taking place and preparations for UEFA EURO 2012 were steadily accelerating. A tremendous amount of work was done and the challenge here has been to summarise a year of such intense activity into a concise and readable publication which accurately and transparently records UEFA's 2010/11 campaign.

Gianni Infantino

UEFA administration, 2010/11

Gianni Infantino (General Secretary)

Directors:

Alasdair Bell (Legal Affairs)

Alexandre Fourtoy (Communications)

Stéphane Igolen (Services)

Josef Koller (Finance)

Giorgio Marchetti (Competitions)

Theodore Theodoridis (National Associations)

National team competitions



European Football Championship

UEFA EURO 2012's preparatory machinery moved steadily through the gears during the 2010/11 season. The UEFA general secretary and the operations director at UEFA Events SA started the ball rolling with a working visit to the four Ukrainian venues in August 2010, followed, in October, by a meeting in Warsaw between the UEFA President, the Polish president, Bronisław Komorowski, the minister of sport and tourism, Adam Giersz, and the mayor of the Polish capital, Hanna Gronkiewicz-Waltz. Throughout the campaign, these top-level meetings were underpinned by various site visits and workshops aimed at ensuring that the logistical and operational foundations of the event were being solidly laid.

The start of the 2010/11 season heralded the launch of the Friends of EURO 2012 campaign, aimed at enhancing the profile of the event

even further by associating it with public figures and celebrities from the two host countries. Among the first on board were pole-vaulter Sergei Bubka, heavyweight boxers Vitaliy and Volodymyr Klitschko and, leading the Polish team of friends, former president Lech Wałęsa. By the end of the season, the squad had expanded to 85 personalities, ranging from explorers and crime writers to comedians and jazz pianists.

Before the end of 2010, all eight host cities had put signatures to the marketing guidelines which complement the host city agreements, and had delivered their host city and fan zone concepts for the final tournament. In June 2011, the One Year To Go milestone was the cue for media tours of the host cities, with 47 international media representatives conducting a four-day tour of Poland and Ukraine, includ-

ing two media conferences in Kyiv and Warsaw. The official EURO 2012 mascots, created by Warner Bros, were unveiled at a special ceremony in Warsaw on 16 November, with the public then given 18 days to vote for their names. Twenty-four hours after the voting ended, the names Slavek and Slavko were officially announced by UEFA Executive Committee member František Laurinec.

By the 31 January 2011 deadline, 13 candidates had expressed the wish to supply the opening, closing and trophy-presentation ceremonies, along with the pre-match spectator warm-up activities at the eight venues. Ticket sales to the general public were launched on 1 March 2011, with supporters given a full month to apply for tickets via UEFA.com. A total of 12,149,425 requests – an increase of 17% in comparison with the UEFA EURO 2008 equivalent – were received, with the result that tickets were allocated on the basis of a four-day computerised draw procedure under the supervision of a notary.

Meanwhile, UEFA Events SA were intensively engaged in the sale of media rights, sponsorship agreements and licensing deals. In June 2011, the first broadcast partner workshop, attended by 114 representatives of 47 partners, was staged in Warsaw and featured the announcement that the 2012 final would be the first to be delivered in 3D. At the end of March a broadcast sponsors workshop was held at UEFA HQ in Nyon. An inaugural sponsor workshop for UEFA's first seven global partners had been held at the same venue in November 2010, a licensing workshop attended by 30 companies was organised at the end of April, and a second global sponsor workshop for commercial affiliates, suppliers and support companies took place in Gdansk in May.

Following a decision to administer the sales of hospitality packages on an in-house basis rather than to appoint an external agency, a sequence of sales events to promote the

hospitality programme took place in Warsaw, Odesa, Kharkiv and Lviv.

At the same time, the finance and legal divisions had been working on fine-tuning the business model to be used in the two host countries, significant moves had been made with regard to customs clearance in Ukraine, and a law on safety and security at the final tournament had been drafted. The volunteer recruitment campaign was launched just before the end of the 2010/11 exercise – on 14 June to be precise – and during the first week more than 4,000 applications from 72 countries were received.

On the field of play, 149 qualifying matches were played during the 2010/11 campaign and clear contenders to join the host countries at the final tournament were emerging. During the summer of 2010, UEFA had distributed the team base camp catalogue to all member associations with a view to offering maximum opportunities for forward planning.



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European Women's Championship

In October 2010, the Executive Committee decided to appoint Sweden as the host association for the 2013 final tournament and to maintain the 12-team format introduced at the 2009 finals. The decision was underpinned by a series of site visits to the candidates (Netherlands and Sweden) and by a technical evaluation report which was submitted to the Executive Committee.

The preliminary round draw was staged in Nyon on 3 December 2010 and, in March 2011, the 12 matches were disputed in the form of two mini-tournaments. A total of 44 teams entered the competition with a view to joining the Swedish hosts at the finals. A kick-off meeting between UEFA and the host association was held in Nyon on 18 November 2010. Hedvig Lindahl, who had accepted the invitation to act as event ambassador, assisted with the draw for the qualifying group stage held in Nyon on 14 March 2011.

European Under-21 Championship

Workloads for UEFA and UEFA Events SA increased during the build-up to the final tournament staged in Denmark from 11 to 25 June 2011, when, in Aarhus, Spain defeated Switzerland – debutants in the final – to take the Under-21 title for the first time since 1998. In a bronze-medal play-off, Belarus defeated the Czech Republic 1-0 to join the two finalists as Europe's qualifiers for the 2012 Olympic tournament. The 16 games in Denmark attracted a cumulative audience of 101,200 at the four venues and record TV audiences at Under-21 level were registered in the Czech Republic, Denmark, Spain and Switzerland. The TV audience for the final tournament was in excess of 10 million viewers, with matches screened in over 130 countries. UEFA's TV and video production unit, which acted as host broadcaster, used the event to test some of the innovations that had been designed with coverage of EURO 2012 in mind. The final tournament in Denmark was also exploited to evaluate a new video streaming partner and to experiment with social media concepts based on the use of social networking channels.



The run-up to the final tournament included a play-off draw, conducted in Herning on 7 September 2010. On 9 November, the draw for the final round, featuring event ambassador Flemming Povlsen and the coach of Germany's 2009 title-winning team, Horst Hrubesch, was screened live by the final tournament's host broadcaster, TV2 of Denmark, and by Eurosport. Workshops for the eight finalist teams and a partner workshop, organised by UEFA Events SA's global sponsor management unit, were pegged to the draw ceremony in Aalborg, and sponsor partnerships were successfully negotiated, with the result that high levels of promotional and social activities were associated with final tournament.

In the meantime, Bulgaria, the Czech Republic, England, Israel and Wales had submitted bids to host the 2013 final tournament and, based on a series of site visits, evaluation reports were prepared and submitted to the Executive Committee which, on 28 January 2011, named Israel as the host association. Six days later, the draw for the qualifying round took place at UEFA's headquarters in Nyon.

European Futsal Championship

During the 2010/11 campaign, preparations for the UEFA Futsal EURO 2012 accelerated as a record number of 42 starters was whittled down to 11 companions for the hosts at the second 12-team final tournament, to be held in Croatia from 31 January to 11 February 2012. The first major event on the road to Croatia was the draw for the preliminary and qualifying rounds staged in Nyon on 24 September 2010. Preparations continued with a sponsor kick-off workshop and the finalisation of the logo and visual identity for the final tournament. The sponsorship deals associated with the event included an agreement for the supply and installation of state-of-the-art playing surfaces at the final tournaments to be staged in 2012 and 2014.

Youth development competitions

A total of 71 mini-tournaments were staged during the qualifying phases of the 2010/11 youth development competitions. The final tournaments of the men's Under-19 and Under-17 and women's Under-19 competitions also served to determine Europe's representatives at subsequent FIFA World Cups in Colombia, Mexico and Uzbekistan respectively. Early in the 2010/11 administrative year, a four-year agreement with Eurosport ensured TV production and pan-European broadcasting at the final tournaments of all youth development competitions, while negotiations were also conducted with a view to enhancing coverage outside Europe. UEFA Events SA was responsible for developing marketing strategies and sponsorship platforms, along with logos and visual identities for each event. All qualifying draw ceremonies for the youth development competitions were staged at the House of European Football in Nyon.

Although not related to a specific competition, one of the salient features of the 2010/11 season was the presentation of a women's football development strategy based on an investment programme, knowledge-sharing and promotion. A working group was established to monitor and implement the project. A workshop involving 51 member associations was held in Nyon in February 2011 at which pilot development projects were pinpointed for HatTrick funding, with up to €2 million to be made available during the 2011/12 season.

European Under-19 Championship

The first title of the 2010/11 season was won by France, who became the second successive host nation to lift the Under-19 trophy. The event, staged at five venues in the Lower Normandy region, registered a total of 70,681 spectators at an average of 4,712 per match, with 20,188 spectators watching the final in Caen.

The predominant items during the remainder of the campaign were related to preparations for the 2011 final tournament to be staged in conjunction with the Romanian national association, which was hosting a major event for the first time since the 1998 Under-21 finals.

European Women's Under-19 Championship



For the second year in a row, the demands of the international calendar imposed a move away from the habitual period in July, with the final tournament taking place at four venues in the Emilia-Romagna region of northern Italy from 30 May to 11 June 2011. The final tournament was supported by three Italian sponsors, along with adidas and Eurosport, the latter providing pan-European TV coverage of the event. All matches were screened by a regional TV channel with fixtures involving the host nation also broadcast nationwide by RAI. In the stadiums, the cumulative attendance for

the event was 12,660 at an average of 844 per match. The final in Imola provided an unexpected sting in the tail with Germany, only 1-0 ahead against Norway at half-time, producing an outstanding second-half performance to secure a record-breaking 8-1 victory. The two finalists were joined by beaten semi-finalists Italy and Switzerland in qualifying for the 2012 FIFA U-20 Women's World Cup.

European Under-17 Championship

The 10th European Under-17 Championship finals were the first to be staged in Serbia and involved only three of the national associations which had qualified in 2010. Group matches were staged in Belgrade, Indjija, Smederevo and Novi Sad, the latter taking over as the sole venue for the three knockout games. The final provided a spectacular finale to a relatively low-scoring tournament with the Netherlands coming back from 1-0 and 2-1 down to defeat Germany 5-2 – a scoreline which broke youth tournament records in the men's game, the Netherlands becoming the first team to score five in a final. Apart from winning the title for the first time, the Dutch team also topped the fair play rankings.

The final tournament in Serbia also served to decide Europe's representatives in the imminent FIFA U-17 World Cup, with the top three teams in each group earning a trip to Mexico, where Germany took the bronze medal. The cumulative attendance for the tournament was 29,739 and nine matches were made available to a pan-European TV audience via coverage by Eurosport. The eight finalists in Serbia also participated in a Stronger Together project staged under the banner of UEFA's Respect campaign, with groups of children joining the teams at training sessions during the event.



European Women's Under-17 Championship

It had been decided to maintain the four-team format and to play the semi-finals and finals of the women's Under-17 competition for the fourth time at the Colovray stadium, which forms part of UEFA's HQ complex in Nyon. As usual, the proximity allowed UEFA staff to play a variety of roles in the running of the tournament, while the presence of France prompted groups of supporters to travel from the neighbouring country and contribute to a vibrant atmosphere, along with large groups of German fans.

Iceland, who had scored 37 goals during qualifying, were the debutants in the 2011 final tournament, where lack of big-match experience was a factor in the team's two defeats. While they were losing to Spain in one semi-final, France defeated Germany in the other, thanks to greater effectiveness in a penalty shoot-out. In the final, screened live by Eurosport and watched by 1,500 spectators at Colovray, a solitary goal in the second minute of added time at the end of the match allowed Spain to beat the French and take the title for the second year running.

Club competitions

The 2010/11 campaign reached a memorable climax with a UEFA Europa League final which went into the history books as the first ever to be played in Dublin, followed by a spectacular UEFA Champions League final played in a magnificent atmosphere and spirit at the new Wembley Stadium. However, the roads to Dublin and London highlighted the fact that there is no longer a "close season" in club football and that the running of the two elite competitions has evolved into a year-round job. By the end of the play-off matches in August 2010, a total of 88 UEFA Champions League and 276 UEFA Europa League qualifying fixtures had already been played. The scope of UEFA's match operations centre therefore required expansion and upgrading, a circular letter was sent to the national associations inviting them to propose candidates to act as match officers and instructors, a seminar for new UEFA futsal delegates was staged in Nyon in December 2010 and in-house and on-site training sessions were arranged for potential club competition venue directors (recruitment was opened, for the first time, to staff from member associations), with the result that 18 new external venue directors were added to the squad, with around 100 venue directors attending a pre-season preparation workshop at UEFA's headquarters in mid-June. A week later, 64 of the 69 candidates proposed by member associations were in Nyon for a seminar specifically aimed at new UEFA delegates. An updated third edition of the UEFA Delegate's Manual was published early in 2011 and accompanied by a DVD comprising footage filmed at three high-profile matches.

In the meantime, a series of working visits were conducted in Munich and Bucharest – the venues for the two elite club competition finals in 2012, in addition to the site visits and workshops which allowed UEFA, the host associations and the competing teams to fine-tune the complex arrangements for the finals in Dublin and London.

UEFA Champions League

The 19th edition of the competition illustrated that the redesigned access routes successfully offered opportunities to a broader spectrum of clubs. Even after so many years, there were six debutants including clubs from major leagues such as England, the Netherlands and Portugal. For the second time, the play-off fixtures in August formed part of the competition's centrally marketed package. There were teams from 18 national associations on the starting grid for the group stage, with 7 still represented when the knockout phase kicked off in February 2011 with a round of 16 in which stadium attendance reached the outstanding level of 92.3%.

Once the campaign was under way, draw ceremonies featured (except when air travel was disrupted by snowstorms) Sir Bobby Charlton and Gary Lineker, invited to act as ambassadors for the Wembley final. The event design was unveiled during a high-profile ceremony staged at the stadium on 25 November 2010 and, on 17 February 2011, ticket sales were launched at a ceremony staged in London's City Hall. When the deadline for sales to the general public was reached on 18 March, some 200,000 applications had been received for 11,000 seats. On 20 April 2011, Luís Figo and Francesco Toldo, representing the 2010 champions, FC Internazionale Milano, returned the trophy to the UEFA President, who then handed it to the mayor of London, Boris Johnson. The trophy



© Getty Images

toured London before taking pride of place at the Champions Festival in Hyde Park – the emblematic venue for a wide range of extremely popular UEFA football activities and exhibitions which provided a festive curtain-raiser to the final.

Promotion of the competition was further enhanced by the unveiling of the official adidas match ball for the final in the presence of ambassadors and high-profile players at Wembley Stadium, and by a 2010 trophy tour of venues in Germany, the Czech Republic, Poland, Slovakia and Austria, which attracted 139,250 visitors – a 51% increase in relation to the trophy tour the previous year. Engines were revved for the 2011 tour during a media event at UEFA's HQ on 16 January, after which the trophy headed east to Malaysia, Thailand, South Korea and Hong Kong.

The UEFA Champions League's second Saturday final was a spectacular match in a spectacular setting, which transmitted positive sporting values to a sell-out crowd at Wembley Stadium and to the largest ever live audience for a UEFA Champions League final, with over 160 million spectators watching FC Barcelona's 3-1 victory over Manchester United FC.

UEFA Europa League

The 2010/11 campaign consolidated the outstanding success registered during the inaugural season of the completely refurbished competition, with the name, logo and branding rapidly assimilated by clubs, supporters and partners. A total of 24 national associations were represented during the 144 group matches played before the end of 2010, in which attendances maintained a level of 56% of stadium capacity, in line with the figures posted in the 2009/10 season. No fewer than 17 member associations were still involved when the knockout phase kicked off in February 2011, when, in spite of the severe winter across much of the continent, attendances were maintained at 58% during the round of 32 and 62% in the round of 16, rising even further in subsequent stages to



attain an average of 68% across the whole of the knockout rounds. TV audiences also remained high. Three of the four semi-finalists were Portuguese and the final between FC Porto and SC Braga in Dublin was the competition's seventh one-nation final since the UEFA Cup was launched in 1971.

The competition was promoted throughout the season by a truck tour, which, unlike the UEFA Champions League tours on country by country basis, focused on visits to competing clubs. Draw ceremonies featured former Irish international Ronnie Whelan, who was invited to act as ambassador for the first-ever final in Dublin. Event design and ticket-launch ceremonies were staged, with 38,000 applications received for the 12,500 tickets initially offered for sale to the general public. The UEFA Europa League trophy was returned to the UEFA President by Club Atlético de Madrid at a ceremony on 19 April 2011 and then handed to the city of Dublin, where it was on display until the day of the final.

In the final, played to an audience of 45,391 at the state-of-the-art Dublin Arena and watched by more than 50% of the viewing public in Portugal, FC Porto won the title for the second time by defeating SC Braga 1-0.

UEFA Super Cup

Club Atlético de Madrid defeated 2010 UEFA Champions League winners FC Internazionale Milano 2-0 on a newly laid pitch at the Stade Louis II in Monaco. For the second time, the match formed part of the UEFA Champions League centrally marketed package, which laid the foundations for strong TV viewing figures.

As usual, the match provided the climax to a wide range of events gathered together under the season kick-off umbrella. During the UEFA Champions League draw ceremony the previous day, FC Internazionale Milano made a clean sweep of the UEFA awards with Diego Milito, in addition to taking the prize for best forward, receiving the UEFA Club Footballer of the Year award. His team-mates Júlio César, Maicon and Wesley Sneijder came out on top in the goalkeeper, defender and midfielder categories.

The other elements at one of UEFA's largest annual events consisted of a number of workshops and meetings involving clubs, broadcasters and commercial partners, with a kick-off party for over 600 guests at the Sporting Club in Monte Carlo launching the new season in style.

UEFA Women's Champions League

The second edition of the competition kicked off with 28 of the 51 entrants disputing seven mini-tournaments, with the 7 winners and the 2 best runners-up joining 23 automatic qualifiers in a draw staged in Nyon on 19 August 2010, with the tournament then proceeding on the basis of home-and-away knockout ties. At the design launch for the men's UEFA Champions League final at Wembley Stadium on 25 November 2010, Craven Cottage – the home of Fulham FC – was officially announced as the venue for the second single-match final. The ticket launch, featuring Hope Powell, the



English national team coach who acted as event ambassador, was held at the City Hall in London on 17 February 2011.

After intensely competitive knockout rounds, the final turned out to be a rematch of the 2010 showdown between Olympique Lyonnais and 1. FFC Turbine Potsdam. In a game played before a crowd of 14,303 in a spectacularly dressed stadium, the tables were turned, with Olympique Lyonnais beating the defending champions 2-0 to become the first French side to be proclaimed women's champions of Europe. All stakeholders expressed satisfaction with the quality of the event, which was televised live in 59 European markets. The growing strength of the new competition and the success of promotional activities were reflected by a considerable increase in ticket sales.

A week before the end of the administrative year, the draw for the qualifying round of the 2011/12 season was staged in Nyon, with a record number of 54 clubs from 46 member associations on the starting grid.

UEFA Futsal Cup

A total of 49 clubs took part in the 2010/11 competition, with three qualifying rounds in the form of four-team mini-tournaments deciding the four finalists. Draws for each round were staged in Nyon and the elite round, involving 16 clubs, was completed on 28 November 2010, five full months before the final tournament

was scheduled to be played. For the first time, the final four included no Russian or Spanish teams. Destiny kept Lisbon rivals SL Benfica and Sporting Clube de Portugal apart in the semi-final draw, which was held in Almaty on 9 March 2011 and featured former Brazilian international Falcao. Kairat Almaty had emerged as one of the qualifiers for the final tournament and, based on evaluation reports, UEFA's Executive Committee decided to appoint them as hosts and to stage a major event in Kazakhstan

for the first time. Four local sponsors were added to UEFA's trio of partners to lay solid foundations for a successful event in which Kairat claimed third place and outsiders ASD Città di Montesilvano became the first Italian club to take the title by defeating Sporting Clube 5-2 in a final watched by 2,500 spectators. The four matches attracted a cumulative audience of 12,500 and 177 media representatives were accredited for the event.



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Match operations

UEFA's Match Operations Centre was operational throughout all club competition and EURO 2012 qualifying matches, providing enhanced support, information, advice and decisions to match delegates, venue directors and match managers. Careful monitoring and a proactive approach allowed several potentially consequential issues to be defused early and provided detailed information to the match delegates prior to games, highlighting key aspects.

At the eighth induction seminar for new UEFA match delegates, 65 participants were fully briefed on their mission and the latest procedures and encouraged to maintain regular links in order to exchange information and experiences.

The project to improve and streamline information management was initiated with a view to achieving greater clarity with regard to the various needs, sources, channels and information surrounding match preparation, monitoring, implementation, support and post-match analysis. Further advances in this area are planned in order to improve efficiency, increase the level of service provided to operational stakeholders and offer the potential for better support in the mid- to long-term development of clubs and associations with regard to operational facilities and organisation.

Grassroots football



Objectives had been so successfully achieved when the concept of the UEFA Grassroots Day was launched in 2010 that that a second UEFA Grassroots Day, on Wednesday 25 May 2011, was immediately posted on the calendar. As in Madrid a year earlier, the epicentre of the Grassroots Day was the UEFA Champions League final, with a whole week of grassroots events leading up to the big game at Wembley and London's Hyde Park taking over from Madrid's El Retiro as a spectacular city-centre venue for the festival.

As in 2010, the objective was to recognise and celebrate grassroots football. The dedicated UEFA Grassroots Day website within UEFA.com was upgraded in terms of design and educational material based on the teamwork concept. It also carried a full listing of the activities organised by member associations. Grassroots football was effectively pegged to the two major club competition finals in Dublin and London, with each host association drawing up extensive grassroots concepts to coincide with the finals – and, at the same time, receiving the donation of a maxi-pitch from UEFA.

Grassroots Day activities added even more momentum to UEFA's Summer of Grassroots Football programme which, during this administrative year, had become so widely implanted and so successful that a thorough review of its parameters was deemed necessary.

UEFA's Grassroots Charter was also evolving. During the 2010/11 season, criteria were drawn up for a seventh premier-level star to act as the ultimate benchmark for national association grassroots programmes. Nine member associations had already reached the highest level previously available, having gained six stars, and three of them immediately initiated applications for premier-level recognition. The UEFA Grassroots Charter has challenged associations to increase and improve their efforts at the foundation of the game and they have responded magnificently, recognising the significance of grassroots work within society, in terms of health, education, integration and lifestyle.

The 9th UEFA Grassroots Workshop was staged in conjunction with the Dutch FA in the Dutch town of Noordwijk, where all member associations were represented and where the emphasis was on furthering grassroots progress and promotion.

UEFA Regions' Cup



A total of 38 teams entered the 7th UEFA Regions' Cup, with 11 mini-tournaments deciding the 8 finalists. The final tournament was successfully organised in conjunction with the Portuguese national association at three venues in the north of the country from 21 to 28 June 2011 and Portugal registered its first success in the competition when the team from the host region of Braga maintained its 100% record in

the tournament by beating an Irish team from the Leinster & Munster region 2-1 in the final played before 1,036 spectators in Barcelós.

Solidarity and support for national associations

UEFA's belief that close cooperation and interaction between member associations can help to inspire innovations, ideas and improvements within European football was demonstrated by a wide range of UEFA-driven projects during the 2010/11 administrative year.

HatTrick

The 2010/11 campaign marked the third season of the HatTrick II programme, during which plans were being finalised for a further four-year extension to the project initially launched in 2004, with a HatTrick III programme to cover the 2012-16 period. The emphasis during the season under review was on the educational and knowledge-sharing projects outlined below, while, at the meeting of the HatTrick Committee in November 2010, a further 14 projects were approved under the HatTrick II budget, meaning that 76% of the available funds had been directed into UEFA-endorsed projects undertaken by national associations. It was also agreed to use HatTrick funds to implement a number of pilot projects related to the newly adopted women's football development strategy.

Top Executive Programme

The European qualifiers project, centralising the sale of media rights for European national team qualifying matches, was the dominant item on the agenda for 2010/11.

The first tangible result of UEFA's Top Executive Programme (TEP) was the move in 2008 to

increase the field of the European Football Championship finals from 16 to 24 teams as from 2016. The second landmark was the 2011 proposal to centralise media rights for European national team qualifying matches, starting in 2014. Both innovations were induced by top executives from UEFA's member associations during TEP round tables, followed by analyses and other decision-making support by the UEFA administration, working closely with national association representatives.

The TEP study on centralisation, as requested by the national associations, clearly demonstrated the added value in terms of substantial increases in national team football promotion and media rights revenues. The outcome of the study was discussed and endorsed by the associations during additional TEP meetings in Athens in September 2010, followed by bilateral talks. As a result, each of the 53 associations signed a mandate declaration. The UEFA Executive Committee approved the signed mandates on 21 March 2011, after which the UEFA President formally launched the European qualifiers project during the UEFA Congress in Paris. Close cooperation with the associations during the process proved to be a success story, highly appreciated by both national associations and UEFA.

After successfully designing and completing the decision-making process, the TEP contributed to the first steps towards implementation, which included a meeting in Dublin with the associations engaged in the 2012-14 support project.

KISS

The Knowledge & Information Sharing Scenario (KISS) heralded advances in two educational programmes during the 2010/11 season. The first edition of the UEFA Certificate in Football Management (CFM) was initiated. The inaugural project, aimed at helping participants from member associations to broaden their expertise,

consisted of nine modules, six of them based on online distance learning and the other three in the form of face-to-face seminars. Certificates were awarded to 30 graduates, 20 of whom were among the 44 candidates selected to further their studies via the UEFA Diploma in Football Management (DFM) scheduled to start in September 2011. The two courses feature representatives of 42 member associations.



The first edition of the Executive Master in European Sport Governance (MESGO) also got under way in 2010/11. The MESGO course, supported by UEFA and the other major European team sports, is based on nine one-week seminars over a period of 20 months. Furthermore, applications were received from 47 researchers for the second edition of the UEFA research grant programme. Six projects were awarded funding, two of them in the field of medical science.

Under the KISS umbrella, a number of workshops were conducted throughout the season, focusing on specific sectors such as media streaming, stewarding, social networking, fan clubs, crisis management, pitch maintenance and the development of women's football. Work was finalised on the creation of a KISS online platform, aimed at allowing users to compare practices in football management and to share valuable experience.

Study Group Scheme

The third season of the Study Group Scheme featured a total of 56 seminars in 30 host associations, with some 1,800 technicians participating in events dedicated to grassroots football, elite youth football, coach education and women's football. This underlined the success of a scheme which, at its meeting in December 2010, UEFA's Executive Committee decided to consolidate as a longer-term programme extending beyond its initially projected conclusion in 2012.

Coaching

The first event of the season was the 12th annual Elite Club Coaches Forum, staged in Nyon in early September 2010 and attended by 18 top coaches, who exchanged opinions on a variety of topics with a view to further developing and improving the game. Barely three weeks later, the 9th UEFA Conference for European National Team Coaches took place at the home of the world champions in Madrid. World champion Vicente Del Bosque received an award from Michel Platini on the opening day of an event where coaches from all 53 member associations reflected on the 2010 FIFA World Cup and discussed technical trends.

In close cooperation with UEFA's legal services, the directives governing the UEFA Coaching Convention and the UEFA Coach Education Programme were reviewed, rewritten and distributed to national associations early in 2011. A Jira Panel meeting in September 2010 discussed a strategic outlook, and steps to expand educational activities under the convention umbrella were defined.

The 2010/11 campaign also heralded the first pilot events in UEFA's new coaching student exchange programme, whereby Pro-licence students from different national associations are brought together under UEFA auspices to give

their courses added value in terms of international perspectives and UEFA input. The first pilot event, involving Pro-licence students from the Czech Republic, Poland and Scotland, took place in Nyon in May 2011. The second, featuring students from Denmark, Finland, Norway and Sweden, was staged in Denmark during the final tournament of the European Under-21 Championship.

During the season, coach education tutoring and assistance was provided to a number of member associations who wished to upgrade the structure and content of their coaching courses.

Good governance

Good governance projects

UEFA and its member associations reiterated their commitment to good governance based on openness, democracy, transparency and responsibility during the 2010/11 campaign. In this spirit, UEFA endorsed a further series of good governance projects undertaken by national associations and funded by UEFA via an annual incentive of €100,000 per association. As the situation with regard to good governance is far from homogeneous within the 53 member associations, a pragmatic approach has been adopted via the so-called UEFA good governance menu card, designed to fit the specific situation in each individual association. In the 2010/11 season, 63 good governance projects were approved – at least one per association – of which the majority were related to the "transparency" or "effectiveness and efficiency" domains.

Club licensing and financial fair play

During the 2010/11 season, the newly approved Club Licensing and Financial Fair Play Regulations were presented to the national associations, professional leagues and clubs.

In September, a workshop involving 120 licensing managers and financial experts from all 53 national associations was staged in Geneva with a view to clarifying the newly introduced criteria.

In addition, four regional workshops were staged in Belfast, Tel Aviv, Belgrade and Budapest, involving specialists from all member associations with the aim of sharing experience and best practices. Rapid advances were made during the 2010/11 campaign and the foundations were laid for an efficient implementation of rules designed to safeguard sporting values and the future welfare of the game.

At the same time, 14 compliance audits at national association level were conducted by external auditors under the supervision of the UEFA administration. At three separate meetings during the 2010/11 season, all the compliance audits, encompassing 41 clubs that were participating in UEFA club competitions,

were assessed and reviewed by the Club Financial Control Panel. In addition, the panel initiated a fruitful dialogue with the clubs in order to illustrate their role and approach in the analysis of financial information. In this respect a sophisticated IT tool was developed to streamline the collection and analysis of club data.

In January 2011, the Club Licensing Benchmarking Report Financial Year 2010 was published. Data collected from the 53 national associations revealed that European top division clubs were reporting unprecedented losses, in spite of continuous revenue growth. This trend confirmed the need for urgent reforms and greater financial discipline.

A total of 591 clubs requested a licence to compete in UEFA's 2010/11 club competitions, and 490 (83%) were granted. Only 3 of the 101 which did not comply with licensing criteria would have otherwise qualified to compete.



Sporting integrity

The growing menace of match fixing was one of the nettles which had to be grasped during the 2010/11 exercise and, in August 2010, the Professional Football Strategy Council, involving the main groupings of professional football's stakeholders, agreed at a meeting in Monaco to step up the fight. This was pursued at a subsequent meeting in March 2011, when a resolution was issued urging political authorities to introduce national and pan-European legislation to address the issue. The European Parliament then issued a written declaration calling on the EU member states to tackle match fixing.

The importance of the campaign against match fixing was highlighted by a number of cases which came to light during the season. Educational sessions emphasising the dangers posed by match fixing were conducted on a team-by-team basis at the final tournaments of all UEFA youth development competitions and, following the decision taken by UEFA's Executive Committee in March 2011, work went ahead on the creation of a network of integrity officers recruited from UEFA's member associations.

Football regulation

Refereeing

The 2010/11 season saw the continuation in the UEFA Champions League and the UEFA Super Cup of the experimental use of two additional assistant referees. A report was submitted to the International Football Association Board on 5 March 2011, where UEFA's suggestion to extend experiment to UEFA EURO 2012 was accepted. Prior to the start of the club competition season proper, UEFA's top 100 referees met in the Slovenian capital, Ljubljana, to receive instructions on refereeing with the two extra assistants. Referee appointments were made by UEFA's refereeing officers, who faced the task

of assigning match officials for more than 320 club competition matches played during the first quarter of the exercise and a further 474 before the end of the calendar year.

In November 2010, the Referee Convention Panel proposed the acceptance of eight additional national associations as full signatories to the convention. When ratified by the Executive Committee in January, this brought the total number of signatories to 44, with the remaining 9 associations receiving practical and financial support to help them meet the requirements.



Throughout the season, the Colovray sports centre was used by the UEFA Centre of Refereeing Excellence (CORE) for a series of courses for national referees and assistant referees, as well as for fitness tests and practical exercises during UEFA courses for elite international referees, for talents and mentors and for women referees. Lisbon (at the end of March 2011) and Düsseldorf (in May) were the venues for courses aimed at referee instructors, administrators and fitness coaches – all embraced by UEFA's referee assistance programme, in collaboration with FIFA.

At a meeting in Aarhus during the European Under-21 Championship finals, referee selection procedures for EURO 2012 were reviewed and an agreement was reached on the restructuring of the five refereeing categories in the men's game. During the season, a similar review of the specificities of futsal refereeing was carried out, with subsequent changes to structures, categories and fitness programmes.

Stadium and security matters

A busy start to the 2010/11 campaign featured stadium inspections prior to the club competition season and a series of safety, security and stewarding training sessions at the EURO 2012 venues in Poland and Ukraine. In addition, a pan-European safety and security planning meeting for UEFA Champions League and UEFA Europa League participants was staged in Vienna on 1 September, in the presence of the interior ministers of Austria and Belgium. In addition to club and national association security officers, the meeting was attended by police officers who would be on duty at matches. Within the event, three specialist workshops were staged, dealing with stadium policing operations, treatment of supporters and contingency planning. A workshop for stadium inspectors was organised in Nyon on 8 February 2011, while the stadium and security unit also contributed to the match managers workshop staged two weeks later.

The abandonment of the EURO 2012 qualifier between Italy and Serbia served as a reminder that crowd disturbances were still a real threat. UEFA agreed to address problems along with the EU Think Tank and the authorities in countries where risks were deemed to be greater. Several meetings with the EU Football Safety & Security Expert Group were arranged in Brussels and Nyon, while a new incident reporting and analysis system was presented to the Council of Europe in June 2011. Based on risk analysis, UEFA security officers were appointed for certain matches in the two main club competitions and a number of EURO 2012 qualifiers. With safety and security at EURO 2012 in mind, more than 50 police commanders from Poland and Ukraine attended two five-day training programmes in London.

Doping controls



For the sixth successive season, UEFA's out-of-competition testing programme was presented to all 32 participating clubs in the UEFA Champions League during a workshop in Monaco, while the revised approach to team whereabouts failures was clarified in a letter sent to all clubs. During the season, the Anti-doping Panel drew up plans for a comprehensive testing programme related to EURO 2012. In addition, a sixth UEFA Doping Control Officers' Seminar was staged at UEFA's headquarters in spring 2011, with over 40 DCOs from across Europe taking part in a two-day programme of training and instruction.

During the 2010/11 season, 1,830 doping controls were conducted, with 897 (50%) analysed for the presence of EPO. Two of the samples tested positive for cannabis. In the UEFA Champions League, 742 tests were conducted, 60% of them on an out-of-competition basis. All of the 32 teams in the group stage were tested at least once. The two finalists, FC Barcelona and Manchester United FC, both received four out-of-competition visits at their training centres. In the knockout rounds, doping controls were carried out at all matches. In the UEFA Europa League, 560 controls were conducted, with all 48 teams in the group stage tested at least once. In other competitions, 528 samples were analysed and all youth final tournaments featured an educational session on doping for each participating team. The coordination of anti-doping

activities and educational work was also one of the items on the agenda at a meeting between UEFA and FIFA on 18 February 2011.

Medical matters

For the tenth season, data from UEFA's club and national team competitions was injected into the injury research study and distributed to the participating clubs at the end of the season. The Medical Committee decided to extend the distribution of injury study data and conclusions to the whole football family by using the UEFA.com platform.

In early 2011, a working group of Medical Committee members started work on the development of a UEFA sports doctor qualification, supported by a comprehensive e-learning platform.

A working group was also given a brief to identify minimum medical provision requirements for UEFA competitions, with a view to achieving a level of consistency which can be maintained through UEFA documents and manuals.

Medical strategies for EURO 2012 were designed and the feasibility of providing a "medical passport" for all delegation members was studied.

Respect

In its third season, the Respect campaign consolidated its messages on the basis of maximum exposure at all UEFA events from the Under-17 championships to the two major club competition finals and UEFA EURO 2012 qualifiers, in addition to workshops, conferences and other meetings organised under the aegis of UEFA. Respect messages were also strongly transmitted via all the official programmes produced for UEFA tournaments and a wide range of other printed material.

The Football Against Racism in Europe (FARE) action week was the cue for intensive activity. At the 40 high-profile UEFA Champions League and UEFA Europa League matches between 19 and 21 October 2010, the teams were escorted onto the pitch by children wearing Unite Against Racism T-shirts, team captains responded positively to the invitation to wear Unite Against Racism armbands and messages were transmitted via giant screens and public address systems. Similar promotion of Respect values took place at the final tournament of the European Under-21 Championship in Denmark, where, in addition to messages delivered in the four stadiums, impact was made by 30-second TV spots urging fans to celebrate diversity. UEFA also highlighted this aspect by supporting a conference in the Former Yugoslav Republic of Macedonia capital, Skopje, on promoting intercultural dialogue and overcoming ethnic discrimination in the Balkan region. UEFA was also represented at a People Against Racism seminar held in Bratislava, where the core issues were discrimination and homophobia.

Amsterdam was the venue for a first ever seminar on institutional discrimination in European football in January 2011, where discussions reflected concern that football might be gender-biased and ethnic minorities under-represented.

UEFA supported various events dedicated to relationships with supporters, among them a



meeting in Nyon with representatives of Football Supporters Europe, Supporters Direct and the disabled supporters' organisation CAFE, during which the UEFA President proposed the creation of a best choreography award for supporter groups.

UEFA also fully supported the FIFA Fair Play Days which were held from 3 to 7 September 2010 and a Stronger Together campaign organised by the Serbian national association during the European Under-17 Championship final tournament in May 2011. In June 2011, UEFA was

represented at a conference in Warsaw organised by FARE and the Never Again network, which collaborates with UEFA in monitoring supporters' behaviour in east European countries. During the season, 15,000 adidas Respect-branded footballs were distributed. Respect branding was also attached to UEFA's annual fair play rankings, as a result of which, based on their fair play performance throughout the season, Norway, England and Sweden were offered additional places in the UEFA Europa League, having claimed the top three places in the UEFA Respect fair play rankings.

Communications

The 2010/11 season heralded the first full operational year of the restructured communications division, built on the four pillars of media relations and corporate PR, online and publishing, TV production and digital media. The restructuring facilitated a more rational use of resources and more coherent production of content.

Media relations and corporate PR

The lion's share of the media and PR workload was to service all the competitions and events mentioned in this report, ranging from the UEFA Champions League final week in London to the UEFA Regions' Cup in Portugal, along with the high-profile draw ceremonies, trophy tours, cup handovers and disciplinary cases which attracted major media coverage. The unit was also responsible for issuing media releases, arranging interviews and dealing with media requests at major events, including the UEFA Congress in Paris. In addition, a crisis communications workshop was staged in Prague in April 2011 and a one-week tour of Poland and Ukraine for 47 media representatives was conducted as part of the UEFA EURO 2012 One Year To Go package. The media operations team appointed UEFA media officers for all events and was responsible for designing media facilities at the two club competition finals, the UEFA Super Cup and, based on an ongoing



series of site visits to Poland and Ukraine, UEFA EURO 2012. A media day at UEFA's headquarters in January 2011 focused on financial fair play and allowed 50 targeted specialist media representatives to dialogue with Michel Platini and the ECA chairman, Karl-Heinz Rummenigge.

The newly formed corporate communications team became fully operational during the 2010/11 season, its immediate tasks being to define core values, assess UEFA's brand and media position and enhance internal communication via UEFA's intranet.

Online and publishing

The UEFA.com website was redesigned and relaunched in February 2010, with updated competition sections, the integration of all UEFA Champions League and UEFA Europa League commercial applications and the facility to view live coverage of all matches and draws in UEFA's competitions. Figures released at the end of the season revealed a 32% increase in the number of visits to UEFA.com. The total was 146 million visits, peaking at 13.4 million in March 2011, more precisely on 18 March – the day of the draw for the UEFA Champions League quarter and semi-finals. Voting for the traditional UEFA.com Team of the Year increased by 25%.

The restructuring of the division laid foundations for greater consistency. Enhanced synergies between operational elements also yielded substantial improvements in terms of coordinating interview-gathering for UEFA.com and printed publications.

UEFA-direct was redesigned to mark the 100th issue of UEFA's monthly institutional publication. A thorough review of all UEFA publications was conducted early in the season and a number of significant changes were immediately implemented, with technical reports on UEFA competitions switching to single-

language format and made available to a wider public via distribution in conjunction with UEFA-direct. Specialised UEFA publications, such as The Technician, Medicine Matters and the Grassroots Newsletter, also achieved wider distribution by being included in UEFA-direct. The official programmes for final tournaments were changed to a more manageable A5 format.

TV and video production

Preparations for UEFA EURO 2012 accelerated during the 2010/11 campaign, with TV production plans finalised after a series of site visits to Poland and Ukraine. A 3D production project was also evaluated for cost and feasibility. At the same time, designing the international broadcast centre became a top priority.

The season's first commitment was to conduct the host broadcasting of the club competition

draws in Monaco in August 2010 and continued right through to production of the UEFA Europa League final in Dublin and the centralised production, in conjunction with a Danish host broadcaster, of the European Under-21 Championship final tournament in June 2011 – which also provided opportunities to test some of the innovations planned for EURO 2012.

The unit created a promotional spot on refereeing, which was shown in stadiums at UEFA Champions League and UEFA Europa League venues. Video news releases were also prepared for display on UEFA.com, with the footage of the EURO 2012 mascot launch in Warsaw distributed to 70 countries.

Another initiative taken by the unit was to rationalise UEFA's satellite requirements in a unique tender procedure covering both club and national team competitions.



Following the restructuring of the communications division, the multimedia video production team joined the TV production unit in September 2010 and merged with the video production unit, which deals with internal requirements.

Digital media

A new iPhone UEFA.com mobile service was successfully launched and rapidly reached the milestone of one million users. UEFA also delivered custom-made iPhone applications to a broadcast partner in Germany, whose success prompted similar requests from other broadcasters.

Before the end of 2010, an agreement was reached with Google and YouTube regarding a clean-up of illegitimate UEFA content and the creation of official UEFA channels.

Momentum was maintained on the legacy archive management project launched in 2008/09. Over 10,000 hours of content were logged and digitally stored during the 2010/11 campaign. The material is stored in Geneva and connected to Nyon, where the applications for retrieving and reading the content were tested and finalised.

Legal, policy and financial issues

UEFA's legal services were rebuilt on two main pillars during the 2010/11 season, with the marketing and event and corporate units under the business affairs umbrella, while disciplinary and sports legal services units constitute the integrity and regulatory pillar.

There were a number of cases where fast legal responses were needed in complex and sensitive situations (including the legal basis for excluding clubs from UEFA club competitions). The division was heavily involved in developing UEFA's strategy to deal with the growing threat of betting-related fraud and match fixing. The Disciplinary Regulations were amended in this respect and work began on improving the general legal framework to help address, in a more direct manner, the issue, on which top-level meetings were held and ongoing lobbying efforts undertaken with the EU authorities in particular. The division was also deeply involved in club licensing matters and the development of a legal framework for financial fair play.

The division worked on UEFA's strategy on EU-related matters, including questions regarding territorial licensing and listed events legislation. The centralisation of media rights sales for European qualifiers also involved the marketing legal services unit, whose contribution started with an appraisal of national associations' existing contractual obligations.

The unit also concluded over 130 commercial contracts for club and national team competitions and prepared documentation related to a number of host broadcasting and TV production agreements. With regard to the 2012-15 UEFA club competitions cycle, media rights and sponsorship sales policies and procedures were finalised with all the relevant stakeholders. Legal foundations for UEFA's new Best Player in Europe Award were also laid. On the UEFA

EURO 2012 front, the unit prepared the terms and conditions for public screening arrangements, finalised licence agreements in conjunction with Warner Bros. and completed various deals related to the sale of hospitality packages.

The sports legal services unit, meanwhile, oversaw all regulations and directives along with the coaching and refereeing conventions. It drafted a provision with regard to the presence of charity logos on players' shirts, supervised the issue and renewal of match agent licences and supported the FIFA-appointed normalisation committee which allowed the suspension of the Bosnia and Herzegovina national association to be lifted, on the basis of redrafted statutes.

On the financial front, the implementation of an integrated finance and administration IT application became a high-priority project during the 2010/11 exercise, bearing in mind its impact on UEFA's overall operations. The project was officially launched on 18 January 2011 and business blueprints were completed by mid-April 2011, meaning that business needs and management rules had been defined in the areas of finance and controlling, purchasing and stock management, sales, and human resources. The second phase of the project got under way in April 2011 with the implementation of the IT application, with a view to it becoming fully implanted during the 2011/12 campaign.

The 2010/11 exercise was a highly volatile period in terms of currency exchange rates, with all currencies weakening in relation to a strengthening Swiss franc (CHF). This required careful monitoring, bearing in mind that UEFA's accounts were presented in euros, whereas day-to-day operations were conducted in Swiss francs. Asset and risk management therefore assumed even greater relevance, with the result that new investment and foreign exchange policies were implemented in June 2011. An even higher level of diversification in terms of banks was also put in place.

The external audit related to the 2009/10 season was completed, with its statutory accounts, by the end of September 2010. During the October/November period, the strategic financial outlook was prepared. It was presented to the Finance Committee and, in December, to the Executive Committee, allowing the documentation to be finalised for presentation at the UEFA Congress. Half-year accounts combining UEFA and UEFA Events SA for the 2010/11 exercise were completed by the end of the calendar year, with the results serving as a basis for the third forecast for 2010/11 submitted to the Executive Committee prior to the UEFA Congress in March. A revamped financial report, combining detailed accounting figures with explanations in more readable form, was presented to the UEFA Congress in Paris and approved.

An in-depth analysis of all financial aspects of the campaign can be found in UEFA's 2010/11 financial report.

Social responsibility



UEFA's commitment to highlighting the social values of football was illustrated by a 2010/11 season of especially intensive activity on a wide range of fronts, some of which are mentioned elsewhere in this report.

The campaign kicked off with a Football Supporters Congress held in Barcelona on 12 July 2010. In the sector of support for diversity and aversion to discrimination, UEFA attended a conference on homophobia which brought together some 600 sportsmen and women in Barcelona in September 2010.

UEFA also supported a wide range of events such as the Homeless World Cup in Brazil and the Special Olympics Europe/Eurasia Summer Games in Warsaw.

In terms of promoting healthy lifestyles, UEFA supported World Heart Day on 26 September 2010 – a date on which the World Heart Foundation highlighted the importance of wellness in the workplace. At the Champions Festival in London's Hyde Park a donation was made to the Bobby Moore Fund, which supports research into bowel cancer.

In Monaco, on 26 August 2010, the UEFA charity award was presented to the United Nations' Sport for Development and Peace project.

On the UEFA EURO 2012 front, work intensified on two three-year programmes: the fan embassies' Go East project initiated by Football Supporters Europe and the east European development scheme run by the FARE (Football

Against Racism in Europe) network. UEFA was represented at the Football Supporters Europe conference on fan hosting and fan embassies, staged in the Polish city of Gdansk in October 2010.

Following up on the success of the UEFA-sponsored Eat for Goals! cookbook promoting healthy diets, UEFA initiated another project aimed at improving behavioural patterns in football, under the title Master Your Emotions. Multiple language versions of the book and an e-learning platform were close to finalisation at the end of 2010/11.

Support for the Score for the Red Cross campaign (rehabilitation of landmine victims in Afghanistan) was showcased by the high-profile presentation of a €100,000 cheque prior to the start of the UEFA Champions League match against Arsenal FC at the Camp Nou in Barcelona to Carles Puyol, named as captain of UEFA.com's Team of the Year.

Office administration

The 2010/11 season maintained the impetus which had been attained during the previous year. The building La Clairière, handed over in April 2010, was officially inaugurated in the presence of representatives from all 53 national associations and members of the Executive Committee at an in situ ceremony staged at the new office building on 18 October 2010. Four weeks earlier, work on the new Bois-Bougy building had got under way and, just before the end of 2010, planning permission for the renovation of the Villa Falaise was received, with dismantling and refurbishing work starting early in the new year. In the "debit column" the lease on one floor of the office building Le Martinet in central Nyon was terminated in October 2010, with consequent economic benefits.

UEFA's first full year of running the Colovray sports centre was one of intense activity, thanks



in great part to activities related to the Centre of Refereeing Excellence, a pilot coaching student exchange scheme and the finals of the European Women's Under-17 Championship – in addition to two training sessions by the Argentinian national team in February 2011. The construction of a new full-size artificial pitch was interrupted by severe mid-winter weather but was completed early in 2011, while other sports centre infrastructure was also significantly upgraded. The Colovray sports complex is now ready to stage many other football events, in particular in the football development and technical areas.

The annual staff review was presented to the Executive Committee in October 2010 and provided a valuable basis for future projections. By the end of the campaign, the headcount had risen from 292 in 2010 to 326, with additional recruitment requests attributable to UEFA EURO 2012 requirements and the imminent move towards an in-house approach to match operations. At the end of the exercise, the average age was 39.7 and 35% of the staff were female.

A revision of UEFA's interpreting policy was initiated by the language services unit during the latter part of 2010, with chief interpreter positions created and advertised, resulting in two appointments being made. UEFA's English style guide was revised in conjunction with the online and publishing unit, while language services also finalised a new German style guide, which was then published on the intranet.

The travel and conferences unit provided full support for the wide range of UEFA events, incremented by an increase in the number of workshops and courses associated with various educational projects. During the preparations for EURO 2012, hotel contracts in Warsaw and Kyiv were finalised in conjunction with the local organising committees, while the staging agreements for the 2013 and 2014 club competition finals were thoroughly reviewed.

The information and communication technology (ICT) unit finalised sponsorship negotiations with IT suppliers in Poland and Ukraine prior to EURO 2012. Negotiations with a new supplier in the hosting domain were finalised, a workplace management project was completed and a new UEFA intranet was launched in December 2010. UEFA's FAME platform was upgraded and redesigned and relaunched in June 2011.

2011 and beyond



The administrative year may have closed on 30 June 2011, but a wide range of UEFA projects remained open. Immediate objectives evidently focused on increasing the tempo of preparations for UEFA EURO 2012, but at the same time the UEFA administration was looking forward to dealing with a number of longer-term projects which will have far-reaching effects not only on the administrative body itself but also on the future welfare of the European game. In sporting terms, the decisions to undertake match operations on an in-house basis and to proceed with the centralisation of media rights sales for European qualifying matches are exciting challenges and opportunities for improvement. In physical terms, the completion of the Bois-Bougy building will give UEFA the space it needs to fulfil operational and administrative requirements. And in social terms, UEFA intends to continue to promote the wider benefits of football and, by fighting with determination against corruption, stoutly defend the banner of sporting integrity.



UEFA Events SA

The 2010/11 campaign was the first full season in the life of the company created to deal with all UEFA's marketing, commercial and event management business.

The CEO office acts as the link between the divisions of UEFA Events SA and its purpose to produce all corporate documents, ensure proper financial management and monitoring, support the work of the company's board and other formal groups and liaise with UEFA and its various divisions. In December 2010, a five-year financial plan was distributed to board members and was subsequently included in the UEFA strategic financial outlook which was presented to the UEFA Congress in March.

The board meeting in Nyon on 21 February 2011 was the first in which Karl-Heinz Rummenigge of FC Bayern München and Adriano Galliani of AC Milan participated – an innovation bringing views and ideas from club angles. A month later, another significant meeting took place with senior management representatives of TEAM Marketing AG to discuss the direct cost budget for the 2012–15 three-year club competition cycle and to clarify issues related to staff and knowledge transfer processes. This was in response to the decision taken by UEFA's Executive Committee in October 2010 to take match operation services for club competitions in-house as from the beginning of the 2012/13 season. For this reason, much of the work conducted by the CEO office focused on budgeting, financial monitoring and strategic planning for the future, in addition to coordinating the work of the company's two divisions and supervising progress on UEFA EURO 2012 and all the other events staged under UEFA's auspices.

During the 2010/11 administrative year, efforts focused on the delivery of the UEFA Champions League and UEFA Europa League finals in



London and Dublin, the UEFA Women's Champions League final played at Fulham FC's stadium in London, the final tournament of the European Under-21 Championship in Denmark, the final rounds of the Under-17 and Women's Under-19 Championships, staged in Serbia and Italy respectively, the final four of the UEFA Futsal Cup, which went into the history books as the first major tournament to be staged in Kazakhstan, and, at amateur level, the finals of the UEFA Regions' Cup played in Portugal. UEFA Events SA staff were deeply involved in all these tournaments during an intense and rewarding first full year of the company's operations.

David Taylor (CEO)

Directors:
Guy-Laurent Epstein (Marketing)
Martin Kallen (Operations)

Marketing

During the early part of the season, immediate priorities centred on media rights, branding issues and sponsorship sales related to the final tournaments of UEFA's age-limit competitions, along with the visual identities for the two major club competition finals in London and Dublin. However, the sales process for media and sponsorship rights related to the 2012-15 cycle of the UEFA Champions League and UEFA Europa League was launched in November 2010, along with the sponsorship deals and the pitches for visual identity upgrades in the same competitions (six agencies expressed interest). By the end of the administrative year, media rights deals had already been concluded in many major markets in Europe, Latin America, sub-Saharan Africa and Asia.

The existing sponsors expressed satisfaction with the 2010/11 UEFA Champions League trophy tours both in Europe (Germany, Czech Republic, Poland, Slovakia and Austria) and in Asia (Malaysia, Thailand, South Korea and Hong Kong).

Marketing issues related to other competitions are covered elsewhere in this report. The UEFA EURO 2012 media rights and sponsorship sales provided one of the high notes of the campaign, the UEFA Women's Champions League final generated positive feedback from all stakeholders and, on the back of successful media rights sales in all competing countries, the European Under-21 Championship final tournament reached TV audiences in over 130 countries, with viewing figures reaching 40% for the host nation's matches, and Spain's victory over Switzerland in the final attracting 2.9 million viewers in Spain – the highest audience since they won the Under-21 title in 1998.

Operations

In order to manage all aspects of the imminent in-house approach to club competition match operations, two new units were created within the operations division during the latter half of the administrative year: club competition commercial operations, and production and logistics services – with recruitment of staff for both units an ongoing process at the end of the exercise.

The immediate brief for the club competition commercial operations unit is to handle the transfer of documentation to UEFA, plan venue coordination and management procedures and venue staff training, and, in conjunction with ICT and the competitions division, develop central information and reporting systems. The production and logistics services unit focused on the implementation of the project to install LED perimeter boards during the next club competition cycle, along with the renewal of supplier contracts for the same period.

The operations division combined the intensive build-up to UEFA EURO 2012 with forward planning for UEFA EURO 2016, with a joint-venture organisation known as EURO 2016 SAS officially registered in March 2011. The operations division was also deeply involved in the running of the events mentioned elsewhere in this report.





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