



AGM 2021

Executive Summary 20/21

April 2021

Welcome to SD Europe's Executive Summary 2020/21.



This has been a crazy twelve months - one which has been challenging in so many ways.

Hopefully, we will all get out of this not too scarred and will be able to recharge our batteries in the weeks and months ahead.

It has been a tough year for fans and football, too. No games, games behind closed doors, clubs fighting for survival, the reforms of UEFA's club competitions, etc. We have seen task forces set up, proposals put forward by our members to make football better, Covid initiatives by supporters across the conti-

nent, Financial Fair Play regulations amended and we have heard this sentence many times: always make use of a crisis!

This has meant different things for different people and organisations. For us, it meant reaching out to the membership and working out what is needed now and how the network and the team can support.

- **We developed and won Kick-Off!, a project which aims to improve the relationship between fans and national associations and agree tangible actions between them.**
- **We developed and won TRANSFER, a mobility project to upskill over 70 SLO coordinators, SLOs and safety and security officers across Europe.**
- **The SD Europe fund was reviewed and updated in line with the new circumstances (€20k from May 2020 to May 2021 compared to €12k).**
- **We asked the membership about which topics we should host workshops on and put them into action.**
- **We delivered six two-day sessions of the SLO Education Programme.**
- **We completed the draft for the second UEFA SLO handbook for SLOs, clubs and other stakeholders across Europe.**
- **We are set to shape EU sports policy via a Draft Resolution on Police Liaison with SLOs to be adopted by the Council of the European Union in the second half of 2021.**

But what comes next? Where should our priorities lie?

We know what type of football we want and unfortunately the crisis has not brought everyone together. Football is even more divided between the big and smaller clubs, and the big and smaller leagues. The pyramid has been shaken by unsustainability and the financial crisis of clubs may create serious problems for whole leagues.

Where does all of this leave us? What do we contribute to make football better?

We believe there is a twofold answer to this.

1. The strength lies within our fan groups, who are all suffering a great deal from the pandemic.

We agreed our priorities in Beveren last year and they are now more relevant than ever. We need more democracy, more cooperation and more solidarity in football and the key here for most clubs is the social fabric of football: a more sustainable game financially, socially and environmentally. Football clubs across Europe will suffer more from the pandemic and the competitive imbalance of the game. Fans and the wider communities could provide the much-needed anchors for clubs.

2. We need to achieve solidarity at the top of the pyramid - not just financial solidarity but social solidarity.

In response to the start of the discussions about the UEFA Club Competition reform, we set up a working group in 2019 to look into the future of solidarity, with representatives of our members, the European Commission, member-run clubs, and public-affairs experts. Based on the outcomes of the first meetings, we established our four main principles and actions we believe need to put into practice.

Now we will develop more concrete proposals for the improvement of financial and social solidarity in European football and will draw on the expertise from members and experts in the field. These proposals will then be put forward in the relevant working groups at UEFA and in discussions with other stakeholders.

This report is providing a brief summary of the main activities throughout the 2020/21 season and some steps to be taken in the next one. We don't aim to present the activities in detail in our online AGM next month. We all know this wouldn't really work. So we hope this report will fill the gap between a face-to-face and online AGM.

It is frustrating not to be able to meet and discuss all of this in person just yet, but we hope to see you all during or after the summer.

Antonia

The following section provides a look ahead - for the membership and the SLO departments and the organisation as a whole. It summarises some of the actions we consider relevant to the needs of the membership and the overall strategy of the organisation.

YOUTH & DEMOCRACY PROJECT - 2021

The mission of the project is 'to enable strong youth participation, leadership and democratic decision-making in football clubs and fan organisations across Europe by creating spaces/lasting structures for democratic learning and helping young fans to take part in decision-making.'

To reach the central aim of improving democratic governance of football clubs and investing in young people's democratic competences through youth engagement, democratic education and representative structures, the project has the following objectives:

- To **assess** how young football fans engage democratically in football club communities across Europe on various levels (grassroots to elite).
- To **develop** educational methods and approaches which challenge clubs in adopting new youth participative governance models.
- To **provide** a hands-on toolkit for implementation of new governance structures that boost democratic participation and make young fans' voice heard in football club decision-making.
- To **set up and connect** representative structures for democratic youth participation that engage all stakeholders at different levels (young people, club organisers, fan organisations).

LIAISE 2 - 2022

This project, to be run in association with the European Group of Safety & Security Experts (Think Tank), will seek to build on the main intellectual output of its predecessor Erasmus+ project, LIAISE, which was a Draft Resolution on Police Liaison with football club SLOs that has been submitted to the Council of the European Union for adoption.

LIAISE 2 will aim to:

- Facilitate the implementation of the EU Council resolution, if adopted, across the EU member states.
- Provide specialist training to football policing experts and club SLOs in partnership with national associations, leagues and supporter organisations.
- Deliver increased cooperation between the stakeholders involved in matchday operations.
- Promote the integrated approach to safety, security and service at football matches in compliance with the 2016 Council of Europe Convention.

SLO Education Project - 2022

The SLO Education Programme developed by SD Europe in conjunction with the UEFA Academy aims to provide football club SLOs with the skills they need to fulfil their role to professional standards.

To take this training provision to the next level, this Erasmus+ project will have the following objectives:

- To develop tertiary education offerings for football club SLOs in partnership with universities and football governing bodies.
- To further raise the bar in the field of supporter liaison.
- To define minimum occupational standards for SLOs to improve standards, enhance matchday operations and ensure greater uniformity of supporter liaison practice across EU member states and beyond.



OUTLOOK



SD EUROPE FUND

Thanks to the [SD Europe Fund](#), our members raise awareness on the four SD Europe principles through organising meetings, building capacity of their networks, developing workshops and tools, promoting the work through new media, liaising with stakeholders and increasing the overall value of their network.

As we continuously review the SD Europe Fund, also with input from the membership, we are at a point where we see patterns developing -for example we see that some members develop similar projects independently from each other (eg workshops in Israel, Germany, Spain). Our intention is to continue this consultative approach to ensure that we always support the most relevant activities of our members and strengthen our European network.

So far, SD Europe has ring fenced a total contribution of € 32,000 for its members. The contribution and guidelines/criteria for next season's fund has not been decided at the time of writing this report, however, it will be up to the board to decide what the Fund will look like in the future.

UEFA REGULATION

The proposals for UEFA's club competitions will be agreed at the Exco and UEFA Congress later this month. The new setup will further increase the gap between the big and small clubs and leagues across Europe and the effect this could have on the European model of sport will be tragic in the long term.

The details about the distribution of revenue and financial solidarity are supposed to be discussed with the relevant stakeholders and we expect to feed into this process.

We will review and further develop our proposals to improve financial- but also social solidarity in Europe football. There will be the opportunity to discuss it with other stakeholders but also to share it at the relevant working groups at UEFA in the coming year. The team will group individuals, including members with the relevant expertise.

UEFA COMMITTEES

The involvement in decision-making is our main goal - on local, national and also European level. To further pursue our involvement on the European level, we believe that we should be joining the relevant UEFA committees, to add the fans perspective, provide feedback, shape outcomes.

Nineteen committees are involved in shaping UEFA's policy across the broad palette of European football. The committees discuss issues ranging from medical matters and players' status/transfers to refereeing, finance and the UEFA competitions, and submit advice, proposals and recommendations to UEFA's Executive Committee, which may also delegate some of its duties to a committee. Members of the committees and expert panels are appointed for a duration of four years.

The UEFA president confirmed in his podcast with us that our involvement in their committees would be welcome and a step in the right direction.

As a first step we've mapped the different committees and will liaise with different FSR partners for a joint proposal, which will be discussed with UEFA before the end of the winter-scheduled 20/21 season.

MEMBERSHIP APPLICATIONS:CHANGE OF STATUTES

SD Europe is growing, not just in terms of support we provide to our members but also in absolute numbers. In most countries, there are more and more local fan organisations and member-run clubs joining existing national umbrella groups, a growth that strengthens the local and national movement.

However, this also means that SD Europe, as a European network, needs to adapt to this growing change. Our statutes were set up in 2016, at a much different time and we believe it is time to review the sections which refer to membership-related processes and policies, such as who can become a member, how can we ensure fair representation

For example, we are an inclusive organisation but our current structure which allows only one member per country is excluding organisations from joining now or in the future. Sandlanders, Lyra-Lierse, PAC Omonia are victims of this technicality. Moreover, there are groups that would be eligible to become members on paper, but we still need to build a stronger relationship with them at network and personal level -Olimpia Satu Mare, FC Kuban, Dragoons FC or Universidad de Chile would fit in this category.

We believe this needs to be looked at properly, and we propose the creation of a committee whose responsibility would be to review the current statutes and propose new wordings and processes. We propose that the final decision is taken by the existing members, at the next General Meeting but in the meantime that we will continue considering the organisations mentioned above (as well as new ones that we come across) as “members”, with regards to the support we provide and time we dedicate to them.





ENVIRONMENTAL SUSTAINABILITY STRATEGY

We take the next step in committing to our sustainability principle...

Members' Decision

SD Europe's members decided at the 2020 AGM to make environmental sustainability one of the organisation's priorities and to develop its environmental segment with a specific reference to the climate change crisis, and how we can be a part of addressing it. As decided by the organisation's board at the start of 2021, to deliver on the will of the members, SD Europe now moves into the next phase of its commitment to its sustainability principle.

The organisation started with a [partnership with Atmosfair](#) to reduce its carbon footprint and it is now our time to find SD Europe's role and place as an organisation in the growing environmental area and the climate change crisis.

The Plan

Our aim is to build an environmental action plan. One which has been built bottom-up together with our network and which makes sure we capture the values, ideas, and actions of our network. It will give us clear direction to future actions.

We want to understand: what does climate change mean to our network, from national organisations to community clubs and more? How do they get involved and how do they see their role in this environmental crisis?

How?

The entire process will be a bottom-up organisational co-creation. During the process, we will collect relevant data, both from the network and other resources. Feedback from the SD Europe network will be an essential part of the process.

The first step is a holistic review of the network's sustainability activities. SD Europe will be in touch with each member to execute the research phase of the project. The interim report will be presented at the AGM followed by a final report during the summer.

DIVERSITY & INCLUSION

In January 2021, SD Europe had an internal discussion surrounding the Diversity & Inclusion metrics and policy currently in place. The team implemented a mapping out of the each of the projects which highlighted that there was work to do. SD Europe has engaged with diversity and inclusion professionals to discuss how such policies can be drawn up and implemented. The plan over the next year is to internally implement training, policy and tracking metrics, and then share an action plan to be approved by the membership.

INTERNAL OPERATIONS

Our overall aim is to increase supporter involvement in the running of football clubs and football institutions and promote solidarity across all levels of football.

In order to achieve meaningful progress our organisational and operations structure have been setup in the following way:

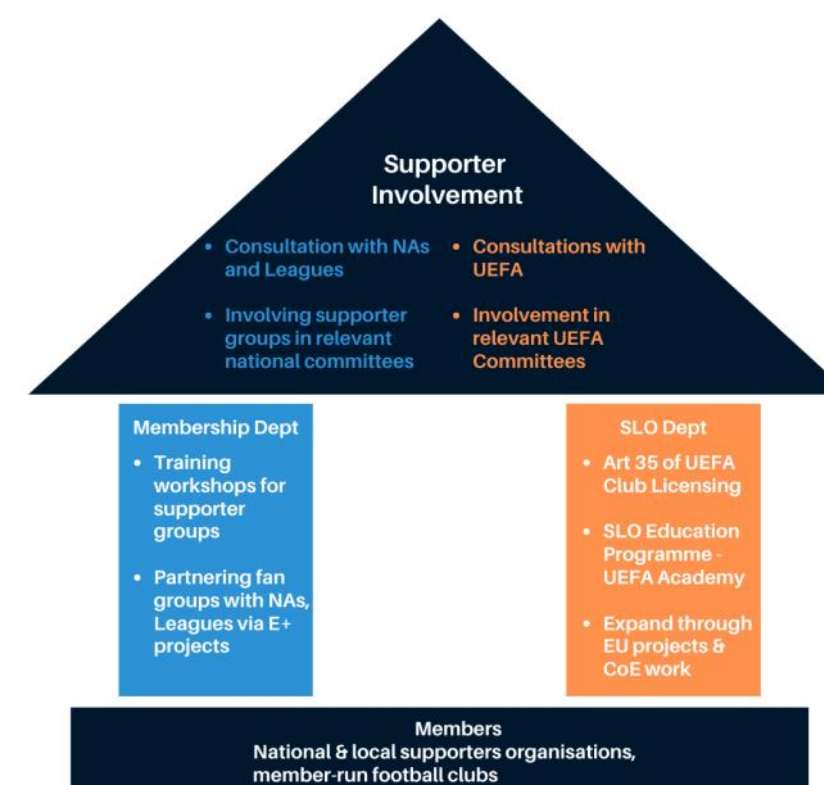
Our members and the network are our foundation. Everything is built on them. The house is built on two operational pillars, which both aim to increase supporter involvement: the membership department headed by Loukas Anastasiadis and the SLO department headed by Stuart Dykes.

In the membership department we try to help supporters groups to be better organised, have more resources, and professionalise to become real partners in dialogue. We also help improve the relationships between those groups and the football authorities.

In the SLO department the goal is to improve the relationships between fans and clubs by implementing Article 35 on behalf of UEFA and to train SLOs in all UEFA member associations to unfold their true potential.

All our current and future activities, which are outlined in this report, further add to the main aim - improve the influence of supporters in decision-making.

The consultation with national associations and leagues, UEFA and other stakeholders then aims to develop structural relationships between fans and governing bodies on the national and European level.



ADDITION TO THE TEAM

This year saw SD Europe officially add Arik Rosenstein to the team on a full-time basis. Arik will be working with local groups and clubs across the membership. He will also develop toolkits, workshops, while supporting the E+ projects.

Born and raised in the US, Arik holds a BS in Sport Management from New York University with experience working on 5 continents within numerous sectors in sport. Some of his former organisations include: streetfootballworld, Maccabi Tel Aviv FC, Accra Hearts of Oak SC, Colosseum Sport, New Amsterdam FC.

Arik joined SD Europe as a Communications Intern in the summer of 2018, and attended the AGM in Huelva. He stayed involved on a part-time basis until relocating to Malaga, Spain in March 2021 to join SD Europe on a full time basis.



TEAM DEVELOPMENT

During the last year, three members of the team have undertaken UEFA Academy education and training programmes to allow them to contribute to SD Europe's work to a greater degree.

Stuart Dykes, Head of SLO Development, completed his Executive Master in Global Sport Governance (MESGO). MESGO is an 20-month international master's programme that combines a multidisciplinary approach to learning with an in-depth analysis of the legal, political and economic issues in sport. It addresses the global issues faced by sports organisations today, such as the specificity of sport, competitive balance, commercial rights, the prevention of match-fixing, anti-doping, social dialogue, social responsibility and good governance.

Meanwhile, Lena Gustafson Wibeg, Head of SLO Training, completed her UEFA Certificate in Football Management (UEFA CFM). The programme, which takes 9 months, is a foundation programme for those working in a football organisation geared at gaining a comprehensive understanding of how the game is managed.

Lastly, Luke Cox, Communications Consultant, completed the UEFA Football and Social Responsibility compact course (UEFA FSR compact course). The UEFA FSR compact course provides state-of-the-art and in-depth knowledge of FSR, facilitating a strategic approach to this issue. Luke is also scheduled to attend the UEFA Strategic Communications compact course this spring. The course aims to help senior communications specialists deal with the complexity of devising and delivering effective communications to meet their organisations' strategic priorities.

MEMBERSHIP DEPARTMENT

FANS MATTER!

[Fans Matter!](#) is intended to be a pilot vocational training programme for member-run clubs and supporters groups that want to be involved in the running of the club.

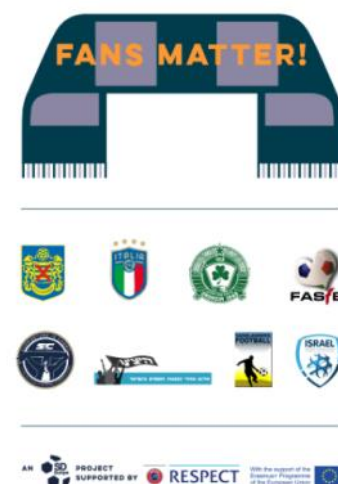
It bridges the knowledge gap between wanting to contribute to a better management philosophy of the club and being aware of the challenges as well as timely and effectively identifying the path to overcome them successfully, but also innovate.

SD Europe experts will produce generalised ‘European’ resources on four club management areas (CEO & board, membership, volunteers, stakeholders). SD Europe members (Spain, Israel, Italy, Belgium, Cyprus, Africa but also Germany and England) will develop tailored versions of these resources, in their local language and deliver training workshops for their members & interested parties (clubs, or other fan groups).

Eventually, the project’s aim is to identify the means to ensure SD Europe members continue to train clubs and supporter organisations on relevant topics, even after the project ends.

As part of the project SD Europe will also develop “Abacus”, an online database, which clubs and fan organisations can use in order to manage their members, volunteers, events (eg members’ meetings or AGMs) and tickets. The basic version of Abacus will be free for SD Europe’s network; Additional features (such as merchandise, ticket scanning, social media, mailchimp or sms feedback, surveys) will be possible add-ons developed and integrated on an ad-hoc basis.

The project facilitates four European-level meetings with a total of 120 trips and national meetings with more than 200 attendees in total. Its financial contribution to SD Europe’s network is 320,000€.



KICK-OFF!

[Kick-off!](#) meets the need for supporter involvement in the decision-making process of football, not at club level but in football authorities. Kick-off!’s innovative approach to relationship building will allow partner countries (and beyond) to overcome barriers and establish loose, but structured, cooperation frameworks that ensure the value of fans’ opinion and contribution is acknowledged and the decision-making power of the authorities is respected.

Apart from the benefits on the ground, the project will also build capacity for the partners as they participate in training sessions on action research, successful team building between diverse individuals and conflict prevention-management-resolution. There are five direct beneficiaries of Kick-off! (Germany, Netherlands, Norway, Spain, Africa), but the project will impact fan groups and football associations beyond its scope especially through the process via which SD Europe will also evaluate and adjust its relationship with UEFA.

Partners will meet four times in person for a total of 60 trips. The financial contribution to the membership is 310,000€ and another 100,000€ will be distributed to national associations to cover their participation in the tournament.

MEMBERSHIP DEPARTMENT



“The project was a major success. We were able to turn long-standing criticism into constructive policies and give an impulse to eventually affect the necessary reforms. This would not have been possible without the financial support of the SDE Fund. We have produced four fantastic, well-founded and well thought out policies, had discussions with a number of clubs and associations, have been part of the DFL taskforce on the future of professional football, are currently part of the DFB taskforce on economic resilience in the third division, and will continue to make use of everything in our power to effect reform within German football.” - **Helen Breit, Chair at Unsere Kurve**



SD EUROPE FUND

The [SD Europe Fund](#) provides members of the organisation with the experiential and financial support to lead their own projects. It has two strands, through which it supports the work at national level but also facilitates exchanges of people and experiences at local level.

The SD Europe Fund supported a total of eight projects of national supporters organisations (Germany, Israel, Scotland, Spain, Italy) and will support exchanges between at least 15 local fan groups and member-run clubs when it is safe to travel again.



“The project took volunteering into the focus of our members. Three clubs took it, each one in their own direction specific to their circumstances. One club performed a review on their volunteering section, another assessed its current situation and specifically its needs, whilst the final club started just before the 3rd lockdown in Israel to re-develop its membership process and integrated volunteer management as a part of its processes.” - **Shay Golub, Chair at Israfans**



“We have been able to capture stories that demonstrate the impact of volunteers on Scottish football and Scottish society during one of the most challenging periods in our lifetimes. These stories allow us to illustrate perfectly the aspects of best practice that are vital for clubs to function.”
- **Alan Russell, CEO at SD Scotland**



PROVIDING RESOURCES TO THE NETWORK

WORKSHOPS & TOOLKITS

On top of project development and management, the regular catchup with members, strategic talks and other operational issues, SD Europe had planned eight workshops to take place during the winter-scheduled 20/21 football season and hope to have delivered at least six by the end of it.

Clubs and fan groups in our membership were presented with options of useful and [affordable technology](#) solutions and were given the opportunity to discuss them directly with the developers.

We also worked with UEFA FSR partners Terre des Hommes and Kat Craig from Athlead to discuss the need for policies and processes that ensure the [protection and safeguarding of minors](#) in football clubs and supporter organisations.

We invited our members to hear about the [UEFA Research Grant \(RGP\) and HatTrick programmes](#) directly from the source. UEFA's Monica Namy and Antoine Fournier walked participants through the objectives and structures of both, and we also had the opportunity to listen to the benefits the RGP had for Switzerland.

We had also planned a session with insights and tips on how to increase women representation at the top levels of their organisation and within the membership. This was reorganised into a special podcast when Daphne Goldschmidt (SD Europe Board & former Hapoel Jerusalem Chair), Helen Breit (Unsere Kurve Chair), and Sofia Bohlin (SFSU Chair) shared their experiences from their organisation on International Women's Day 2021, as we identified this subject would be better addressed into the Fans Matter! membership management course and the Diversity & Inclusion strategy that will be drafted during the next year.

There are two more planned workshops, which we hope to fulfill before the end of the winter-scheduled 20/21 football season: i) Women's teams & member-run clubs, ii) Football & Climate Justice

Moreover, we developed three toolkits:

- [The 7+1 Models of Influence](#) which provides an overview of the different ways fans can participate (or influence) the decision-making of their club. The toolkit will be available at least in English, Hebrew, Spanish and Germany.
- The 50+1 model explained. Looking into the Germany and Swedish reality, allowing for the opportunity to compare and contrast with other models, but also identify similarities and differences between the two countries it is predominantly applied in.
- A template [Business Plan](#), suitable for both clubs and supporters organisations. The different sections of the template will be expanded, on a regular basis.



SUPPORTER LIAISON OFFICER DEPARTMENT

SLO CORE

Unsurprisingly, the coronavirus pandemic has negatively impacted the core work of the SLO department since the last AGM, which took place shortly before the first lockdown was imposed across Europe. All travel ceased in early March 2020, meaning no visits to national associations, leagues and clubs were possible. It also meant that the SLO Education Programme had to be switched online, which was a great pity, as the ability for the participants to network during the breaks and in the evenings is an essential part of growing the SLO community.

The main focus of the SLO department in the year of the report thus focused on three main areas, which are described in more detail below:

- Roll-out and delivery of the SLO Education Programme in conjunction with the UEFA Academy.
- Production of the second UEFA SLO handbook.
- Development of a new EU project focusing on the upskilling of SLOs and safety and security officers.

The pandemic also allowed us to conduct a review of our SLO communications work. A revamp of the SLO section of the website was completed. Our SLO of the Month series of articles continued by popular demand. So far our journey across the European supporter liaison continent has taken us to Eintracht Frankfurt in Germany, Vålerenga IF in Norway, Standard de Liège in Belgium, Celtic FC in Scotland, Watford FC in England, FC Slovan Liberec in Czechia, the French Football League (special edition), Brøndby IF in Denmark, Jagiellonia Białystok in Poland, SFC Etar Veliko Tarnovo in Bulgaria and IFK Göteborg in Sweden.

During the year of the report, the SLO work of SD Europe celebrated its tenth anniversary. To mark the occasion, we produced a special podcast in which Stuart and Lena looked back over the past ten years, while at the same time venturing a glimpse into the future. We also ramped up our social media activity, with particular success on LinkedIn, for example.

SLO EDUCATION PROGRAMME

Designed and run by the SLO department in partnership with the UEFA Academy, the SLO Education Programme provides SLOs with the tools and know-how to perform at their best within a highly demanding role. Aimed at supporting SLOs at club and national level, and hosted by national associations and leagues, the four-day programme offers flexibility to the local context and caters for the requirements of full-time, part-time and volunteer SLOs. It was officially launched on 9.3.2020 following successful pilot face-to-face sessions in Denmark and Russia. Since then, all sessions have been delivered online, where we have benefited greatly from the expertise of the UEFA Academy.

The SLO Education Programme has met with a very positive response from both the hosting national associations and participating SLOs. Managed by Lena Gustafson-Wiberg, the relationship between the SLO department and the UEFA Academy is hugely encouraging and augurs well for the future.

To date, the following governing bodies have hosted the SLO Education Programme, with a total of 174 SLOs (not including Portugal) benefiting from the training:

- Danish Football League (1 edition)
- Football Union of Russia (1 edition)
- German Football Association/German Football League (1/2 edition)
- Royal Belgian Football Association (1/2 edition)
- French Football League/French Football Federation (1/2 edition)
- Portuguese Football Federation (1/2 edition)

The following governing bodies have applied to host the SLO Education Programme:

- Football Association of Iceland
- Irish Football Association
- Norwegian Football Federation

The following governing bodies have expressed an interest in hosting the SLO Education Programme in the near future:

- The Football Association/Premier League (England)
- Swedish Football Association/Swedish Football League
- Scottish Football Association



SUPPORTER LIAISON OFFICER DEPARTMENT

UEFA SLO HANDBOOK (2021 EDITION)

To provide the SLOs participating in the UEFA SLO Education Programme with detailed guidance, SD Europe agreed to produce a second version of the UEFA SLO Handbook, which had not been revised since the first edition was published in 2011.

Whereas the first edition was very much a theory-led document, reflecting the relative newness of the SLO role at the time, the 2021 version focuses on providing practice-driven guidance to national associations, leagues and clubs in respect of their SLO activities, reflecting the many requests for good practice examples the SLO team has received from those active in the field. It will also be of interest to all stakeholders coming into contact with supporter liaison in their day-to-day work, of course, including fans.

The handbook concept was devised by Tony Ernst, who also assumed editorial responsibility for the document and will manage the layouting and production process in association with the UEFA communications department.

Work on the handbook text was completed in March 2021. The final draft was reviewed and signed off by four UEFA units (Licensing, Education, Social Responsibility and Safety and Security) and at the time of writing is being translated into French, German and Russian. Expected date of publication: May/June 2021.



TRANSFER

Following the success of the LIAISE project (see below), the SLO department submitted another application for an EU-funded project with the aim of professionalising the SLO work among UEFA's member associations. Happily, the application met with a positive response from the European Commission. [TRANSFER](#) (Transnational Football Exchange and Role-shadowing), as the project is known, is an EU Preparatory Action in the area of Exchanges and Mobility in Sport that aims to ensure safety in and around football matches in Europe. It will do so by investing in the professional development and capacity-building of supporter liaison officers (SLOs) and safety and security officers (SSOs) at clubs, national associations and leagues in six European countries through a novel programme of transnational exchange visits. During the project, a minimum of 72 football club and governing body employees will benefit from the opportunity to undertake job-shadowing learning at their counterparts in the partner countries.

The project, which began on 1 January 2021 and will run to 31 December 2022, expects to contribute to:

- improved matchday operations benefitting clubs and football supporters across Europe;
- more structural implementation of regular exchanges in SLO Education in the participating countries and beyond, and
- an increased awareness of the integrated approach to safety, security, and service at football matches.

On completion of the needs analysis phase, the exchange visits will commence as soon as the coronavirus pandemic allows. It will culminate in the organisation of a two-day conference in Serbia to be attended by the participating club and governing bodies as well as representatives of governing bodies in the Balkan region, which remains largely undeveloped in terms of the SLO work.

One piece of work that will be done as a part of TRANSFER is the development of a set of template forms and documents that can be used for planning and organising exchange visits, preparing visit reports and recording the respective learnings and outcomes. These templates will be available for future exchange visits involving SD Europe members and should help to make them more effective.



SUPPORTER LIAISON OFFICER DEPARTMENT

LIAISE⁺2

LIAISE 2

Members will recall that in 2018-19, SD Europe ran an Erasmus+ project entitled [LIAISE](#) (Project for a Liaison-based Integrated Approach to Improving Supporter Engagement) that aimed to tackle the cross-border threat to the integrity of sport posed by spectator violence in football. It did so by encouraging the football authorities and partner agencies to recognise the value of enhanced dialogue and communication between SLOs and the football and public authorities through better understanding, awareness and implementation of established SLO good practices. As part of LIAISE, the project partners and other invited stakeholders attended three workshops on Developing the SLO Role, the Integrated Approach to Safety, Security and Service at Football Matches, and Supporter Engagement. Club and governing body staff also took part in 12 exchange visits across the six partner countries.

The two principal [intellectual outputs](#) of the project were:

1. A Draft Council Resolution concerning good practice guidance on police liaison with SLOs that is scheduled to be submitted to the [Council of the European Union](#) for adoption in the second half of 2021.
2. National SLO action plans for each of the six partner countries (Bulgaria, Czechia, France, Poland, Portugal and Sweden).

At the time of writing, the Draft Resolution had passed through the first two stages of the approval process at EU level. On completion of the third stage, it will be ready for submission to the Council of the European Union for consideration. If the resolution is adopted by the Council members, in this case the interior ministers of the EU27, it will commit their governments to implement the good practice guidance it contains. This would be a further milestone in the evolution of the SLO role and the first time that a supporter organisation has driven EU policy at Council level.

Based on the assumption that the aforementioned resolution will be adopted by the Council of the European Union, it was always the intention of the SLO department to organise a follow-up project to LIAISE to promote the guidance contained therein. In the meantime, SD Europe has been approached by the European Group of Safety and Security Experts (Think Tank) with a request to partner with them in such a project. It is proposed to seek EU funding to deliver training to football policing experts and football club SLOs with a view to improving the cooperation between them in the organisation and staging of football matches in selected European countries. Consideration is also being given to including a workstream to develop EU-wide occupational standards and tertiary education offerings for SLOs, though this could also form the basis of a separate project.

VOICES OF EUROPEAN FOOTBALL

PODCASTS

Bringing together the voices of European football, from the elite level to grassroots.

Near the end of 2020, SD Europe wanted to bring together key views from across the football world to hear about the challenges organisations and members were facing and what they were proposing to make football better for the future.

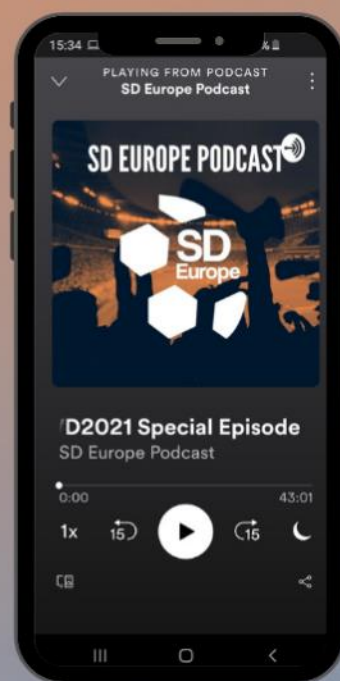
Hosted by SD Europe's Communications Consultant Luke Cox, SD Europe embarked on a mini-series of podcast interviews under the banner 'For A Better Football' discussing everything from the impact of Covid-19 to the future of European football & UEFA club competition reforms. The mini-series ran from November to December 2020.

During the series SD Europe brought together the voices of UEFA, European Leagues, FIFPRO, Malmö FF, Mainz 05, Hapoel Jerusalem FC, KSK Beveren, UC Ceares, FSE, CAFÉ and MEP Iban Garcia del Blanco.

Since then, owed to the popularity of the series, further podcast interviews have been produced in 2021, including an International Women's Day special, guest hosted by SD Europe Board Member Daphne Goldschmidt, to offer a platform to some of the inspiring women with the organisation's network and an interview with Oke Goettlich, the President of FC St. Pauli.

#ForABetterFootball Podcast Mini-Series

With guests from:



"The danger we see from clubs only being run as commercial corporations is that they forget about the people. Football is about people, passions, emotions and social responsibility. If football is only driven by profit-orientated interests football loses its fans." - **Ingo Petz, Zukunft Profifussball**



"We need to break down the barriers, take the hard questions, for us who are the first women in their position, it's not easy. We need to push down some barriers and pave the way for others so they can take even more ground when they are there as well. It's hard, and a lot of responsibility to be the first woman in something, but it's rewarding when you see more are joining us". - **Sofia Bohlin, SD Europe Board Member & SFSU Chair**



"In order to defend competitive balance, we have been quite clear at the European Leagues that our position is to enhance and improve as much as possible the level of solidarity in European football. Why is solidarity important? In order to keep, protect and enhance competitive balance, we need a fair redistribution of resources, both at the domestic level and international level." - **Alberto Colombo, Deputy General Secretary, European Leagues**



"We absolutely welcome the SD Europe initiative in increasing supporter involvement in the running of football clubs and football institutions because it's vital to listen to the interests of the fans, and SD Europe plays a vital role in giving supporters a voice." - **Aleksander Ceferin, President, UEFA**



"I think all clubs need to have a very strong local base, then a regional base, then national and international, and the best way to have that is if you are a membership owned football club because then you have the involvement, you have the feelings from the fans and the local support from your city and your region." - **Niclas Carlén, CEO, Malmö FF**



"The main thing which is very beneficial, is the shared knowledge. The DAO role came 5 years later than the SLO role, SD Europe has been really great in sharing some of the lessons they've learnt. Football's not necessarily an easy sphere to work in sometimes so the more allies you can have, and the more information you can share, the better." - **Joana Deagle, Managing Director, entre For Access To Football In Europe (CAFÉ)**



NEW PARTNERSHIPS

NEW ORGANISATIONS WE WORK WITH

Schwery Cade

Based in Switzerland, [SchweryCade](#) is a social entrepreneurship with the focus on social responsibility and sport. The company was established in January 2007 and is an expert in the field of monitoring and evaluation, consulting large organisations such as Nike, the IOC, FIFA, UEFA, Fédération d'Equestre Internationale (FEI), Street-footballworld (SFW), Football Against Racism in Europe (Fare network) and more. SchweryCade will provide an evaluation service to SD Europe as part of its Kick-Off! project.

Sporting Assets

[Sporting Assets](#) is a mission-led social enterprise, working to support, sustain and grow healthy and resilient communities with sport and physical activity at their heart, headquartered in London, UK. Through its projects and investments, it empowers local communities to take responsibility for their local sports assets, to create new enterprises and businesses, and to innovate and tailor their services for local needs. Sporting Assets will provide training to the project partners involved in SD Europe's Fans Matter! project.

Athlead

[Athlead](#) is a not-for-profit consultancy specialising in athlete-led charity and social change based in London, UK. The organisation helps its clients, such as professional athletes, navigate the question of social responsibility and get the best results for their chosen causes with the time and resources available. Athlead will provide training to the project partners involved in SD Europe's Fans Matter! project.

European Group of Safety and Security Experts (Think Tank)

The European Group of Safety & Security Experts (Think Tank) is an informal body comprising governmental, policing and other experts of the European Union with extensive experience in preventing and combating football-related violence and minimising football safety and security risks. The group is linked with the Council Law Enforcement Working Party (LEWP).





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