



UEFA LICENSING SYSTEM

Club Licensing Manual

Italian Version 1.0

**Deloitte
& Touche**

This Manual was approved by the Executive Committee of the FIGC on 31st July 2003, accredited by UEFA with its letter of 13th August 2003 and published by the FIGC on 16th September 2003 with the Official Communication 78/A, based on Artt. 2.3.3. and 2.3.7 of the UEFA Licensing Manual, version 1.0, in order to grant the licence required to participate in UEFA competitions.

The Executive Committee of the FIGC on 27th January 2004 has approved several amendments agreed with UEFA, to permit the Offices of the FIGC to set the Licensing System in motion and to define several terms regarding the 2003-2004 competition season.

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FOREWORD

The “UEFA Club Licensing Manual” (the term “UEFA License” within this Manual refers to the license granted by the Federazione Italiana Giuoco Calcio in order to participate in international club matches organised by UEFA) represents the first ambitious step towards the introduction of a certification system for the quality of management of professional football clubs, covering everything from sporting activity of the main team to youth activities, from stadium management to internal organisation and economic-financial management.

As such, it is the first of its kind in the history of national and international football organisations.

Why introduce a Football club Licence?

The introduction of the UEFA Licence is not meant to restrict Federations or Leagues in any way, nor is it designed to render the participation of the clubs in European matches more difficult. It is meant to favour the organisational and managerial development of the European football system as a whole. If a club is run by a more proficient management team and is organised more efficiently, if it implements further coaching methods and creates a stronger and more functional infrastructure and greater financial standing, all of football wins.

It is worthwhile remembering that, not only will it be introduced by 52 European football Federations and that it was wholeheartedly supported, developed and created by UEFA, the original impetus came from a specific request made by the professional clubs themselves back in 1999.

The process is not static but dynamic, aimed at constantly improving the football system in each of its various aspects. Clubs will be evaluated on a prearranged date, but will then be continuously monitored in order to verify that the standards are continuously met.

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The Licence will be introduced in phases in order to give everyone involved the opportunity to obtain the recommended instruments, train in-house personnel and rectify any operational, structural and/or organisational situations. UEFA, Italian Football Federation and Italian Professional Football League will fully assist the various clubs in reaching these objectives.

This Manual is, therefore, not simply a set of compulsory requirements and procedures in order to obtain the UEFA Club Licence. More ambitiously, it represents the basis for growth. One that we hope all clubs will wish to adhere to. Meeting the requirements is by no means the end, but just the beginning. The clubs are encouraged to independently push themselves way beyond the criteria imposed by this Manual.

2. DEFINITIONS AND BASIC PRINCIPLES

2.1 NATURE AND OBJECTIVES OF THE UEFA CLUB LICENSING SYSTEM

- 2.1.1. In June 2000, the UEFA Executive Committee approved the introduction of a Club Licensing system at a European level to admit clubs into the various competitions organised for them by this same (Champions League, UEFA Cup, Intertoto cup).

Under this system, admittance to the European Competitions will only be approved for those clubs who, in addition to sporting merit, have also satisfied a series of obligations, including sporting, legal, infrastructure, organisational and financial requirements entitling them as a result to the UEFA Licence.

These requirements are established at a national level in line with the program and principles as illustrated by UEFA in the “Club Licensing System Manual - Version (1.0)” (UEFA Manual), approved by the UEFA Executive Committee on 15th March 2002.

This Manual, prepared in collaboration with the Lega Nazionale Professionisti (hereafter LNP) and in collaboration with Deloitte & Touche, contains a description of the requirements and procedures that those clubs participating in Top Division Championship (hereafter Serie A) will have to adhere to in order to obtain the UEFA licence for the following season.

The Manual may be modified annually by the Executive Committee of the FIGC. The modifications must be promptly approved, upon accreditation by UEFA, in order to be introduced into the procedure for the following season.

- 2.1.2. Application for the Licence is mandatory for those clubs registered in the Serie A within the terms and conditions as indicated in

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this Manual, and is valid for one season only. The professional players registered with the Clubs of the LNP must be in possession of a regular sporting activity contract with the club drafted in line with the Law and the regulatory measures. The sporting activity contracts must be registered with the LNP.

The mandatory application for the UEFA Licence has been purposely extended to all clubs participating in Serie A in order to safeguard the regularity of this same. Those clubs that do not apply for the Licence shall be considered as declining to participate in forthcoming European Competitions.

The Licence may be requested by any other club participating in the Championship from the Second Division (hereafter Serie B), inasmuch as obtaining the Licence will play an important role in the development of the relationships between the club and its principal stakeholders: sponsors, media, local authorities, personnel, players, spectators, fans, etc.

The Licence is issued by the Federazione Italiana Giuoco Calcio (hereafter FIGC) on behalf of UEFA in line with the principles established by the UEFA Licensing Manual.

In line with Art. 27, para 1 and 2, of the FIGC by law, the Clubs affiliated with the FIGC that participate in Serie A and B championships and that, for this purpose, utilize professional football players, are required to adhere to all by laws and regulations and undertake to put into practice the full and definitive effectiveness of all general measures and all specific decisions adopted by the FIGC, by its associated bodies and subjects delegated accordingly regarding the sporting activity and any technical, disciplinary and financial disputes.

FIGC organises and coordinates the issuing of the Club Licences. More specifically, it: nominates those authorities, , responsible for issuing the Licences; establishes the type of criteria in line with the UEFA guidelines; sets the quantity (content) of the various criteria required and determines the relative procedures and deadlines.

All clubs registered in the Serie A accept the principles and content of this Manual. In particular, admission to the Serie A requires the clubs to:

- ✓ Accept the decisions of the regulatory bodies as regards the definition of this Manual, the application of this same and any future modifications.
- ✓ Accept the jurisdiction of the Chamber of Conciliation and Arbitration of Sport of CONI (Italian Olympic Committee) to settle any controversy regarding the interpretation and application of this Manual;
- ✓ Adhere to and respect the criteria as per this Manual.

- ✓ Supply all declarations duly signed by the members of the Corporate Bodies and the documentation, required by the Manual and by the Licensing Office, in order to verify the complete fulfilment of the criteria.
- ✓ Supply the Licensing Offices with all documentation as required by this Manual, within the terms of this same.
- ✓ Agree to spot checks and/or targeted inspections, by Uefa, exclusively through those bodies responsible for the Licensing process and concerning all the documentation necessary to prove the fulfilment of the criteria as defined in the Italian Manual Version 1.0.
- ✓ Accept any disciplinary measures imposed by the competent bodies where conditions or terms as stipulated within this Manual are not fulfilled, or where falsified or incomplete documentation is submitted.

Where some of the typical activities¹ of the Applicant Club are performed by entities other than this same Club, or by those included in the consolidation area, these activities shall be detailed in the management report, highlighting the patrimonial, economic and financial relationships. This information will be taken into account by the bodies of the Licensing System during the assessment of the fulfilment of the criteria.

2.1.3. The introduction of the UEFA Club Licensing System is aimed at strengthening and improving the conditions of each individual Club participating in the European Competitions by way of:

- ✓ Improving the overall organisational and managerial standards of European football.
- ✓ Improving infrastructure, with particular emphasis on safety conditions and quality of service available for both spectators and the media.
- ✓ Better relationships between players, coaches and the referees.
- ✓ Encouraging the coaching and education of young talent.
- ✓ Improving the economical and financial management of the Club, increasing transparency and credibility and protecting the interests of investors.
- ✓ Guaranteeing the regularity of Championships, also in financial-economical terms.
- ✓ Guaranteeing regular international championships over the entire season.

¹ *By way of example but not exhaustive: Balance Sheet A. Assets: Players acquisition costs (net), Owned stadium, Credits related to transfer of players, Other football-related assets; B. Liabilities: Debts related to transfer of players, Other football-related liabilities; Profit and Loss Account a) Income: Revenues related to football matches, Revenues related to sponsorship advertising and merchandising, TV rights, Other football-related income, Revenues related to transfers of players; b) Costs: Player wages and salaries, Other wages and salaries, Other football-related expenditures, Player-related depreciation, Other depreciation, Costs related to transfer of players.*

This Manual, therefore, in addition to providing operational guidelines to obtain the UEFA Licence, provides each Club with an invaluable reference point to improve standards of quality and quantity in the fields of infrastructure management, the promotion of youth activity, economic-financial management, the supply of services to fans and internal organization.

In this sense, the requirements and the procedures outlined in this Manual should not be considered as absolute, but representative of the minimum level the Clubs should reach in order to obtain the UEFA Licence. Each Club is given complete freedom to introduce further organisational and management systems aimed at fulfilling the objectives herein.

2.2 Implementation Phase

As of the 2004/2005 season, only those Clubs that, in addition to sporting merit, are also in possession of the UEFA Licence will be admitted into European Competitions organised by UEFA (Champions League, UEFA Cup, Intertoto cup).

As a result, the procedure to obtain the Licence shall be introduced for Serie A Clubs from the start of the 2003/2004 season.

2.3 CRITERIA AND SANCTIONS

According to the UEFA Manual, the criteria necessary to obtain the UEFA Licence have been divided into five macro-categories:

- 1) Sporting Criteria (see section 3)
- 2) Infrastructure Criteria (section 4)
- 3) Personnel and Administrative Criteria (section 5)
- 4) Legal Criteria (section 6)
- 5) Financial Criteria (section 7)

The definition of the individual criteria of each category and the relative content follows the guidelines as described in the UEFA Manual, bearing in mind the rules and regulations of the FIGC.

In line with the objectives as per paragraph 2.1, this Manual does not include only the mandatory requisites and procedures to obtain the Licence, but also includes optional recommendations ("best practice") aimed at improving the administrative and managerial standards of the football clubs, both in terms of quantity and quality.

The Licence criteria have been graded into four separate categories of importance, as described below:

- ✓ **"A" - criteria – Must:** all "A" criteria must be met by each Serie A Club (e.g. Homologation Certificate for the stadium). If the licence applicant cannot meet any one of the "A" criteria in this Manual, this same cannot obtain a UEFA Licence.
- ✓ **"B" - criteria – Must:** "B" criteria are mandatory for each Serie A Club. However, in comparison to "A" Criteria, the clubs have alternative ways to fulfil the criteria (e.g. the Security Officer may be an employee of the Club or an independent consultant or company). If the licence applicant cannot meet any one of the "B" criteria in this Manual, this same cannot obtain a UEFA Licence.
- ✓ **"C" - criteria – Must:** "C" criteria are mandatory for each Serie A Club. However, violation of any of the "C" criteria (e.g. mandatory press officer) does not automatically lead to exclusion from receiving the UEFA Licence. The violating Clubs receive an official warning from the Licensing Office, indicating the terms within which the situation in question should be rectified and the methods through which the Club must demonstrate that it is able to fulfil the requirement (for example, a training course for substandard professional personnel: see section 5). Where, upon expiry of the specified terms, the Club has not rectified the situation, the Licensing Office shall notify Chairman of the FIGC who, having heard the opinion of the First Instance Licensing Committee, shall refer the Club to the Prosecutor of the FIGC who may submit the Club to the Disciplinary Committee that will sanction the club with a fine.
- ✓ **"D" - criteria – "Best Practice":** "D" criteria are best practice recommendations, thus the licence applicant has no obligation to fulfil them at the moment (e.g. availability of the so-called "mixed zone" between the changing rooms and the coach parking area provided for the teams). FIGC reserves the right to transform one or more "D" criteria into mandatory "A", "B" or "C" criteria during future reviews of this Manual.

The chart below summarizes the classification of the criteria contained in this Manual:

CRITERIA TYPE	TYPE	DISCIPLINARY ACTION
A	MANDATORY	UEFA Licence refused
B	MANDATORY (possibility of alternative fulfilment options)	UEFA Licence refused
C	MANDATORY	Official warning with request to rectify the situation Club referred to the Disciplinary Committee in order to be sanctioned with a fine
D	OPTIONAL	No disciplinary action

2.4 THE LICENSOR

2.4.1 The Licence is issued by FIGC.

The FIGC in line with the general contents of the UEFA Licence Manual establishes the nature and content of the criteria the Clubs must fulfil to obtain the UEFA Licence, defines the deadlines and outlines the administrative process.

To this end, FIGC, in collaboration with LNP, prepares the first Italian version of the “UEFA Club Licence Manual” (version 1.0) and is responsible for any further versions (updates) of this same, submitting them for accreditation to the competent UEFA bodies.

FIGC, in collaboration with LNP, shall assist the Clubs in fulfilling the requirements as per this Manual.

2.4.2 The issuing system for the Licence includes the following bodies:

- “Commissione delle Licenze di primo grado” (hereafter the First Instance Licensing Committee)
- “Commissione delle Licenze di secondo grado” (hereafter the Licensing Appeals Committee)
- The Project Manager
- The Deputy Project Manager
- The Licensing Office
- The Panel of Experts

2.4.3 The Executive Committee of the FIGC nominates the members of the First Instance Licensing and Licensing Appeals Committees, and adopts the base-version of the Manual and successive modifications of this same, to submit to UEFA for accreditation.

2.4.4 The Chairman of the FIGC in agreement with the Vice Chairmen and the President of LNP, nominates the Project Manager and Deputy Project Manager, the Licensing Manager and where necessary the Deputy and the members of the Panel of experts.

2.4.5 The First Instance Licensing and Licensing Appeals Committees shall determine whether or not to issue the UEFA Licence to

those Clubs applying for this same. The members of both Committees must meet the standards of respectability and professionalism.

The First Instance Licensing Committee at an initial motion, passes judgement on the Licence applications of the applicant Clubs. The decisions are based on documentation submitted by the applicant Clubs and in line with the requirements of this Manual.

The First Instance Licensing Committee is composed of the Chairman of the FIGC Club Supervisory Authority (hereafter Co.Vi.So.C.), who presides over the committee, of commissioners of the Co.Vi.So.C., and of two members, one appointed as Vice-Chairman, all of whom are nominated for a two-year period by the Executive Committee of the FIGC from professionals registered in professional registers with specific professional qualities in the subject matter of sporting venues. The professional requirements of the members of the Co.Vi.Soc. are established by Art. 78, para. 2, of the NOIF. The Committee is summoned by the Chairman and is considered lawfully convened in the presence of five members, one of which must be the Chairman or Vice Chairman and at least one expert of sporting venues.

In order to guarantee complete independence, autonomy and disjunction of the Committee, the appointment of the members of the First Instance Licensing Committee is incompatible with any other responsibility or appointment of the FIGC or the LNP, except the membership of the Co.Vi.So.C.. The members of the Committee, required to adhere to the confidentiality agreement, are forbidden to maintain relationships of any nature with LNP Clubs or any other League.

The correct operation of the First Instance Licensing Committee is guaranteed by the Licensing Office, which guarantees the Committee all the necessary administrative services.

The decisions of the First Instance Licensing Committee shall be taken with the absolute majority of those present.

The Licensing Appeals Committee is the body that, in a second motion, passes judgement on appeals presented against the decisions of the First Instance Licensing Committee.

It is composed of a Chairman, Vice-Chairman and three effective members, in addition to two deputies, nominated by the Executive Committee of the FIGC for a period of three years from people with specific professional qualities in the subject matter of this Manual. Of the five effective members, at least one must be registered with the Law Rolls with at least ten years' professional experience, one with the Register of Certified Public Accountants and one must be a professional registered in professional registers with specific professional qualities in the subject matter of sporting venues. The Chairman is chosen from those registered with the Law Rolls.

The Committee is summoned by the Chairman and is to be considered lawfully convened in the presence of five members, one of which must be the Chairman or Vice Chairman. The deputy members shall be summoned only where one or two effective members are unable to attend.

In order to guarantee complete independence, autonomy and disjunction of the Committee, the appointment of the members of the Licensing Appeals Committee is incompatible with any other responsibility or appointment of the FIGC or the LNP. The members of the Committee, required to adhere to the confidentiality agreement, are forbidden to maintain relationships of any nature with LNP Clubs or any other League.

The Licensing Office, which guarantees all the necessary administrative services, ensures the correct operation of the Licensing Appeals Committee.

The decisions of the Licensing Appeals Committee shall be taken with the absolute majority of those present.

The independence, autonomy and disjunction of the members of the Committees shall be prejudiced where, for example but not limited to, one of the relatives or otherwise of this same is an employee, shareholder, commercial partner, consultant of the applicant Club. In any case, members of the Committees are required to declare any conflicts of interest with applicant Club, and abstain from any discussion and voting pertinent to this same applicant Club.

2.4.6

The Project Manager is required to organise and coordinate the entire Licensing process, responding directly to the Federation Chairman. The Deputy Project Manager assists the Project Manager in carrying out the various functions of this same.

The Licensing Office is required to :

- assists, verifies and monitors the actions of the applicant Clubs with reference to the Licence applications of these same;
- monitors the correct implementation of the Licensing procedures;
- provides administrative and secretarial support to the First Instance Licensing and Licensing Appeals Committees responsible for Licence applications;
- maintains a constant flow of information with the Panel of Experts and the other subjects involved in the procedure;
- guarantee the necessary link with the offices of the FIGC, in particular the Technical Secretariat of the Co.Vi.So.C. and LNP;
- shares information and expertise with the corresponding offices of other Federations and the UEFA.

To this end the Licensing Office is required to:

- prepare the necessary forms to be sent to the applicant Clubs for the UEFA Licence;

- receive and file all declarations, reports and documentation sent by the applicant Clubs for the UEFA Licence;
- verify the completeness of the documentation received and request further information, documentation and/or additional interventions where needed;
- organise spot checks or targeted inspections at the Club premises;
- submit the documentation received to the experts in line with the established procedures;
- prepare, for each applicant Club, a Report to send to the First Instance Licensing Committee;
- receive a copy of the appeals addressed to the Licensing Appeals Committee and prepare, for each appealing Club, a Report to send to the Licensing Appeals Committee;
- communicate to UEFA the list of the Clubs who have obtained the Licence.

The members of the Panel of experts are required to determine, on the basis of the documentation and declarations submitted by the Clubs or the targeted inspections as prepared by the Licensing Office, whether the criteria as established by the Manual for the respective areas (sporting, infrastructure, personnel and administrative, legal and financial) have been met by the applicant Clubs. Furthermore, the members provide technical assistance, regarding their respective areas, to the First Instance Licensing and Licensing Appeals Committees responsible for Licence applications, to the Project Manager and Deputy Manager and the Licensing Office.

The members of the Panel of Experts are forbidden to maintain relationships of any nature with LNP Clubs.

2.5. THE CORE PROCESS

2.5.1. The procedures established by this Manual are essentially based on declarations underwritten by the corporate bodies of the applicant Clubs and the submittal of documentation proving the fulfilment of specific requirements.

The clubs are required to fill in the forms and statements as prepared by the Licensing Office. These modules, complete with the list of the required documentation, shall be sent to the applicant Clubs no later than 31st October each year.

The documentation sent to the Licensing Office must be accompanied by a declaration duly signed by the legal representative of

the applicant Club and by the Chairman of the Statutory Board of Auditors (“Collegio Sindacale”) in which the completeness and accuracy of the submitted documentation is confirmed.

FIGC guarantees all applicant Clubs the utmost confidentiality regarding the information submitted during the UEFA Licensing procedure.

2.5.2. All controls and examinations carried out by the Licensing Office shall include the following two valuation criteria:

- a. In all cases: examination of the documentation submitted by the applicant Clubs, in accordance with the content of this Manual, with the UEFA Licence application. This check regards both the completeness of the information supplied (responsibility of the Licensing Office) and determines whether or not this same demonstrates that the required conditions have been met (responsibility of the Panel of experts);
- b. Only in specific cases: spot checks or targeted inspections shall be carried out, with specific grounds, at the premises of the applicant Clubs and/or other locations where the activity of these same is carried out, in order to verify the effective fulfilment of the criteria of this Manual. These inspections may be performed by the members of the Panel of experts. In each occurrence, the procedures and terms of the inspections must be agreed in advance with the applicant clubs concerned.

In order to support the inspection and control activities, the Licensing Office may request additional documentation to that submitted by the applicant Clubs. Similarly, while preparing the final reports, the Panel of experts may indicate to the Licensing Office the need to request further documentation and declarations from the applicant Clubs, or detail any specific actions required to rectify any violations deriving from the declarations and/or documentation submitted.

As far as the control procedure is concerned, an exception to the general rule is where the infrastructure criteria are met: in such a case all applicant Clubs will be subjected, during the normal LNP controls, to an inspection carried out by the LNP Sporting Venue Committee, in order to obtain the Stadium Certification.

The inspection activity regarding the economic-financial criteria is delegated to the Co.Vi.So.C. inspectors.

Should any documentation as required by this Manual be missing or incomplete within the terms specified herein, the applicant Club responsible shall be liable to disciplinary action in line with the criteria as specified for this same missing or incomplete documentation.

Should the submitted documents be falsified, in addition to the disciplinary action as per above, the First Instance Licensing Committee informs the Chairman of the FIGC who shall refer the acts to the Prosecutor of the FIGC who may submit the Club to the Disciplinary Committee of the LNP. Where the assessment of the falsified documents is carried out subsequent to receiving the UEFA Licence, any disciplinary action deriving from the violations of the criteria as per this same documentation shall be en-

forced as of the following competition season. In such a circumstance, the Chairman of the FIGC, having heard the opinion of the First Instance Licensing Committee, refers the acts to the Prosecutor of the FIGC. It is worth mentioning that receiving the UEFA Licence does not exonerate the Clubs from adhering to the UEFA Regulations regarding the competitions.

The entire organisational and operational process of the UEFA Licence (“core process”) is subject to external certification. This guarantees the absolute integrity and transparency of the system and the substantial uniformity in the valuation methods and documentation applied, compatibly with the different national laws currently in force in the various European countries.

2.6. LICENCE ISSUE

2.6.1. The various operational phases of the UEFA Licence procedure, showing the fulfilments required of the applicant Club, the inspections to be carried out by the competent bodies of the Licensing system as per paragraph 2.4.2 and the various deadlines are indicated as follows:

- a) by 31st October: the applicant Clubs shall receive the forms to be completed and the list of documentation required from the Licensing Office;
- b) by 31st January: submission of the UEFA Licence application to the Licensing Office by the applicant Clubs, together with the declarations and documentation required, except for declarations and documentation regarding the economic-financial criteria;
- c) by 28th February: submission of the economic-financial declarations and documentation by the applicant Clubs;
- d) by 31st March: the Licensing Office shall carry out the examination, request supplementary information from the applicant Clubs as and when necessary, send the documentation to the experts, collect professional opinions and draw up, for each applicant Club, a report that this same shall send to the First Instance Licensing Committee;
- e) by 10th April: the First Instance Licensing Committee shall examine the reports received from the Licensing Office and shall decide whether or not to grant the UEFA Licence to the applicant Clubs. The decision not to grant the UEFA Licence must have valid grounds and the applicant Club must be notified;
- f) within 7 days of the notification, even only by telefax, of the refusal to grant the UEFA Licence and relative motivations: the

applicant Club that has been refused the UEFA Licence may lodge an appeal against the decision to the Licensing Appeals Committee, sending a copy to the Licensing Office. The appeal must be sent by telefax and via registered post with receipt of return and must include the documentation demonstrating the grounds for this same appeal. The appealing Club, upon lodging the relative appeal, may ask to be heard by the Committee. In no case whatsoever will an appeal made by one Club against the granting of the UEFA Licence to another Club be accepted.

- g) by 30th April: The Licensing Appeals Committee, having examined the reports received from the Licensing Office regarding the appeals submitted by the applicant Clubs, shall pronounce its verdict regarding the granting of the UEFA Licence. The decision to not grant the UEFA Licence must have valid grounds and be communicated to the Club, even only by telefax, which within the essential term of five days from the receipt of the communication is entitled to file an arbitration procedure according to the following paragraph.
- h) any dispute regarding the refusal of the UEFA Licence, arising between FIGC and the Club following the decision of the Licensing Appeals Committee, shall be submitted exclusively to the decision judgement of an Arbitration Panel established in accordance with the rules of the Chamber of Conciliation and Arbitration for Sport administered by CONI (Italian Olympic Committee) or by any subsequent rule adopted by the Chamber itself. In any case, the arbitration request, waiving the conciliation phase, must be filed with the Chamber of Conciliation and Arbitration for Sport, with copy to the Licensing Office. The claim has to be filed within the essential term of five days from the receipt of the communication of the decision of the Licensing Appeals Committee, even only by telefax, fully supported by grounds and documents. The Arbitration Panel shall be composed of 3 arbitrators, one of whom acting as chairman of the Panel, appointed as a matter of urgency within three (3) days after the filing of the arbitration claim by the Chairman or, if the Chairman is not available, by the Vice –Chairman of the Chamber of Conciliation and Arbitration of Sport. The Arbitration Panel appoints a financial expert (certified public accountant or certified auditor) for assistance if financial criteria are disputed. The Arbitration Panel shall render an award as a matter of urgency with no formalities, in “via irruuale” (i.e. having a contractual value) and in law giving notice of the holding of the award to the parties within 21 days of the formation of the Panel. The full text of the award, complete with grounds, may be communicated within 30 days from the delivery of the holding. The decisions of the Arbitration Panel shall be taken with the absolute majority of the Arbitrators.

Upon conclusion of the above procedure, and in any case no later than 31st May, the Licensing Office shall send to UEFA the list of Clubs who have received the UEFA Licence for the following competition season.

2.6.2. Should, at any moment during the competition season, the criteria for which the UEFA Licence was granted no longer be met, the Licensing Office shall request that the applicant Club intervene in order to rectify the relative situation, setting a specific date within which all necessary amendments must be carried out in full. Where the amendments are not carried out, the Licensing Office shall inform the Chairman of the FIGC who, having heard the opinion of the First Instance Licensing Committee, may then refer the acts

to the Prosecutor of the FIGC who may then refer the case to the Disciplinary Committee. The Licence grant for the following season shall be subject to an inspection in order to ascertain whether the relative unfulfilled criterion or criteria have since been rectified. .

The First Instance Licensing Committee, having evaluated the level of importance of the criteria, has the faculty to withdraw the Licence with immediate effect provided valid grounds exist.

Where the decision of the First Instance Licensing Committee is unfavourable, an appeal against the withdrawal of the Licence and relative grounds may be made within 7 days of the notification, even only by telefax.

The Club whose UEFA Licence has been withdrawn may lodge an appeal against the decision to the Licensing Appeals Committee, sending a copy to the Licensing Office. The appeal must be sent via registered post with receipt of return and must include the documentation demonstrating the grounds for this same appeal. The appealing Club, upon lodging the relative appeal, may ask to be heard by the Committee.

The Licensing Appeals Committee, having examined the reports received from the Licensing Office regarding the appeals submitted by the applicant Clubs, shall pronounce its verdict within ten days of receipt of the appeal, sending notice, even only by telefax, to the Club, which within the essential term of five (5) days from the receipt of such notice can start the arbitration procedure in accordance to paragraph 2.6.1 h)

Valid grounds for the withdrawal of the Licence include the exclusion from national sporting competitions deliberated by competent bodies of the FIGC and interruption in any form of the sporting activity during the competition season.

Where the Licensee is declared bankrupt, where temporary receivership of the activity is granted by the judicial authorities, the provisions of Art. 16 para. 2 of the NOIF shall be applied and, consequently, the Licence is not withdrawn if, with its own provision, the Chairman of the FIGC allows the continuation of the sporting activity.

The UEFA Licence may not be transferred to other Clubs.

Only in the case provided by Art. 52, paragraph 3 of the NOIF (attribution of the sporting title to another Club by deliberation of the Chairman of the FIGC in cases of revocation of the affiliation) may the UEFA Licence be attributed, together with the sporting title, to a new Club provided that the new Club fulfils all obligations as assumed by the previous one, including salaries and welfare contributions, towards all the employees and including any obligation towards other football clubs, players or other third parties authorised by the competent football body (FIFA, UEFA, FA) due from player transfers.

2.6.3. Where, on 31st March, one or more Clubs of the Serie B who have not yet applied for the UEFA Licence as per paragraph 2.1.2., are still competing to qualify for the UEFA Cup through the Coppa Italia, these Clubs will be eligible for a special procedure to be

admitted into the UEFA Cup for the following season, under the following conditions:

- a) by 15th April: The Licensing Office communicates to UEFA the possibility that a Serie B Club may qualify for the UEFA Cup for the following season;
- b) upon qualifying for the UEFA Cup: the Serie B Club submits to UEFA, through the Licensing Office, an application to be granted the extraordinary UEFA Licence;
- c) Uefa, having heard the opinion of FIGC, shall define the procedures and criteria to use for the concession of the Licence, in line with the terms and conditions of the Italian Licensing Manual for Serie A Clubs, the Uefa Licensing Manual and the characteristics of the Serie B Clubs that submitted the application;
- d) within the terms as indicated by UEFA: the Serie B Clubs shall submit the required documentation to the Licensing Office;
- e) Where the Clubs have documented and satisfied the required criteria within the terms established UEFA, based on a careful examination of the documentation carried out by the Licensing Office shall grant this same an extraordinary license .

Provisional regulations

1. Until the nomination by the Chairman of the FIGC of the Project Manager and Deputy, the Licensing Manager and possible Deputy Licensing Manager and the members of the Panel of experts, the functions of these bodies shall be carried out by persons nominated beforehand by the LNP Executive Committee.
2. For the 2003/2004 season, the UEFA Licence applications and relative documentation are to be submitted to the LNP that shall forward them on to the FIGC.
3. For the 2003/2004 season, the deadline by which Clubs must integrate any documentation prepared by this same to together with the UEFA Licence application, which must be submitted by 31st January (paragraph 2.6.1., letter b), and by which all interventions must be completed to rectify any anomalies and/or inefficiencies resulting from the above documentation, in line with paragraph 2.5.2., second paragraph, is peremptorily set at 31st March 2004.
4. For the 2003/2004 season, the deadline by which Clubs must integrate any financial documentation, which must be submitted by 28th February (paragraph 2.6.1., letter c), and by which all interventions must be completed to rectify any anomalies and/or inefficiencies resulting from the above documentation, in line with paragraph 2.5.2., second paragraph, is peremptorily set at 31st March 2004. The deadline by which the interim financial statement must be submitted to the Licensing Office, as deliberated by the LNP Committee on 29th October 2003 and communicated to the Clubs by letter on 31st October 2003, protocol 5173, is furthermore peremptorily set at 31st March 2004. By this same peremptory deadline of 31st March 2004 the documentation demonstrating the adhesion to tax amnesty initiatives involving the deferment of amounts payable to the Inland Revenue as substitution taxes, in line with the provisions of Law.
5. For the 2003/2004 competition season, the Licensing Office agrees with UEFA the terms of paragraph 2.6.1., first paragraph, letters d), e) and g), and second paragraph, of this Manual.

Chart 2.1. – PROCEDURES AND PHASES OF THE UEFA LICENSING PROCESS: FIRST INSTANCE PROCEDURE

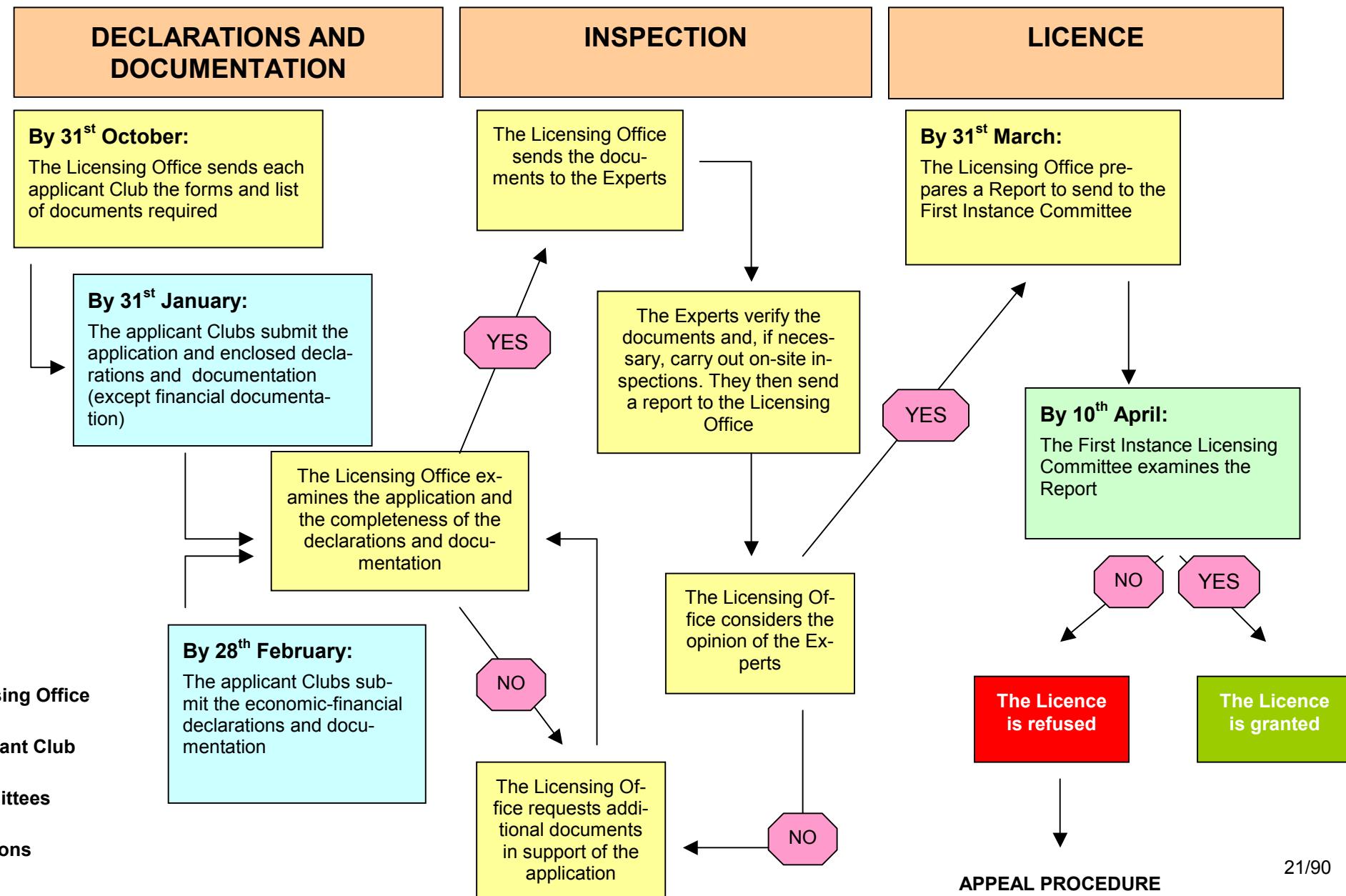


Chart 2.2. – PROCEDURES AND PHASES OF THE UEFA LICENSING PROCESS: APPEAL PROCEDURE

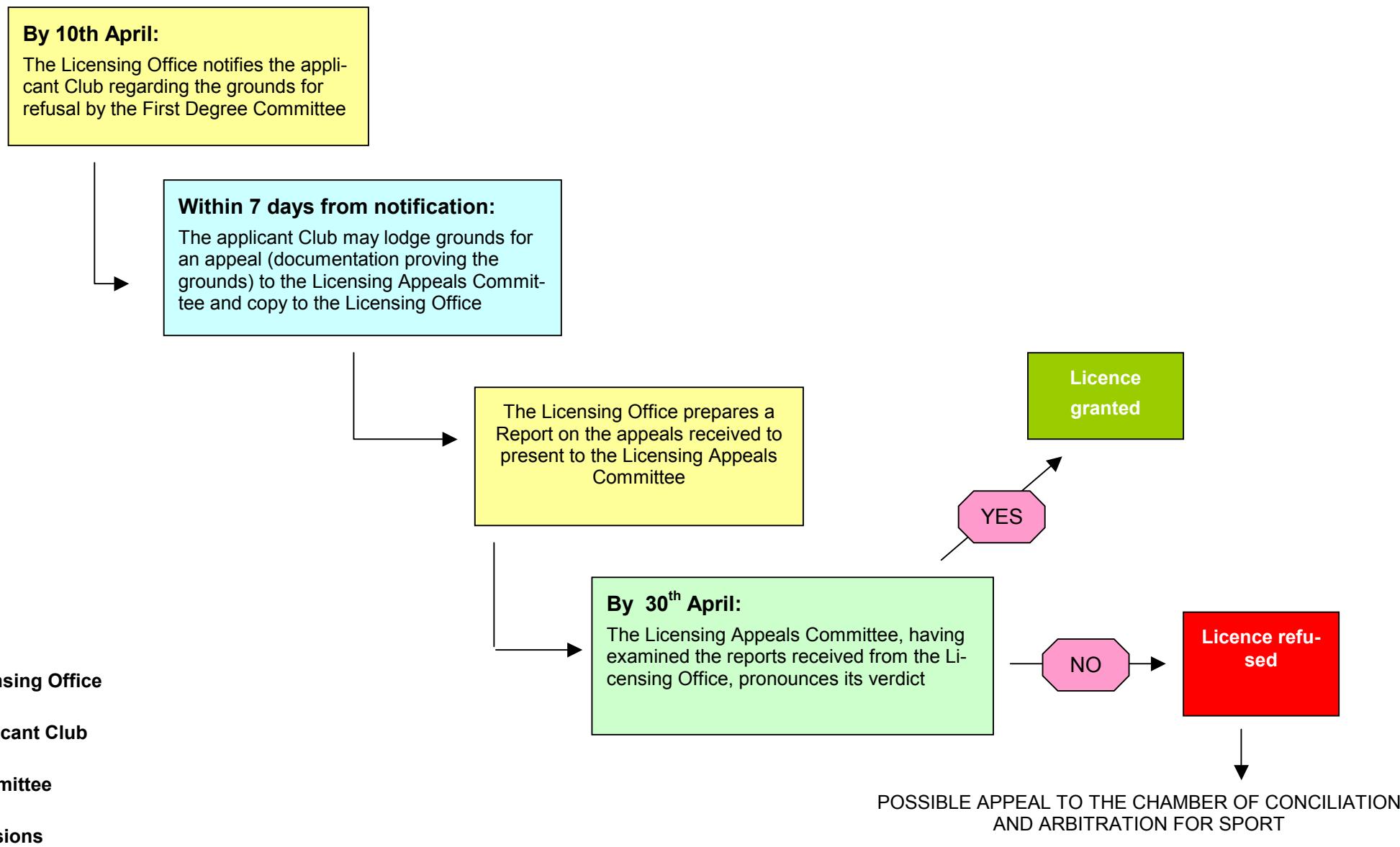
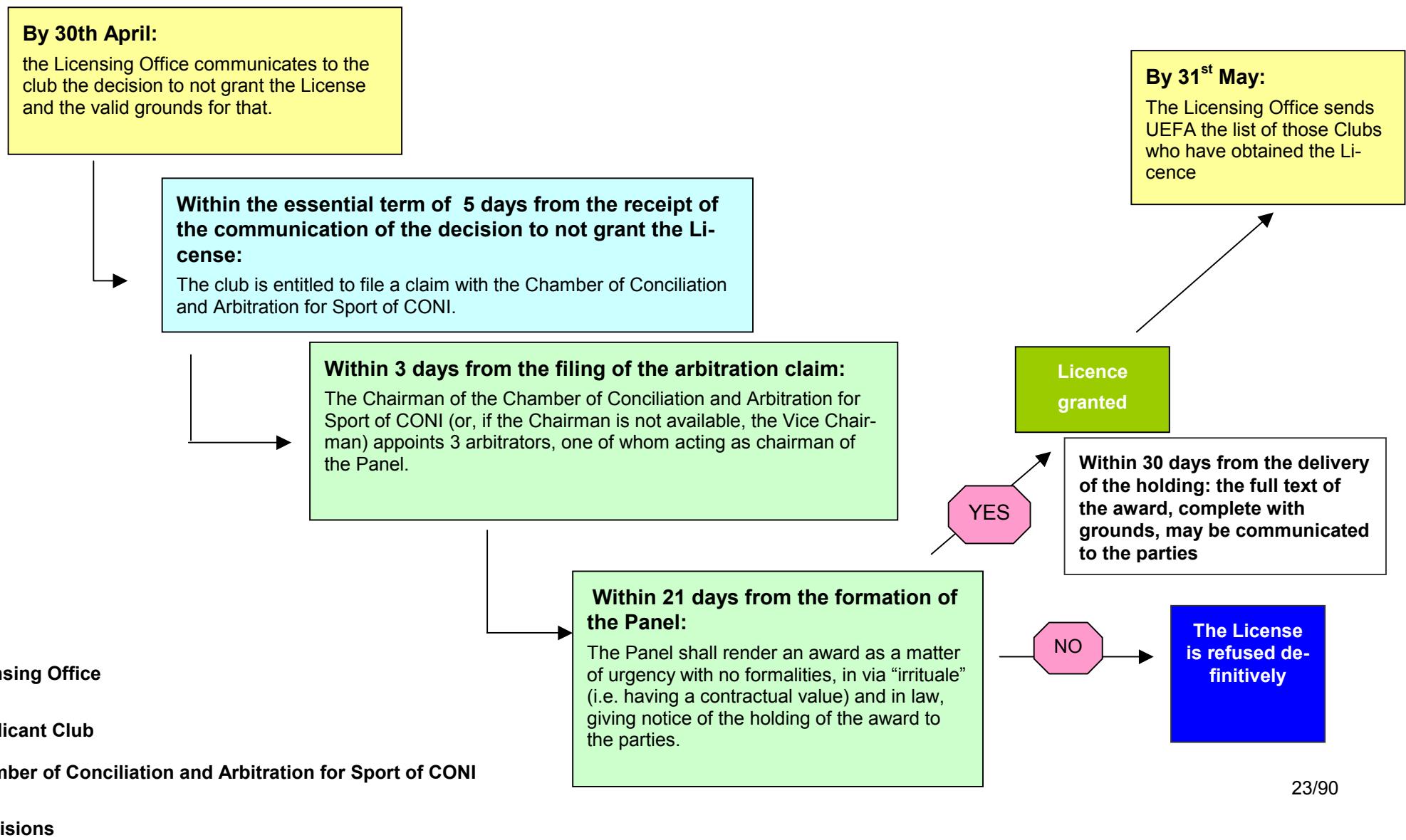


Grafico 2.3. – PROCEDURES AND PHASES OF THE UEFA LICENSING PROCESS: CHAMBER OF CONCILIATION AND ARBITRATION FOR SPORT OF CONI



3. SPORTING CRITERIA

3.1. OBJECTIVES

This section deals with the minimum requirements that professional football clubs must demonstrate to possess in carrying out their institutional sporting activity.

The establishment of these requirements is coherent with the pursuit of the following objectives, each one fundamental to enhance the football system overall:

- a) The promotion of the development of youth football in Italy, through:
 - ✓ The increase in resources invested in the core business;
 - ✓ Improvement of the organisational structures, installations and sporting equipment;
 - ✓ Continuous improvement in the quality of the coaches and in the technical training programmes for young players;
 - ✓ The adoption of appropriate educational programmes, aimed at encouraging the completion of regular school education and/or gradual introduction into working life for young footballers.
- b) The guarantee that qualification for the European Cups of Italian Clubs is based on sporting merit gained in the national competitions, and that this requirement prevails over all others (infrastructure, organisation, financial, etc.).
- c) The promotion of Fair Play and mutual understanding between referees, managers, coaches and players.

3.2. REQUIREMENTS AND CRITERIA

Criteria No.	Grade	Description and objectives	Declarations and documents required from those Clubs applying for the UEFA Licence
S.01	A	<p>YOUTH DEVELOPMENT PROGRAMME</p> <p>Each Licence applicant must have a youth development programme, and promote and encourage the development of this same.</p> <p>The Club must guarantee that all players of its youth development programme have the possibility to follow regular sporting, school and professional education, in line with the objectives as per paragraph 3.1.a., approved by FIGC.</p> <p>In all cases, the Clubs are required to participate in the official activities of the following youth categories recognised by the FIGC, with at least one team per category:</p> <ul style="list-style-type: none"> - Primavera (16 - 19 years old) - Allievi (14 - 15 years old) - Giovanissimi (12 - 13 years old) - Esordienti (10 - 11 years old) - Pulcini (8 - 9 years old) <p>For the categories Primavera, Allievi and Giovanissimi , the youth teams registered for the relative championships must</p>	<p>CERTIFICATE:</p> <ul style="list-style-type: none"> - Report on the contents of the development programme for young football players (compilation of form "Development Programme") - List of registered young players of the applicant Club, separated into membership category, indicating the personal data and number of years as member of youth teams (compilation of form "Registered Young Players") - List of the teams participating in Spring, Under 18 and Juvenile championships in addition to Debutant and Junior tournaments, indicating the membership to the applicant Club or an affiliate (compilation of form "Youth Teams") - Report on the content of the collaboration/affiliation agreements with other clubs for the development of core football activity (compilation of form "Collaboration/Affiliation Agreements with other Clubs")

		<p>belong to the Club applying for the Licence.</p> <p>Esordienti and Pulcini categories from other clubs to the one applying for the Licence are permitted to participate in relevant tournaments as long as these are linked to the applicant Club through formal collaboration/affiliation agreements, and are located in the same Province as this same. In this case, the collaboration/affiliation relationship must expressly provide technical and financial assistance from the applicant Club.</p>	
S.02	A	<p>SPORTING MERIT - FIRST TEAM</p> <p>The first team of the club must qualify for the UEFA club competitions on sporting merit through the domestic competitions approved by the FIGC.</p> <p>Victory of the sporting title awarded in line with the FIGC rules is mandatory, and prevails over all others in granting admission to UEFA Club competitions.</p> <p>In the case of a club which qualifies on the sporting basis at the end of the season for admission to UEFA club competition, but does not obtain the UEFA Licence because of violations of the provisions and/or non-fulfilment of a criterion as per this Manual, the right to enter in the respective UEFA club competition shall be granted to a replacing club, which has received a UEFA License. The replacing club will be determined as follows:</p> <ul style="list-style-type: none"> - The other Coppa Italia finalist, if the winner of the Coppa Italia did not get a UEFA license and provided that such other finalist got a UEFA license; - in all other cases, to the highest qualified Licensed Club according to the final score of the Serie A (ranking list) immediately after the other Licensed Clubs that already got 	

		<p>the sporting title for the admission to the respective UEFA club competition;</p> <ul style="list-style-type: none"> - where two Licensed Clubs wishing to replace the Club excluded through refusal of the UEFA License, identified according to criteria established by article 51 of the NOIF, have the same score, a draw executed by FIGC will take place to determine the replacing club. 	
S.03	D	<p>SCHOOL AND/OR PROFESSIONAL EDUCATION OF YOUNG PLAYERS</p> <p>The applicant Club must guarantee, promote and support, in line with the ambitions of the players, initiatives aimed at constantly enriching the culture of these same. Consistently with the needs of the sporting activity, the Clubs must facilitate the participation in courses and preparation of exams of those players who intend to continue with their studies or receive a professional qualification</p>	<p>CERTIFICATE:</p> <ul style="list-style-type: none"> - Report on the educational qualifications of the young players and the educational and/or professional courses followed by these same (compilation of form "Education and Instruction of Young Players")
S.04	D	<p>RELATIONS WITH THE REFEREEING SYSTEM</p> <p>FIGC, in collaboration with LNP, promotes annual gatherings of players, coaches and management of the Serie A and Serie B clubs, to encourage an exchange of views and information regarding the regulatory and behavioural aspects of the matches organised by these same.</p> <p>Extraordinary gatherings of the same nature shall be organised each time the introduction of a specific new regulation renders it necessary.</p> <p>The Clubs are required to provide the utmost willingness and collaboration towards the above initiative, aimed at promoting mutual understanding among players, coaches, management and referees.</p>	<p>CERTIFICATE:</p> <ul style="list-style-type: none"> - Attendance certificate issued by LNP or by FIGC

4. INFRASTRUCTURE CRITERIA

4.1 OBJECTIVES

This section deals with the necessary requirements to guarantee the highest standards of use of the stadiums and to promote the continuous development and improvement of these same.

These criteria aim to ensure that:

- all match participants throughout Europe are provided with similar sporting facilities both in terms of equipment and quality;
- the football spectator is accommodated in a safe, comfortable and customer-friendly environment;
- media and press representatives are able to carry out their work in a proper and correct manner;
- suitable training facilities are offered to the players of every club to help improve their technical skills.

These standards of use and safety are determined in line with the relevant national regulations currently in force, and are verified and assessed annually by the Sporting Facility Committee of LNP in line with the role assigned to this same by Art. 44 of the LNP Regulations to obtain the Stadium Certification.

In line with UEFA recommendations, this section of the Manual also includes a series of recommendations ("D" Criteria) that the football Clubs are asked to take into account should these same construct a new stadium and/or renovate the existing one over the next few years, inasmuch as UEFA may make some or all these same recommendations essential requirements in the short term.

4.2 STADIUM DEFINITION

Within the scheme of this Manual, “stadium” means the venue for a competition match. This venue comprises the stadium itself, as well as the area around it, up to and including the fencing surrounding it, the air space immediately above the stadium (if the stadium owner holds such rights), and the television, press and VIP areas.

4.3 REQUIREMENTS AND CRITERIA

Criteria No.	Grade	Description and objectives	Declarations and documents required from those Clubs applying for the UEFA Licence
I.10	B	<p>AVAILABILITY OF THE STADIUM</p> <p>The applicant Club must have a stadium available to play all UEFA club competitions.</p> <p>This stadium may be:</p> <ul style="list-style-type: none">a) owned by the Club;b) owned by others. <p>Where the stadium is not the property of the applicant Club, this same must provide a written contract or usage agreement with the owner of a stadium or with owners of different stadiums it will use within the territory of the national association. This contract, or usage agreement, must guarantee the use of the stadium for the UEFA home matches for the coming season, for which the licence applicant qualifies in sporting terms.</p>	<p>DOCUMENTS (to provide for the inspection carried out by the Sporting Facility Committee of LNP):</p> <ul style="list-style-type: none">a) certificate demonstrating ownership of the facility by the Club;b) contract or usage agreement for the facility or facilities for the entire competition season.

I.13	B	<p>AVAILABILITY OF TRAINING FACILITIES FOR THE TOP TEAM AND YOUTH TEAMS</p> <p>Training facilities must be available to the club throughout the competition season. These facilities may be:</p> <ul style="list-style-type: none"> a) owned by the club; b) owned by others. <p>Where the applicant club does not own the training facilities, this same may provide written contracts or usage agreements with the owner(s) of the training facilities. This contract guarantees the use of the training facilities for the coming season for all the club teams that participate in championships approved by the FIGC.</p>	<p>DOCUMENTS (to provide for the inspection carried out by the Sporting Facility Committee of LNP):</p> <ul style="list-style-type: none"> c) certificate demonstrating ownership of the facility by the Club; a) contract or usage agreement for the facility or facilities for the entire competition season.
I.20	C	<p>In any case the training facilities must be in line with the Youth Development Programme approved by FIGC (see criteria S.01).</p> <p>The training facilities must include at least:</p> <ul style="list-style-type: none"> - an outdoor field of play measuring 105 m x 68 m; - an indoor area with artificial turf measuring at least 60 m x 40 m; - an outdoor field measuring at least 60 m x 40 m for every 25 member player of the Club. <p>Each pitch must include the following equipment, in line with the numerical and dimensional requirements of rules and regulations of the CONI and/or LNP:</p> <ul style="list-style-type: none"> - Dressing rooms for players with bathroom facilities and showers; 	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Declaration of compliance with the criteria of the Manual

		<ul style="list-style-type: none"> - Dressing rooms for trainers with bathroom facilities and showers; - Storage spaces for various materials and equipment; - First-aid rooms with independent bathroom facilities; - Technical installation room with air conditioners and water treatment; - Parking facilities for athletes and trainers. 	
I.01	A	<p>HOMOLOGATION/CERTIFICATION OF THE STADIUM</p> <p>The stadium must be certified, or rather complete with Safety and Security Certification, in line with the national/local laws currently in force, updated no more than two years before the beginning of the club competition season for which the UEFA Licence has been requested.</p> <p>Where the Licence for use and/or Safety and Security Certificate were issued more than two years prior to the start of the season, a confirmation of the validity of this same must be requested from the Local Authorities together with a declaration stating that no transformational works interventions (of any nature) have taken place regarding the stadium since these same certificates were released.</p> <p>Where works interventions have been/ are being carried out on the stadium, the two certificates will have to be updated.</p> <p>Where the validity of the Safety and Security Certificate and/or the Licence for use is shorter than the duration of the UEFA competition season, the applicant Club shall be asked to indicate an alternative sporting venue, within Italy, in which its home matches may be played in case of temporary and/or permanent unavailability of the original sporting</p>	<p>DOCUMENTS (to provide for the inspection carried out by the Sporting Facility Committee of LNP):</p> <ul style="list-style-type: none"> - Safety and Security Certificate issued by the local authorities subsequent to a successful inspection by the Provincial Committee for the Supervision of Places of Public Exhibition. - Licence for use or trading licence indicating the maximum permitted capacity. - Any declarations of the Local Authorities validating the two documents above, stating that no transformational works interventions (of any nature) have taken place regarding the stadium since these same certificates were released, for certificates issued more than two years prior to the start of the season - Report of the Provincial Committee for the Supervision of Places of Public Exhibition indicating the maximum permitted capacity and the division of this same for each sector. - Fire Prevention Certificate enclosed with approved plans showing, among others, the emergency exit flows

		<p>venue. In this case, full availability of the second installation during the necessary period will be requested, as will the conformation to the criteria of this UEFA Club Licensing Manual.</p>	<p>of the public.</p> <ul style="list-style-type: none"> - Plan to maintain the safety conditions prepared in line with Art. 19 of the Ministerial Decree of 18/03/1996 and/or further integrations or replacements. - Updated Test certificate of the structures and relative maintenance programme. - Test certificate and relative maintenance programme of all the technical installations present within the stadium. <p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Homologation certificate issued by LNP.
I.02	A	<p>SAFETY PROGRAMME FOR THE STADIUM</p> <p>For what concerns safety organization within the stadium, the clubs must implement the Plan to maintain the safety conditions prepared in line with Art. 19 of the Ministerial Decree of 18/03/1996 and/or further regulation or legislative integrations or replacements, respecting in particular, the following conditions:</p> <ul style="list-style-type: none"> - All areas of the stadium, inclusive of access areas, exit ways, stairs, doors, pathways, roofing, public and private areas and rooms must conform to the safety standards as per the Ministerial Decree of 18/03/1996; - All gateways and stairs in the spectator areas must be painted luminous yellow, including the communicating gates between the stands and the playing area and all the doors and exit gates leading out of the stadium (these latter may, if necessary, be painted on the inside- 	<p>DOCUMENTS (to provide for the inspection carried out by the Sporting Facility Committee of LNP):</p> <ul style="list-style-type: none"> - Plan to maintain the safety conditions prepared in line with Art. 19 of the Ministerial Decree of 18/03/1996 and/or further integrations or replacements.

		<p>only, so that it is visible to the exiting public);</p> <ul style="list-style-type: none"> - The club must ensure the implementation of control measures so that, during the match, no object or encumbrance, even temporarily, obstructs the free flow of spectators along the passageways, corridors, stairs, doors, gateways and main gates, in addition to the safe areas; - All the exit doors and gates of the stadium, including those that lead from the stands towards the playing area, must open outwards and must not be padlocked while spectators are in the stadium. All doors and gates of this nature must be permanently supervised by a security officer, in order to avoid misuse (abusive and/or unauthorised passage) and to allow immediate opening in case of emergency evacuation. In order to prevent illegal entrance intrusions, these gates may be equipped with a mechanical closure device that is easily and quickly opened by the security guard within the play area. They must not be locked while spectators are in the stadium; - The stadium must be equipped with a suitable installation able to protect those on the playing field and in all other areas of this same; - It is essential that the organisers of the matches, senior police officers and those responsible for safety within the stadium are able to communicate with the spectators both inside and outside of the stadium through a sufficiently powerful and reliable PA system and/or through an illuminated billboards and/or giant screen. 	
I.03	A	<p>EVACUATION PLAN</p> <p>Before the competition season begins, the “Operational Safety Group” (OSG) must be established, in agreement with</p>	<p>DOCUMENTS (to provide for the inspection carried out by the Sporting Facility Committee of LNP):</p> <ul style="list-style-type: none"> - Emergency evacuation plan for the stadium

	<p>with the competent local authorities, coordinated by the senior Police officer on duty at the stadium and including this same, the safety coordinator for the applicant Club, the deputy of this same, the senior fire prevention officer of the Fire Brigade on duty at the stadium, the senior medical officer on duty at the stadium, the representative of the Traffic Policemen, the senior rapid intervention officer (structures and installations) on duty at the stadium, the representative of the visiting teams and others as deemed necessary by this same OSG.</p> <p>The OSG must arrange, activate and control the correct implementation of the “Plan to maintain the safety conditions” prepared in line with Art. 19 of the Ministerial Decree of 18/03/1996.</p> <p>Each applicant Club must draw up, in accordance with the OSG, an emergency Evacuation Plan relative to the stadium and/or stadiums that this same expects to use for UEFA competitions.</p> <p>This plan should also include the emergency activation methods, indicate those personnel (directors, coordinators and officers) in charge of the evacuation procedures and the responsibilities of these same.</p> <p>Before the opening match of the sporting season for which the Licence has been requested, at least one evacuation simulation must be carried out.</p> <p>This simulation must be repeated each time the structure of the stadium is changed (variations to the entrances and exits, variation in the distribution of spectators in the various sectors, variations in the usage conditions of the stadium, etc.), and in any case at least once a year.</p>	<ul style="list-style-type: none"> - Register of the number of evacuation procedures practices carried out
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		<p>A register must also be prepared in which the dates, methods and results of all simulations may be recorded, in addition to any action taken to rectify anomalies and/or inefficiencies.</p>	
I.04	A	<p>CONTROL ROOMS AND TELEVISION SURVEILLANCE SYSTEM</p> <p>Every stadium should be equipped, separately or organised in an independent area (in line with the provisions of the Ministerial Decree 18/3/96 the control rooms must be approved jointly by the CPV - Provincial Committee (or by the substitute Police Forces) - for what concerns the functionality and by LNP for what concerns the structural and sporting venue aspects), with:</p> <ul style="list-style-type: none"> - A general control room, offering panoramic views of the entire stadium, of sufficient dimensions to house at least three operators (each equipped with a workplace including table, chair and with views over the stadium), a table, a cupboard, a telephone exchange and radio station capable of connecting the operators to all safety officers and coordinators; 	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Declaration of compliance with the criteria of the Manual
I.33	D	<ul style="list-style-type: none"> - A control room for the stadium's permanent and guarded CCTV installation, with the following minimum equipment: <ul style="list-style-type: none"> ▪ Two Super VHS video recorders, one for outside and one for inside the stadium; ▪ A thermal printer; ▪ A number of monitors equal to the number of cameras, plus one monitor for each operator on duty in the control room; 	<ul style="list-style-type: none"> - Declaration of compliance with the criteria of the Manual

		<ul style="list-style-type: none"> ▪ Keyboard for operators. <p>To permit the identification of a single spectator in each zone of the stadium even at night, in line with the provisions of Art. 18 of the Ministerial Decree of 18/03/1996, the permanent public CCTV video surveillance system must satisfy the following characteristics:</p> <ul style="list-style-type: none"> - The cameras, installed in fixed areas, should be controlled from the CCTV control room, allow panoramic filming with pan and tilt features; - These same must allow the police forces to control all access points, in addition to those areas reserved for the public both inside and outside the stadium, supplying, in addition, the possibility to print still photographs of the recorded images; - the television surveillance system should have its own independent power supply; - as a guideline, colour cameras should be utilized with a definition of at least 400 lines and a 10-lux zoom. 	
I.11	A	<p>CHARACTERISTICS OF THE FIELD OF PLAY</p> <p>The playing field must be:</p> <ul style="list-style-type: none"> - natural grass; - absolutely smooth and level; - in good condition; - playable during the whole UEFA and national season. 	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Homologation certificate for the stadium

I.24	A	<p>There should be a smooth 1.5m wide strip around the boundary lines of field of play at the same level as the pitch, without obstacles, called "grass verge" made from natural grass or, where necessary, artificial turf.</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Homologation certificate for the stadium
I.26	D	<p>The licence applicant should provide a playing field which is built and/or equipped with the necessary and available technical solutions to prevent the soil from flooding during rain, from freezing during cold weather (winter period) as well as from drying out during hot weather (summer period). The following are ideal solutions for this purpose: undersoil heating, adequate drainage and an appropriate irrigation system.</p> <p>Any solution introduced by the club is subject to prior approval by LNP.</p>	
I.12	B	<p>DIMENSIONS OF THE FIELD OF PLAY AND THE PLAYING AREA</p> <p>The dimensions of the field of play may be:</p> <ol style="list-style-type: none"> a) exactly 105 m x 68 m; b) in cases of immovable structural limitations, once verified by LNP, it is possible to reduce the width to a minimum of 65 m. 	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Homologation certificate for the stadium
I.23	D	<p>The playing area, including the field of play and the surrounding support area, should measure at least 114 m x 75 m [(105+9) m x (68+7) m]. New stadiums are recommended to construct 120 m x 80 m.</p>	
		<p>FLOODLIGHT INSTALLATIONS</p> <p>The stadium must be equipped with floodlight installations,</p>	<p>DOCUMENTS (to provide for the inspection carried out by the Sporting Facilities Committee of LNP):</p>

I.07	A	<p>which produce a minimum vertical illumination (Ev) as follow:</p> <p>Intertoto Cup</p> <ul style="list-style-type: none"> - Ev = 800 Lux towards fixed cameras. - Ev = 500 Lux towards all the other cameras. <p>UEFA Cup</p> <ul style="list-style-type: none"> - Ev = 1200 Lux towards fixed cameras and towards all the other cameras. <p>Champions League</p> <p>> for qualification matches:</p> <ul style="list-style-type: none"> - Ev = 1000 Lux towards fixed cameras. - Ev = 700 Lux towards all the other cameras. <p>> from group phase on:</p> <ul style="list-style-type: none"> - Ev = 1400 Lux towards fixed cameras. - Ev = 1000 Lux towards all the other cameras. <p>Moreover, the following ratios have to be guaranteed as vertical illuminance uniformity:</p> <p>$E_{min}/E_{max} \geq 0.4$ and $E_{min}/E_{ave} \geq 0.6$</p> <p>The certification of the capacity of the floodlighting installation to be shown before the start of the UEFA competition season, it may not have been issued more than twelve months prior to the opening match.</p> <p>In all areas of the stadium frequented by spectators (stands, staircases, exit routes, etc.) a minimum of 5 lux horizontal lighting must be guaranteed in case of emergency through a power generator that is independent from the normal elec-</p>	<ul style="list-style-type: none"> - Certificate of the capacity of the floodlighting installation <p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Homologation certificate for the stadium
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I.34	D	<p>tricity grid.</p> <p>In addition to the above, an ideal emergency system must guarantee, should the mains current fail, an average vertical illumination of at least 500 lux.</p>	
I.36	A	<p>BENCHES</p> <p>The technicians' and substitutes' benches must be at least 8 m in length and in any case large enough to accommodate a total of at least 13 persons and must be adequately covered.</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Homologation certificate for the stadium
I.37	A	<p>ADVERTISING BOARDS</p> <p>The minimum distance between the advertising boards and the playing field must be the same as for fixed obstacles: 2.5 m from the touch-lines 3.5 from the goal line, with barriers up to 6 m behind the goals.</p> <p>Under no circumstances should advertising boards be:</p> <ul style="list-style-type: none"> - placed in positions which could endanger players, referees or other people; - erected in any fashion or be of any shape or material which could endanger players; - erected in any fashion which could obstruct the visibility of the playing field for the spectators behind; - revolving boards must be powered only by a voltage level in line with the regulations currently in force; - constructed of any surface material which could reflect light to such an extent that it could distract players, referee 	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Declaration of compliance with the criteria of the Manual

		<p>rees or spectators;</p> <ul style="list-style-type: none"> - erected in any fashion which could obstruct spectators in the event of an emergency evacuation into the playing area. 	
I.29	B	<p>WARM UP AREA</p> <p>a) Part of the dressing rooms, or connected to them via channels isolated from the public the stadiums must provide a room (indoor or outdoor), measuring at least 200 square metres, that the players may use to warm-up.</p> <p>b) If the condition of the field does not allow such an activity prior to the match, the applicant Club must provide an adequate facility in the immediate vicinity of the stadium, in agreement with the LNP, in order to enable the teams to warm-up.</p> <p>UEFA recommends that the pre-match warm-up should take place on the field where the game is to be played.</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Homologation certificate for the stadium
I.32	A	<p>PROTECTED AND SERVICE ACCESS TO THE PLAYING AREA</p> <p>A protected access to the playing area must be provided. It must be inaccessible to the public and the media.</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Homologation certificate for the stadium
I.30	D	<p>Emergency services vehicles, including ambulances and fire engines, in addition to all types of ground maintenance and various other vehicles, must be able to gain access to the playing area, in line with the requirements of the safety certificate of the stadium.</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Homologation certificate for the stadium
		ACCESS TO THE FIELD OF PLAY	DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):

I.44	C	<p>The players, referees and officials should be constantly provided with adequate protection from verbal or physical threat whilst at the stadium.</p> <p>The point where the players and the referees enter the playing area, which ideally should be at the halfway line and on the same side as the VIP box, press stand and administrative offices, must be protected by means of a fireproof telescopic tunnel extending into the playing area far enough to prevent the risk of injury to match participants caused by possible missiles and/or objects thrown by spectators.</p> <p>Such telescopic tunnels should be capable of being extended or closed quickly so that they may be used during the match when a player is entering or leaving the field, without unduly obstructing the view for too long.</p> <p>The surfaces of the corridors and, in particular, stairs, must be of non-slip material.</p> <p>There should be no possibility of public or media interference anywhere in these corridors and/or security tunnels.</p> <p>Ideally, each of the team dressing rooms and the referees' dressing room should have its own corridor for accessing the field of play. These corridors may merge near the exit to the playing area.</p> <p>If only one corridor is available it should be wide enough to enable it to be divided by a barrier screen to ensure the separation of the teams when entering or leaving the field.</p> <p>Alternatively, and preferably, access to the playing area may be by means of an underground tunnel, the mouth of which is situated a similarly safe distance away from spectators.</p>	<p>Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Homologation certificate for the stadium
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I.31	D	<p>DRESSING ROOMS: LOCATION, EQUIPMENT AND ACCESS</p> <p>Ideally, the dressing-room area should be located in the same grandstand as the VIP box, media facilities and administrative offices.</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Declaration of compliance with the criteria of the Manual
I.40	C	<p>The following rooms and facilities, of an equivalent standard for both teams, must be provided within the stadium grounds:</p> <ul style="list-style-type: none"> - One dressing-room for each club (home and visiting team), with: <ul style="list-style-type: none"> ▪ seating facilities for at least 20 persons (25 for UEFA matches); ▪ clothes-hanging facilities or lockers for at least 20 persons (25 for UEFA matches); ▪ 10 showers; ▪ 2 toilets (with seats) + 2 urinals or 3 toilets; ▪ 1 massage table; ▪ 1 refrigerator; ▪ 1 tactical demonstration board. - A referees' dressing-room, separate from the team dressing-rooms but close by, equipped with: <ul style="list-style-type: none"> ▪ seating facilities for 4 persons; ▪ clothes-hanging facilities or lockers for 4 persons; ▪ 2 showers; ▪ 1 washbasin; 	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Declaration of compliance with the criteria of the Manual

		<ul style="list-style-type: none"> ▪ 2 toilets (with seats); ▪ 1 table with 2 chairs; ▪ 1 massage table. <p>Account must be taken of the fact that nowadays matches may be controlled by female referees and/or assistant referees, all modern stadium must provide equal separate dressing-room facilities for both sexes.</p>	
I.43	C	<p>There should be a private, protected area which can be accessed by team buses and cars and from which the match participants may enter or leave the stadium safely, away from the public, media, or any unauthorized person.</p> <p>The route between this private entrance and the dressing-rooms should not have any narrow or tight passageway corners which would inhibit the transportation of an injured person on a stretcher, etc.</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Declaration of compliance with the criteria of the Manual
I.47	D	<p>MATCH DELEGATE'S ROOM</p> <p>A room for the match delegates should be provided, near to the teams' and referees' dressing rooms.</p> <p>Ideally, the following minimum equipment should be provided in this room:</p> <ul style="list-style-type: none"> - 1 table; - 1 chair; - 1 clothes locker; - 1 toilet with washbasin; - 1 telephone (external/internal); 	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Declaration of compliance with the criteria of the Manual

		<ul style="list-style-type: none"> - 1 photocopier; - 1 telefax. <p>In addition, the room should have:</p> <ul style="list-style-type: none"> - easy-to-clean floors and walls of hygienic material; - non-slip floors; - bright lighting. 	
I.21	A	<p>DRUG TESTING ROOM</p> <p>This room must be near to the teams' and referees' dressing rooms and inaccessible to the public and the media.</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Homologation certificate for the stadium
I.41	A	<p>This room must be divided into a waiting room and a sample room, and be equipped as follows:</p> <ul style="list-style-type: none"> - 1 toilet with seat; - 1 urinal; - 1 washbasin with mirror; - 1 shower; - seating for 4 persons; - mattress and lockable clothes-hanging facilities; - a desk with 2 chairs. 	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Homologation certificate for the stadium
I.46	C	<p>MEDICAL EXAMINATION ROOM FOR PLAYERS AND REFEREES</p> <p>A medical examination room for players and referees which in certain circumstances (emergencies) could also be used for injured spectators should be provided as close as possible to the pitch.</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Declaration of compliance with the criteria of the

		<p>ble to the teams' dressing rooms and the field of play, with easy access to the outside entrance. The doors and corridors leading to this room should be wide enough to allow stretchers and wheelchairs through.</p> <p>The following minimum equipment should be provided in this room:</p> <ul style="list-style-type: none"> - 1 examination table; - 1 stretcher (in addition to those at the side of the field of play); - 1 washbasin (with hot water); - 1 glass cabinet for medicine; - 1 oxygen bottle with mask; - 1 blood-pressure gauge; - 1 telephone (external/internal). <p>In addition, the room should have:</p> <ul style="list-style-type: none"> - easy-to-clean floors and walls of hygienic material; - non-slip floors; - bright lighting. 	Manual
I.42	D	<p>SIGNS IN THE DRESSING-ROOM AREA</p> <p>All corridors should have clear and easily understandable signs directing visiting players, referees, officials, etc. to their respective rooms.</p> <p>Each room should be clearly marked, e.g.:</p> <ul style="list-style-type: none"> - Home Dressing-Room; - Visitor's Dressing-Room; 	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Declaration of compliance with the criteria of the Manual.

		<ul style="list-style-type: none"> - Referees; - Match Delegate; - Drug-Testing. 	
I.05	A	<p>CROWD CAPACITY OF THE STADIUM AND STANDS</p> <p>The minimum capacity of the stadium for UEFA competitions is 10,000 (ten thousand) individual seats.</p> <p>A "individual seat" must be numbered, fixed to the floor, separate from the others and comfortable (anatomically formed) with a backrest of a minimum height of 30 cm when measured from the seat as indicated in criterion I.06.</p> <p>In cases where the stadium of the applicant Club used to play its home matches includes seats that do not meet the above criteria, these places must not be sold during UEFA competitions and the relative areas must remain inaccessible to the public.</p>	<p>DOCUMENTS (to provide for the inspection carried out by the Sporting Facilities Committee of LNP):</p> <ul style="list-style-type: none"> - Licence for use or trading licence for the stadium indicating the total authorised capacity.
I.08	A	<p>The stands within the stadium must be divided into at least four separate areas, one of which must be for the supporters of the visiting side.</p> <p>The above areas must in turn be divided by internal separators, which prevent the spectators from climbing over in compliance with UNI 10121 directive, that are equipped with internal openings and also provide access to the playing field in line with the regulations currently in force.</p>	<ul style="list-style-type: none"> - Minutes of the Provincial Committee for the Supervision of Places of Public Exhibition indicating the maximum authorised capacity and the division of this same for each area.
I.16	C	<p>At least 5% of the overall total stadium capacity must be made available for accommodating visiting supporters in a separate area.</p> <p>This definition of the minimum capacity of the separate area</p>	<ul style="list-style-type: none"> - Minutes of the Provincial Committee for the Supervision of Places of Public Exhibition indicating the maximum authorised capacity and the division of this same for each area.

		<p>for visiting supporters is subject to decisions of the local authorities and LNP for what concerns safety and security at high-risk matches or matches with a particularly large number of supporters.</p>	
I.15	C	<p>All the individual seats of the grandstand and the press box must be covered.</p> <p>One third of the individual seat capacity in new or renovated stadiums must be covered.</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Homologation certificate for the stadium
I.27	D	<p>Each of these sectors may, in turn, be capable of being divided into smaller sectors according to the requirements or the necessities of the local safety authorities.</p> <p>It should be possible, if and whenever necessary, to prevent spectators from moving from one sector or sub-sector to another, except as part of the stadium's evacuation process.</p>	
I.06	A	<p>INDIVIDUAL SEATS</p> <p>Spectator seats must be:</p> <ul style="list-style-type: none"> - fixed to the ground; - separate from the others; - comfortable (anatomically formed); - numbered; - have a backrest of a minimum height of 30 cm when measured from the seat. <p>The characteristics, dimensions and fixing systems of the above seats should be based on the unified National and European regulations currently in force (UNI and EN).</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Declaration of compliance with the criteria of the Manual

		<p>In stadiums currently wholly or entirely without seats with backrests of a minimum height of 30 cm, a temporary extension period is permitted, applicable to the backrests only, in line with the by laws currently in force (MD 18/3/96). This extension period shall remain in force until any modernisation and restructuring or redevelopment works interventions of the stadium are carried out that involve the construction of new load bearing structures. In this instance the tiers should have sufficient depth to accommodate individual seats with backrests with height of 30 cm.</p> <p>Any form of works interventions relative to the creation of new seats with backrests with a minimum height from the seat of 30 cm must be verified and approved by the local authorities and by LNP.</p>	
I.28	D	<p>PUBLIC ACCESS AND EGRESS</p> <p>Ideally, and subject to the available space, an outer perimeter fence situated some distance from the stadium should surround the stadium.</p> <p>At this outer fence, the first security checks and, where necessary, body searches will be made.</p> <p>The second checks will be made at the stadium entrances. There should be sufficient space between the outer perimeter fence and the stadium turnstiles to permit the free movement of spectators without crushing.</p> <p>Preventive measures must be taken to avoid crushing at the public entrances. This may be accomplished by a system of barriers designed to funnel spectators individually towards the entry points.</p> <p>All public entrances must be used only for the purpose of entry and must not be used simultaneously for exit. Simi-</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Homologation certificate for the stadium

		<p>larly, all public exits must be used only for exit purposes and must never be used simultaneously as entrances. In every event, including the case of panic, it must be possible to completely evacuate the stadium within a maximum time agreed upon by the local safety authorities.</p> <p>Once a spectator has passed through a turnstile or entry door he must not be left in any doubt as to which direction he or she must take. Clear and unmistakable signs must point the spectator to his or her sector, row and seat. There should be no reason for any uncertainty or confusion.</p> <p>Public amenities such as toilets, refreshment bars, etc., inside the stadium, should not be situated close to the entrance or exit routes.</p>	
I.50	D	<p>COMMUNICATION, SURVEILLANCE AND TICKETING CONTROL INSTALLATIONS</p> <p>A stadium should have some kind of video communication means which can inform the spectators about the game and which may be used to provide short and simple public messages.</p> <p>A control room for the distribution of audio and visual messages should be constructed, in which only personnel authorised by the applicant Club are allowed access.</p> <p>These boards or screens should provide optimal viewing for all spectators and be sited in a location where the screens do not represent any risk to spectators and where there is no possibility of spectator interference or seat loss.</p> <p>Simultaneous transmissions on giant viewing screens inside and outside the stadium are not allowed. Simultaneous transmissions and replays are authorised for press monitors</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <p>Homologation certificate for the stadium</p>

		<p>and closed-circuit channels.</p> <p>Each club competing in the UEFA club competitions should have a modern ticket distribution system capable of recording every ticket sale and, consequently, providing the official UEFA delegate with the exact number of spectators, if required. This system should conform to safety the regulations currently in force and, in any case, allow the identification of the purchasing spectator.</p> <p>In any case, the direct cash exchange between prospective spectators and turnstile operators should be avoided.</p> <p>Every stadium should have a modern electronic ticket checking system. The system and functions of this same should conform to the appropriate regulations currently in force and be approved by the competent safety bodies with the LNP.</p>	
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I.17	C	<p>SANITARY FACILITIES</p> <p>Each stand must provide sufficient toilet facilities for both sexes, in accordance with the local authority regulations (currently Art. 10 of the Ministerial Decree 18/03/96).</p> <p>In the course of any restructuring, redevelopment or new construction works interventions of the stadium, sanitary facilities must be installed for every 1,000 spectators:</p> <ul style="list-style-type: none"> - Five toilets and eight urinals for men; - Five toilets with seats for women. 	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Homologation certificate for the stadium
I.22	C	<p>SPECTATORS WITH DISABILITIES</p> <p>A minimum of five places per 2,000 individual seats should be provided for spectators with disabilities (for new stadiums a ratio of 5 places per 1,000 individual seats is recom-</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Homologation certificate for the stadium

		<p>mended).</p> <p>The seats next to these places should be provided for helpers.</p> <p>The places and access routes provided for spectators with disabilities must conform to regulations currently in force, have their own direct, separate entrance gate, be covered, provide good, unobstructed viewing of the playing area and be equipped with adequate toilet facilities and support services.</p>	
I.49	D	<p>The following conditions should also be fulfilled:</p> <ul style="list-style-type: none"> - It should be possible for wheelchair-bound persons to gain entry to the stadium and to their viewing positions without undue inconvenience either to themselves or to other spectators. - Disabled spectators should not be accommodated in any position within the stadium where their inability to move quickly would present a hazard to other spectators in the event of an emergency. - It is preferable that disabled people should be protected from the elements (the traditional custom of providing space at the trackside, in the open, close to the pitch is not acceptable). - The viewing platform for wheelchair-bound spectators should not be in a position where other spectators or flags or banners could interrupt the occupants' view of the playing field. - On these platforms a seat should be provided at the side of each wheelchair position for a helper. - Appropriate toilet facilities should be provided for disabled 	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Homologation certificate for the stadium

		<p>spectators and they should be close by and easily accessible, as should refreshment facilities.</p>	
I.09	A	<p>FIRST AID ROOMS</p> <p>Each stadium must be equipped with first-aid room(s) to care for spectators in need of medical assistance.</p> <p>The exact number, size and location of the first-aid room(s) must be fixed in consultation with the appropriate local authorities.</p> <p>The first-aid rooms should:</p> <ul style="list-style-type: none"> - be located in a position which allows easy access from both inside and outside the stadium to spectators and emergency vehicles; - have doors and passageways leading to them which are wide enough to allow access for a stretcher or a wheelchair; - have bright lighting, good ventilation, heating, air conditioning, electric sockets, hot and cold water, drinking water and toilet facilities for men and women and the disabled; - have walls and floors (non-slip) constructed of smooth and easy to clean material; - have a glass cabinet for medicine; - have storage space for stretchers, blankets, pillows and first-aid materials; - have a telephone allowing internal and external commu- 	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Homologation certificate for the stadium

		<p>nication;</p> <ul style="list-style-type: none"> - be clearly signposted throughout the inside and outside of the stadium. 	
I.14	C	<p>GROUND RULES OF THE STADIUM</p> <p>Each stadium must issue stadium ground rules and affix them to the stadium in such a way that the spectators can read them.</p> <p>These rules must provide at least information on:</p> <ul style="list-style-type: none"> - admission rights; - abandonment or postponement of events; - description of prohibitions and penalties (entering the field of play, throwing objects, use of foul or abusive language, racist behaviour, etc.); - restrictions with regard to alcohol, fireworks, banners, etc.; - seating rules; - causes for ejection from the ground; - general safety instructions and evacuation procedure. 	<p>DOCUMENTS (to provide for the inspection carried out by the Sporting Facility Committee of LNP):</p> <ul style="list-style-type: none"> - Usage regulations of the stadium
I.18	C	<p>SIGNPOSTING AND DIRECTIONS ON TICKETS</p> <p>All public direction signs inside and outside the stadium must be presented in internationally understandable pictographic language.</p> <p>Clear, comprehensive signposting must be provided at the stadium approaches and around, and throughout the stadium to point the way to the different sectors.</p> <p>Tickets, passes or electronic cards must clearly identify the</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Declaration of compliance with the criteria of the Manual

		<p>location of the seats for which they have been issued, and, where possible, be colour coded to allow easy access to the stadium.</p> <p>Large-scale wall maps as required by Art. 19 of the Ministerial Decree 18/03/96, must be provided both inside and outside the stadium in order to help guide the spectators to their seats and along the exit routes.</p>	
I.35	D	<p>REFRESHMENT FACILITIES</p> <p>Every stadium must provide at least one outlet for food and beverages. It should be clean, attractive, easily accessible and centrally located within the stadium.</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Declaration of compliance with the criteria of the Manual
I.19	C	<p>MEDIA AND PRESS FACILITIES</p> <p>There must be suitable media and press facilities at the stadium.</p> <p>These facilities must include:</p> <ul style="list-style-type: none"> - separate media access for photographers and TV personnel; - reception desk or room where late accreditation/media information can be collected; - a minimum of 100 individual seat in the grandstands (150 for new stadiums) reserved for the media, complete with telephone/modem plugs, and a flat surface large enough for a portable computer, a notepad and a mobile telephone; - Media working room for journalists and photographers accommodating a minimum of 150 persons (300 for new stadiums); 	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Declaration of compliance with the criteria of the Manual

		<ul style="list-style-type: none"> - toilet facilities for both sexes; - press conference room to be equipped with a sound system and split box, able to accommodate at least 50 persons (100 for new stadiums). 	
I.54	D	<p>It is recommended that the various media and press facilities meet the following characteristics.</p> <p>MEDIA FACILITIES</p> <p>The Press Box should be in a central position with a direct connection with the players' dressing rooms .</p> <p>There should also be easy access to and from other media installations such as the press working room and the press conference room.</p> <p>The Press Box should be equipped with TV monitors, power points and dedicated telephone lines (for telefax, phone and computer) as required.</p> <p>Bearing in mind the usual sound levels of pre-match, half-time and post-match music/entertainment, there should be a facility for 'disconnecting' loudspeakers in the Press Box area. This is especially critical in areas reserved for TV and radio commentators.</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Declaration of compliance with the criteria of the Manual

I.55	D	<p>TELEVISION AND RADIO COMMENTARY POSITIONS</p> <p>It is recommended that a minimum of two TV commentary positions and two radio commentary positions be provided on a permanent basis. They should be in a central position in the main grandstand, on the same side as the main camera positions - under cover rather than indoors and, of course, with a commanding view of the entire pitch.</p> <p>Plexiglas or other technical means should separate commentary positions from spectators.</p> <p>A telephone plug must be installed in each commentary position, together with a flat surface for writing, etc. and should be lit. A TV monitor should be built into each desk in a slanting position, so as not to obscure the view of the commentary team.</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Declaration of compliance with the criteria of the Manual
I.56	D	<p>TELEVISION STUDIOS</p> <p>If the stadium building so allows, provision should be made for at least one TV studio of approximately 25 square metres and a minimum height of four metres, to allow for TV sets and lighting.</p> <p>The location of this studio should take account the need for players and coaches to gain easy access from the dressing rooms at the end of the match.</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Declaration of compliance with the criteria of the Manual
I.57	D	<p>TELEVISION CAMERA POSITIONS</p> <p>One platform for the main camera should be made available in the main grandstand of the stadium. It should be centrally situated and at a height above the pitch which guarantees optimum quality of picture.</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Declaration of compliance with the criteria of the Manual

	<p>The main camera position must be exactly in line with the halfway line and be at a height which forms an angle with the horizontal plane of 15-20° to the centre spot.</p> <p>The camera's 'side' must be adjusted so that the main cameras do not face the sun, and so that it is on the same side as the TV commentary positions.</p> <p>Furthermore, it is recommended that another two smaller platforms be provided in the main grandstand in line with the outer edge of the penalty area (the so-called 16-metre cameras).</p> <p>At the level of the field of play, space should be made available to permit the installation of cameras in line with the outer edge of the goal area (for the so-called 5-metre cameras).</p> <p>It is strongly recommended that technical installations be defined and planned with the local TV experts.</p>	
I.58	<p>D OB VAN AREA</p> <p>In conjunction with qualified TV personnel, an OB (outside broadcast) Van Area should be designated.</p> <p>This is an area which offers ample parking space for the trucks used by TV companies for outside broadcasts. The OB van area should be secure or easily secured, complete with appropriate surveillance and should be provided with a power supply with back-up.</p> <p>An open-air area adjacent to the OB Van Area, and with an unobstructed view of the southern horizon, should be reserved for satellite uplink vehicles (Transportable Earth Stations = TES). This area should also be provided with an</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Declaration of compliance with the criteria of the Manual

		<p>electrical power supply from the same source as the OB Van Area.</p> <p>A cable duct should be provided to link the OB Van Area with in-stadium TV facilities, and in certain other areas, e.g. under the field of play, to avoid cables interfering or hindering players, officials or spectators.</p>	
I.59	D	<p>MEDIA WORKING ROOM</p> <p>The Media Working Room should be divided into two areas. Firstly, an area where buffet-style catering can be easily provided. Secondly, a working area with desks, power and phone/modem facilities.</p> <p>At one end of the room, preferably at the end nearer to the access door from the dressing rooms, a platform should be erected to accommodate coaches, players, press officers and interpreters as required. A “backdrop” which can be easily adapted to sponsors’ needs should be installed.</p> <p>At the other end of the room, facing the platform, a podium should be erected where television crews can set up their cameras and tripods.</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Declaration of compliance with the criteria of the Manual
I.60	D	<p>PRESS CONFERENCE ROOM</p> <p>A sufficiently large room for press conferences should be provided and arranged as follows.</p> <p>At one end of the room, preferably at the end nearer to the access doors from the dressing rooms, a platform should be erected to accommodate coaches, players, press officers and interpreters as required.</p> <p>A “backdrop” which can be easily adapted to sponsors’ needs should be installed.</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Declaration of compliance with the criteria of the Manual

		<p>At the other end of the room, facing the platform, a podium should be erected where television ENG crews can set up their cameras and tripods.</p> <p>The press conference room should have easy access from the dressing-room area.</p>	
I.61	D	<p>FACILITIES FOR PHOTOGRAPHERS</p> <p>At the level of the field of play (or an easy-access alternative), photographers should have a reception room to which they can report for accreditation and collection of bibs, and which gives them access to the playing area.</p> <p>There should also be facilities for buffet-style catering (before the match and at halftime), so that they do not have to use the Media Working Room, which is often located on an upper level.</p> <p>Each stadium should provide a dark room adequately equipped in order to enable photographers to develop their films.</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Declaration of compliance with the criteria of the Manual
I.62	D	<p>MIXED ZONE</p> <p>The mixed zone is the area between the dressing-rooms and the team buses where accredited written press, radio and TV reporters can interview players after the match.</p> <p>The area should be easily accessible not only from the dressing rooms but also from the Press Box and Media Working Room.</p> <p>The permanently covered mixed zone should be strictly out of bounds to the public. There should be space for a number of media personnel (including cameramen and techni-</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Declaration of compliance with the criteria of the Manual

		cians) as authorized by LNP, in relation to the needs of the media, the available space, and safety requirements.	
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I.48	D	<p>VIP SEATING AREA</p> <p>The VIP box should be located in the centre of the grandstand, in an elevated position above the playing area, partitioned off from the public seating areas. It should always be located in the same grandstand as the dressing rooms, media facilities and administrative offices.</p> <p>The VIP area should have its own private entrance from outside, segregated from the public entrance points, leading directly to the reception area and from there directly to the viewing area.</p> <p>It must also be ensured that anyone who needs to go to the dressing-room area (delegates, observers, etc.) has a direct and secured access from the VIP box.</p> <p>Individually numbered, good quality, tip-up seats, preferably well upholstered and with armrests, covered by a roof and providing a perfect unrestricted overall view of the playing area, should be provided. Adequate legroom between the rows is essential to enable the occupants to enter or leave without disturbing other seated guests.</p> <p>For a UEFA club competition match, the VIP box must provide at least 30 individual covered seats with backrests.</p> <p>A reception area capable of providing refreshments for all occupants of the VIP box should be situated immediately behind it.</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Declaration of compliance with the criteria of the Manual
		FLAGPOLES	DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):

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I.39	D	<p>For international matches, the stadium must be equipped with at least five flagpoles or should be able to display at least five flags by another suitable means.</p>	<p>Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Declaration of compliance with the criteria of the Manual
I.38	D	<p>PARKING</p> <p>For clubs, referees and other officials, the following minimum number of parking places must be made available:</p> <ul style="list-style-type: none"> - at least 2 club coach parking places; - at least 10 car parking places. <p>These parking places should be preferably immediately outside the dressing rooms, isolated from the public and inside or close to the stadium.</p> <p>If such direct access by car or bus cannot be provided to the clubs and officials, then stewards/security people and/or police must be present to afford protection for the clubs and referees.</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Declaration of compliance with the criteria of the Manual
I.52	D	<p>Parking for VIPs should be near the VIP entrance and separate from the public car parks. There should be sufficient parking space for the buses and cars used by VIPs as established by LNP. Preferably, these vehicles should be parked inside the stadium.</p> <p>Similarly, for media representatives there should be a separate parking area from the public one. It should be as near as possible to the media working area, and there should be sufficient parking space as established by LNP.</p> <p>Parking facilities immediately adjacent to or within the stadium must be provided for police vehicles, fire engines, am-</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Declaration of compliance with the criteria of the Manual

		<p>bulances and other vehicles of the emergency services, and for disabled spectators' vehicles. These parking places must be situated in such a fashion that they provide a direct, unrestricted means of entry to and departure from the stadium quite separate from the public access routes.</p> <p>The various public car parks around the stadium should be sign-coded to relate to the stadium sector concerned.</p> <p>These parking areas should be secured against intrusion by unauthorized persons.</p> <p>It is essential to ensure that car park access and egress is rapid and smooth flowing and that direct routes to the nearest motorways are provided.</p> <p>The location of the car parks and bus parks should make it possible for the supporters of both teams to have separate parking facilities.</p> <p>All car parks must be brightly lit, of hard-standing material, clearly sign-posted - including sector numbering or lettering - and guarded against illegal intrusion.</p> <p>Where sufficient on-site public parking is not possible, parking should be provided in principle no further than 1,500 m from the stadium.</p> <p>It is essential to discuss the public parking strategy with the competent local authority, bearing in mind the public transport systems and possible provision of multi-storey car parks in the immediate vicinity of the stadium.</p>	
I.51	D	<p>HELIPORT</p> <p>Where appropriate and possible, there should be a sufficiently large clear area near the stadium which could serve</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p>

		as a helicopter-landing pad, for safety and/or medical reasons.	<ul style="list-style-type: none"> - Declaration of compliance with the criteria of the Manual
I.53	D	<p>ACCESS TO THE STADIUM</p> <p>It is recommended that the condition of the sign-posting from the various access roads to the stadium be checked from time to time with the local traffic control authority and/or security authority.</p> <p>The access roads to the stadium should be clearly indicated when, for example, driving on the motorway or approaching the stadium from any direction.</p> <p>In any case, the Club should collaborate with the local traffic control authority to guarantee the spectators adequate access by public transport to the stadium from the city centre, main railway station, main bus terminal and airport.</p>	<p>DOCUMENTS (drawn up by the Sporting Facilities Committee of LNP, subject to verification that the criteria are met):</p> <ul style="list-style-type: none"> - Declaration of compliance with the criteria of the Manual

5. PERSONNEL AND ADMINISTRATIVE CRITERIA

5.1. OBJECTIVES

The long-term growth of a professional football club does not simply depend on its increased ability to compete with other clubs in a sporting sense, in fact the club must constantly strive to improve its administrative structure by identifying new company profiles and functions, adding increasingly qualified professional figures to its staff and investing in the training of the existing personnel.

It is common knowledge that the growth of each club's administrative and management capability is a prerequisite for the future development of the entire national football system.

The administrative criteria outlined in this section aim at reaching the following objectives:

- Gradually increase the quality of professional football club management;
- Increase the professional level of the various figures involved;
- Spur clubs to recruit competent professionals with an abundant wealth of knowledge, expertise and experience;
- Ensure that the players of the first team and those of the youth teams benefit from the assistance of highly qualified coaches and medical staff;
- Encourage clubs to establish a basic functional organisation with a clear definition of the key roles within the structure and defining the most important tasks for each of these.

The set of functions required within each club and described as binding in this section (criteria "A", "B" and "C") represent the minimum organisational structure that, in keeping with the UEFA Licensing system, each professional football club should establish in order to reach an acceptable standard of management efficiency. Naturally, all clubs are invited to institute a more complex structure, in line with their specific requirements and opportunities. In this sense, even though they do not cover the gamut of all possible functions, the roles catalogued as "D" criteria serve as useful reference points for singling out possible areas of improvement within the club's administrative structure.

Some of these functions are listed below, by way of illustration, including the possible tasks which can be assigned to each function.

5.2. REQUIREMENTS AND CRITERIA

Criteria No.	Grade	Description and objectives	Declarations and documents required from those Clubs applying for the UEFA Licence
P.01	A	<p>BOARD OF DIRECTORS – CEO / GENERAL MANAGER</p> <p>For each licence applicant, the appropriate body shall nominate:</p> <ul style="list-style-type: none"> - A Board of Directors (or a Sole Administrator) nominated by the General assembly. The duties of the Board of Directors are the same as those outlined in Art. 2380 and subsequent articles of the Italian Civil Code; - A CEO / General Manager. <p>The functions of the CEO / General manager are defined in Art. 2380 and subsequent articles and Art. 2396 of the Italian Civil Code.</p> <p>The CEO / General Manager must have sufficient authority to guarantee the effectiveness and efficiency of internal controls, in line with the guidelines and strategies drawn up by the Board of Directors of the Club.</p> <p>The CEO / General Manager is in charge, in line with FIGC guidelines, of initiating the procedures to obtain the UEFA Licence.</p> <p>Unless this function has been expressly assigned to an</p>	<p>DECLARATIONS:</p> <ul style="list-style-type: none"> - Updated club organisation chart (compilation of form “Organisation Chart”) - Informational document regarding the CEO / General Manager and the main functions and responsibilities of this same (compilation of form “Informational document: managers, personnel and technical staff of the Club”)

		<p>other figure, the CEO / General Manager is also responsible for the relationship between the club and the national and international football bodies.</p> <p>If the club's organisation does not include a Sports Director, the CEO / General Manager is in charge of coordinating all sport-related activities, including:</p> <ul style="list-style-type: none"> ▪ Managing the transfer of the players; ▪ Supervising the activity of observers; ▪ Supervising the technical and sport-related activities of the youth teams; ▪ Supervising all other aspects related to the teams' activities (training camps, away matches, etc.). <p>The assignment(s) of the above must be clearly defined in a written contract governing the professional relationship with the licence applicant.</p>	
P.02	A	<p>CLUB SECRETARIAT</p> <p>The Club Secretariat must assist the CEO / General Manager and the club's other operating offices (including the sports divisions and the players) in performing their functions.</p> <p>Unless these functions are passed on to other offices within the club, the Club Secretariat must:</p> <ul style="list-style-type: none"> - Deal with the filing of all paperwork regarding players and coaches (contracts, memberships, suspensions, appeals, medical charts, documents regarding the board or arbitrators); - organize and manage all home matches; - organize and manage all necessary arrangements for 	<p>DECLARATIONS:</p> <ul style="list-style-type: none"> - Informational document regarding the structure and organisation of the Club Secretariat (compilation of form "Informational document: managers, personnel and technical staff of the Club")

		<p>away matches.</p> <p>The Club Secretariat must include at least one dedicated person and must be able to communicate rapidly and efficiently with FIGC and LNP using the necessary instruments (telephone, telefax, Internet, e-mail), also to exchange documents regarding the Licensing procedures.</p> <p>The assignment(s) of the above must be clearly defined in a written contract governing the professional relationship with the licence applicant.</p>	
P.18	D	<p>SPORTS DIRECTOR</p> <p>The Sports Director is in charge of coordinating all sport-related activities, including:</p> <ul style="list-style-type: none"> - Managing the transfer of players; - Supervising the activity of observers; - Supervising the technical and sport-related activities of the youth teams; - Supervising all other aspects related to the teams' activities (training camps, away matches, etc.). 	<p>DECLARATIONS:</p> <ul style="list-style-type: none"> - Informational document regarding the Sports Director (compilation of form "Informational document: managers, personnel and technical staff of the Club")
P.04	B	<p>ADMINISTRATION, FINANCE AND CONTROL OFFICER</p> <p>The Administration, Finance and Control officer is in charge of supervising the following areas: client accountancy, suppliers' accountancy, general accountancy, treasury, finance, budgeting and management control. The Administration, Finance and Control Officer is also in charge of drawing up the financial statements as required by Civil law, dealing with banks and seeing that all tax obligations are fulfilled.</p> <p>The Administration, Finance and Control Officer of a club listed on the stock exchange may also act as the clubs' In-</p>	<p>DECLARATIONS:</p> <ul style="list-style-type: none"> - Informational document regarding the Administration, Finance and Control Officer and the main functions and responsibilities of this same (compilation of form "Informational document: managers, personnel and technical staff of the Club")

	<p>vestor Relator.</p> <p>The Administration, Finance and Control Officer must coordinate the activity of the administration office, which must include at least one dedicated person, provided the club's structure allows for this. This office:</p> <ul style="list-style-type: none">- is in charge of filing and administering all of the accountancy paperwork;- administers all payments (players, employees, suppliers, League, etc.);- manages contacts with LNP's administration office for the fulfilment of all economical obligations involving the aforementioned office. <p>The Administration, Finance and Control Officer must hold a suitable professional qualification. The Administration, Finance and Control Officer's level of qualification must be certified, for example, by registration of this same with the Independent Auditors Register or with the Italian Accounting Body, or by any specific experience obtained in the administrative and financial fields.</p> <p>The person in charge of the office may be:</p> <ol style="list-style-type: none">a) employed by the licence applicant;b) an independent consultant / and external company. <p>The assignment(s) of the above must be clearly defined in a written contract governing the professional relationship with the licence applicant.</p>	
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P.09	C	<p>MEDIA OFFICER</p> <p>The Licence Applicant must appoint a person responsible for press relations, all other media relations and, , public relations.</p> <p>Ideally, this person must have at least one year's professional experience in the field of media and, given the nature of the competitions for which the Licence is being requested, must be proficient in English, if not in other languages as well.</p> <p>The Media Officer must, among other things:</p> <ul style="list-style-type: none"> - distribute information about both teams before, during and after official matches (team sheets, results, etc.); - organise interviews with players and coaches after the match; - organise regular press conferences during the season; - organise simultaneous translation services during press conferences for international matches; - provide regular press releases about the club. - be present at all of the club's official matches. <p>Unless another specific figure is included in the club's administration, the Media Officer will also be in charge of administering all of the other communication aspects regarding the club (Internet, official magazine of the club, etc.).</p> <p>The responsibility of the media office may be:</p> <ol style="list-style-type: none"> a) a person employed by the licence applicant; 	<p>DECLARATIONS:</p> <ul style="list-style-type: none"> - Informational document regarding the organisation of the media office and its manager (compilation of form "Informational document: managers, personnel and technical staff of the Club")
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		<p>b) an independent consultant / an external company</p> <p>The assignment(s) of the above must be clearly defined in a written contract governing the professional relationship with the licence applicant.</p>	
P.17	D	<p>MARKETING AND COMMERCIAL MANAGER</p> <p>The Marketing and Commercial Manager's main functions include:</p> <ul style="list-style-type: none"> - Increasing the value of the brand; - Managing relations with sponsors and commercial partners in general; - Managing sales; - Managing merchandising; - Managing customer relationship; - Managing events; - Managing commercial activities related to the stadium (unless another specific figure is in charge of this aspect) 	<p>DECLARATIONS:</p> <ul style="list-style-type: none"> - Informational document regarding the Marketing and Commercial Manager (compilation of form "Informational document: managers, personnel and technical staff of the Club")
P.19	D	<p>TEAM ASSISTANT</p> <p>The Team Assistant acts as a link between the club's first team (coach and players) and the club's management.</p> <p>The Team Assistant must always accompany the first team.</p>	<p>DECLARATIONS:</p> <ul style="list-style-type: none"> - Informational document regarding the Team Assistant (compilation of form "Informational document: managers, personnel and technical staff of the Club")
P.06	B	<p>SECURITY OFFICER AND SECURITY ASSISTANT</p> <p>Each licence applicant must appoint a Security Officer and a Security Assistant and clearly define their rights and duties in writing upon nomination.</p> <p>It is mandatory for the Officer and his/her assistant to have</p>	<p>DECLARATIONS:</p> <ul style="list-style-type: none"> - Informational document regarding the Security Officer and Security Assistant and the main functions and responsibilities of this same (compilation of form "Informational document: managers, personnel and technical staff of the Club")

	<p>personal qualities meeting the requirements of their delicate job and be properly qualified to carry out their appointed tasks.</p> <p>They must hold a certificate of attendance to the specific training courses organized by LNP.</p> <p>The Security Officer must:</p> <ul style="list-style-type: none"> - Set the basic security principles (modes of compliance with the relevant laws in force and with the prescriptions and indications of the appointed local authorities). - Draw up and implement a "Security Maintenance Plan" in collaboration with the club, as outlined in Art. 19 of the Ministerial Decree of 18/03/96. - Draw up an organisation chart of the individuals in charge of organising and activating the security procedures and recruit these same. - Draw up a plan to provide all stewards with the necessary information, training and drilling. - Draw up a written plan for organising the match and the procedures for welcoming and assisting all of the individuals who access the stadium, split into categories (UEFA delegates, athletes and managers, referees, football club representatives, authorised staff, VIPs, sponsors and commercial partners, journalists, radio-television operators, photographers, supporters of the opposing team, spectators, restoration workers, commercial activity employees, maintenance workers and repairmen, etc.). - Draw up and activate a plan for controlling ticketing, accreditation and entrance procedures of all individuals accessing the stadium. 	<p>cal staff of the Club")</p>
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	<ul style="list-style-type: none">- Maintain close contact with the club's supporters and familiarise with their habits and preferences.- Cooperate with the local police and other authorities in security/safety matters.- Establish, in collaboration with the senior officer of the local police force, a Safety Operation Group and establish its members and how it should function.- Liaise with fellow security officers of other clubs and, if necessary, provide information regarding the movements of the club's supporters for away matches.- Draw up an emergency management plan.- Draw up, in collaboration with the local authorities, an emergency evacuation plan and oversee the training and drilling of the personnel involved.- Organise emergency medical assistance and transport to hospital.- Have the organisation of the chosen security system regularly checked and evaluated by LNP.- Take part in regular meetings with other security officers, organised by LNP, to exchange experiences and improve, perfect and develop specific activities. <p>The Security Officer can be:</p> <ol style="list-style-type: none">a) a person employed by the licence applicant;b) an independent consultant / an external company <p>If the second option is chosen, the external subjects in charge must be available to carry out their assigned tasks punctually and precisely, during match days as well as on</p>	
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		<p>other days as required.</p> <p>If an external company is chosen, the company must, upon being appointed, provide the names of the subjects (partners or employees) in charge of carrying out the tasks of Security Officer and the Assistant of this same.</p> <p>The assignment(s) of the above must be clearly defined in a written contract governing the professional relationship with the licence applicant.</p>	
P.10	C	<p>STEWARDS</p> <p>Each club must see to the recruitment and training of a team of stewards and establish, in collaboration with LNP, their necessary qualifications, their minimum number (generally one steward per 500 spectators) according to the stadium's features, and their specific tasks.</p> <p>The security officer appointed by the licence applicant must provide the stewards with a handbook covering all aspects of the stewards' duties, as well as all information on the stadium and specific tasks: stadium plans, emergency and evacuation plans, organisation chart with the telephone list and specific tasks of each individual in charge of security management.</p>	<p>DECLARATIONS:</p> <ul style="list-style-type: none"> - Informational document regarding the Stewards and the recruiting methods, training and salaries of these same (compilation of form "Informational document: managers, personnel and technical staff of the Club")
P.07	B	<p>MEDICAL STAFF</p> <p>The licence applicant retains the services of a fully qualified medical staff for the first team (at least one doctor and one physiotherapist or masseur and a preparatory trainer).</p> <p>A similar yet separate staff to that of the first team should be retained for the youth sector of the Club.</p> <p>Each club is required to nominate a Senior Medical Officer.</p>	<p>DECLARATIONS:</p> <ul style="list-style-type: none"> - Informational document regarding the organisation and members of the First and Youth Teams' medical staff (compilation of form "Informational document: managers, personnel and technical staff of the Club")

	<p>The Senior Medical Officer shall ensure the health and fitness of players and coaches of the Club, and guarantees that health regulations are fulfilled as required by law, by the regulations of FIGC and any other relevant rules.</p> <p>In particular, the Senior Medical Officer shall examine the players and coaches in line with the requirements of Art. 7 of Law No. 91 of 23rd March 1981 and Health Ministry Decree of 13th March 1995, at least twice a year, and whenever the physical condition of these same warrants such an examination.</p> <p>The results of the medical examinations must be recorded on the relevant medical card, which may only be updated by and in the custody of the Senior Medical Officer.</p> <p>The Senior Medical Officer may carry out any other necessary examinations and refer to public or private structures where required.</p> <p>The Senior Medical Officer is also responsible for:</p> <ul style="list-style-type: none">- compilation, updating, and custody of the medical cards of each player as supplied by the FIGC in line with the form approved by the Health Ministry;- the administering of any medicines to the players;- providing players with correct information;- the conduct of the physiotherapist and preparatory trainer. <p>He or she must:</p> <ul style="list-style-type: none">- be recognised and certified by the appropriate national health authorities;- be specialised in sports medicine;	
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	<ul style="list-style-type: none">- be a member of the FIGC;- be registered in the relevant record of the FIGC Technical Sector <p>The preparatory trainers must be certified to follow the physical-athletic training of the players.</p> <p>He or she must:</p> <ul style="list-style-type: none">- be recognised and certified by the appropriate national health authorities;- be a member of the FIGC. <p>The physiotherapist or masseur must:</p> <ul style="list-style-type: none">- be recognised and certified by the appropriate national health authorities;- be a member of the FIGC. <p>The physiotherapists and masseurs are required to participate in the refresher courses organised by the FIGC Technical Sector.</p> <p>The training facilities of the Clubs must provide adequate structures for the requirements of the medical staff in order to satisfy the required duties of these same.</p> <p>Where this is not possible, the Club must guarantee the periodical availability of suitable structures at external medical centres.</p> <p>The medical staff may be:</p> <ol style="list-style-type: none">a) employed by the licence applicant;b) independent consultants.	
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		<p>The assignment(s) of the above must be clearly defined in a written contract governing the professional relationship with the licence applicant.</p>	
P.05	B	<p>HEAD COACH OF THE FIRST TEAM</p> <p>The coach of the first team must hold one of the following four qualifications:</p> <p>a) "UEFA Pro Diploma"</p> <p>b) "Allenatore Professionista di 1° Categoria" Art. 18 of the Technical Sector Regulations</p> <p>c) "Direttore Tecnico" (Art. 17 of the Technical Sector Regulations, who is nevertheless an Allenatore Professionista di 1° Categoria who: a) is at least 65 years old and has worked for at least 15 years as head coach of a first team in the professional sector, of which at least 5 years in a team of the LNP; or b) has worked, with the right qualifications, as head coach of an A National Team or an Under 21 National Team for at least 5 years or has worked as head coach of the first team for 5 years in a Top Division team with good results at national and international level).</p> <p>d) A diploma equivalent to "Direttore Tecnico" or "Allenatore Professionista di 1° Categoria", acknowledged by UEFA as such.</p> <p>Derogations to the above general principle are possible in line with Art. 34 of the Technical Sector Regulations: coaches participating in the course to become "Allenatore Professionista di 1° Categoria"; "Allenatore Professionista di 2° Categoria" promoted after 5 years' practical experience in</p>	<p>DECLARATIONS:</p> <ul style="list-style-type: none"> - Informational document regarding the Head Coach of the First Team (compilation of form "Informational document: managers, personnel and technical staff of the Club")

		<p>which they managed the first team in derogation; temporary substitution of a 1st category coach.</p> <p>The Head Coach of the First Team must be assisted by another coach with a “Allenatore Professionista di 1° CATEGORIA” Diploma, or a “Allenatore Professionista di 2° CATEGORIA” Diploma, who is recognised as “Deputy” Coach. The “Direttore Tecnico”, on the other hand, must be assisted by a “Allenatore Professionista di 1° CATEGORIA”.</p> <p>As far as head coaches originating from foreign countries are concerned, the Applicant clubs must request membership from the FIGC Technical Sector for Head Coaches, enclosing the national Federation coaching diploma/certificate and curriculum of this same. The Technical Sector Executive Committee reserves the right to issue the appropriate qualification based on the documents received.</p> <p>The first team coaches must participate at the refresher courses organised by the FIGC Technical Sector.</p> <p>The first team coach is responsible for the selection, tactics and training of the first squad of the club participating Serie A, in addition to the organization of the activities of the Club’s entire Technical Sector staff.</p> <p>The assignment(s) of the above must be clearly defined in a written contract governing the professional relationship with the licence applicant.</p>	
P.03	A	<p>YOUTH MANAGER</p> <p>The Club’s Youth Manager must guarantee that all players of its youth development programme have the possibility to follow regular sporting, school and professional education, in line with the objectives as per chapter 3, approved by FIGC.</p>	<p>DECLARATIONS:</p> <ul style="list-style-type: none"> - Informational document regarding the Youth Managers and the principal assignments and responsibilities of these same (compilation of form “Informational document: managers, personnel and technical staff of the

		<p>The Club's Youth Manager must hold at least a "Allenatore di 2° Categoria" Diploma issued by the FIGC Technical Sector.</p> <p>The youth manager must participate at the refresher courses organised by the FIGC Technical Sector.</p> <p>The assignment(s) of the above must be clearly defined in a written contract governing the professional relationship with the licence applicant.</p>	Club")
P.08	C	<p>YOUTH COACHES</p> <p>The Youth Coaches must:</p> <ul style="list-style-type: none"> - protect and encourage the technical-athletic potential of the Club; - look after the technical training and physical-athletic growth of the young players; - encourage a broader understanding among the players of Laws of the Game in addition to the technical and health regulations of the Federation; - educate the moral and sporting conduct of the players; - encourage the completion of regular school education and/or gradual introduction into working life for young footballers. <p>The coach of the squad participating in the Primavera Championship (16-19) must hold at least the "Allenatore di 2° Categoria" Diploma (equivalent to UEFA A level) issued by the FIGC Technical Sector.</p> <p>The coaches of all the other youth teams must hold at least an Allenatore di Base Diploma (equivalent to UEFA B level) issued by the FIGC Technical Sector.</p>	<p>DECLARATIONS:</p> <ul style="list-style-type: none"> - Informational document regarding the Youth Managers and the teams coached (compilation of form "Informational document: managers, personnel and technical staff of the Club")

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		The assignment(s) of the above must be clearly defined in a written contract governing the professional relationship with the licence applicant.	
P.15	D	<p>IT MANAGER</p> <p>Each licence applicant is expected to be professional and up to date in its administration. There should therefore be a specialist within the licence applicant who is responsible for the development and running of the applicants Club's IT sector including Internet and the licence applicants' website.</p>	<p>DECLARATIONS:</p> <ul style="list-style-type: none"> - Informational document regarding the IT Manager (compilation of form "Informational document: managers, personnel and technical staff of the Club")

6. LEGAL CRITERIA

6.1. INTRODUCTION

This section defines UEFA's minimum legal/statutory criteria for football clubs.

6.2. REQUIREMENTS AND CRITERIA

Criteria No.	Grade	Description and objectives	Declarations and documents required from those Clubs applying for the UEFA Licence
L.01, L.02 and L.03	A	<p>UEFA LICENCE APPLICANT</p> <p>The UEFA licence applicant must be legally constituted with regards national law and regularly affiliated with the FIGC in line with the Statute and regulations of this same.</p> <p>The licence applicant must accept in writing within its statutes all regulations and decisions of the FIGC and competent bodies of this same.</p> <p>The licence applicant must accept in writing the terms and conditions of this Manual.</p> <p>The Club must declare in writing that it accepts the exclusive competence of the Chamber of Conciliation and Arbitration</p>	<p>DOCUMENTS (original or authenticated copies to be submitted):</p> <ul style="list-style-type: none">- Company Acts and Articles of Incorporation currently in force;- Affiliation Certificate to the FIGC. <p>DECLARATIONS (to submit together with the UEFA Licence application):</p> <ul style="list-style-type: none">- Declaration of adherence to the terms and conditions of the UEFA Licensing System;

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	<p>of Sport of CONI for the direct arbitral resolution of any controversy regarding the interpretation and application of this Manual.</p> <ul style="list-style-type: none">- Declaration of acceptance of the exclusive competence of the Chamber of Conciliation and Arbitration of Sport of CONI for the direct arbitral resolution of any controversy regarding the interpretation and application of this Manual.- Declaration authorising the organs responsible for the issuing of the Licences to examine the documentation and to request any information useful for the issuing of the Licence.- Declaration confirming the completeness and accuracy of the submitted documentation. <p>All the submitted documentation must be signed by the legal representative of the club, no more than three months prior to presentation of the UEFA Licence application.</p> <p>The Declaration confirming the completeness and accuracy of the submitted documentation must be signed by the Chairman of the Statutory Board of Auditors.</p>
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L.04	B	<p>COMPANY INFORMATION</p> <p>The UEFA Licence applicant must supply at least the following information:</p> <ul style="list-style-type: none">- Company name;- Headquarters;- Legal Form;- Particulars complete with the members of the Corporate Bodies and the powers attributed to these same, together with the signatory powers.	<p>DOCUMENTS AND DECLARATIONS (original or authenticated copies to be submitted):</p> <ul style="list-style-type: none">a) extract of the Club Census carried out at the offices of LNP, containing the information mentioned in the adjacent column; in particular, if the information from the census is incomplete or outdated;b) extract from the Public Register of Companies from the Chamber of Commerce, containing the information mentioned in the adjacent column.
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7. FINANCIAL CRITERIA

7.1 OBJECTIVES

Maintaining a satisfactory economic-financial stability in the management of a professional football club is essential to guarantee a future for the club in the short term and allow the entire football systems to grow in the long term.

This section aims to illustrate the economic and financial parameters and criteria that regulate the UEFA Licensing System.

Thus the financial requirements of this section aim principally at:

- improving the economic and financial capability of the clubs, increasing their transparency and credibility, and placing the necessary importance on the protection of creditors;
- safeguarding the continuity of national and international competitions;
- eliminating the risk of unfair financial advantages in UEFA club competitions through violations of the economic and financial requirements.

The section refers to the first phase of implementation of the UEFA Licensing System, which will be introduced into the Serie A for the 2003/2004 season, becoming effective for European Championships as of the following season.

Phase I requires:

- The financial statements of the licence applicant for the financial year prior to the application for the UEFA Licence to be audited by an auditing company registered with the Special Register of the CONSOB (the public authority responsible for regulating the Italian securities market);
- The preparation of an interim financial statement (not subject to audit) for the period from 1st July to 31st December for the financial year underway at the moment of the application for the UEFA Licence;
- Proof of the absence of payables overdue from transfer activities and towards all categories of employees.

Where the above documentation is not provided, the UEFA Licence shall not be granted.

As of the 2005/2006 competition season, all clubs participating in the Serie A shall, in addition to the requirements of this particular phase, be required to respect further economic-financial parameters and to adopt additional budgeting and control systems, requiring the presentation of supplementary financial-economic documentation.

Subsequent to Phase II, Phase III shall be introduced, aimed at further refining the economic-financial information and monitoring processes of the Clubs.

7.2 REQUIREMENTS AND CRITERIA

Criteria No.	Grade	Description and objectives	Declarations and documents required from those Clubs applying for the UEFA Licence
F.1.01	A	<p>AUDITED FINANCIAL STATEMENT</p> <p>Auditing of the latest financial statement prior to the UEFA Licence application by an auditing company registered with the Special Register of the CONSOB and that meets the independency and disjunctive requirements. In particular, it is prohibited for these companies to have any contractual relationship with the appointing Club or interests in this same, considering still further that it is prohibited to appoint companies whose partners, administrators, auditors or general directors are:</p> <ul style="list-style-type: none"> - related or otherwise to the administrators, auditors or directors of the appointing Club or any company that controls this same; - connected or that have been connected in the previous three years to the appointing Club or any company that 	<p>DOCUMENTS:</p> <ul style="list-style-type: none"> - Financial statement relative to the season prior to the UEFA Licence application, complete with the report from the Statutory Board of Auditors and the report from the independent auditors.

	<p>controls this same, by means of a subordinated or autonomous labour contract;</p> <p>- currently, or have been in the previous three years, administrators or auditors of the appointing Club or any company that controls this same;</p> <p>- in any other position which may prejudice the decisional autonomy of this same.</p> <p>Where the auditor's report enclosed with the financial documentation submitted by the Applicant Club has an adverse opinion or a disclaimer of opinion, the license may not be granted.</p> <p>The Financial Statements include the Balance Sheet, Profit and Loss and Notes and must be prepared in line with Art. 2423 and subsequent articles of the Italian Civil Code (and modifications of these same by the Legislative Decree No. 127 of 9th April 1991 with which the IV Directive (78/669) and VII Directive (83/649) of the EEC, regarding the preparation of balance sheets and consolidated balance sheets were introduced into Italian Law) and in line with the Accounting Principles as established by the specific Italian Accounting Bodies.</p> <p>In consideration of the particular activity of football Clubs and in line with the provisions of Art. 2423 ter of the Italian Civil Code, in addition to the above Civil provisions, also the recommendations and rules provided by the FIGC (Piano dei Conti Unificato), which allow the legal requirements that establish general financial statement requirements to be interpreted from a technical point of view.</p>	
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		Where required by law, the Club must furthermore prepare the consolidated financial statement.	
F.1.02	A	<p>INTERIM FINANCIAL STATEMENT</p> <p>Preparation of the Interim Financial Statement (not subject to audit) for the period from 1st July to 31st December for the financial year underway at the moment of the application for the UEFA Licence.</p> <p>Only where the last financial statement was closed subsequent to 30th June and less than 120 days before 28th February is the Licence Applicant not required to submit the above additional documentation.</p> <p>These Interim results should be prepared in compliance with the same conditions as per above, bearing in mind the competency and <i>pro-rata temporis</i> criteria with regards the economic aspects.</p>	<p>DOCUMENTS:</p> <ul style="list-style-type: none"> - Interim Financial Statement for the period from 1st July to 31st December for the season underway at the moment of the application for the UEFA Licence, approved by the Board of Directors of the applicant Club, including the Balance Sheet, Profit and Loss and Notes.
F.1.03	A	<p>NO PAYABLES OVERDUE FROM TRANSFER ACTIVITIES</p> <p>The licence applicant must prove that, as far as the last closed financial period is concerned, it had no payables overdue from transfer activities towards other football clubs, players or other third parties authorised by the competent football body (FIFA, UEFA, FA) at any time.</p> <p>A payable is overdue when it should have been settled in the past according to available contractual agreements.</p>	<p>DECLARATIONS:</p> <ul style="list-style-type: none"> - Declaration, issued by LNP, of the settlement of any payables from national transfer activities, through the clearing house operated by LNP itself. <p>DOCUMENTS</p> <ul style="list-style-type: none"> - Bank documentation proving payment for international transfers.

	<p>Furthermore and for the purpose of the licensing system, an overdue is not a ground for refusal of the license if, within a period of 30 (thirty) days after the due date:</p> <ul style="list-style-type: none"> - The License applicant has paid the payables overdue, or - The license applicant has concluded a written agreement with the creditor to extend the deadline of the payment of the payables overdue, or - Proceedings have been opened with the competent body according to national legislation or proceeding have been opened with the statutory national or international football authorities with regard to payables overdue. <p>APPLICATION FOR THE SEASON 2004/2005</p> <p>For the first season only, 2004/05, license applicants are exempted from the “at any time” rule for all overdue debts from transfer activities up to the financial closing date of the first audited financial statements closed in 2003 to be submitted by the license applicant to FIGC according to criterion F 1.01.</p> <p>For the purpose of the licensing system, should the license applicant's <u>first audited financial statements</u> show payables overdue (identified by the auditors or by the FIGC while assessing the license applicant for issuing the license for 2004/2005 season) from transfer activities this may not lead to the refusal of the license for 2004/2005 season if the licence applicant is able to prove at the date of submission of the financial documentation to FIGC (as</p>	<ul style="list-style-type: none"> - Documentation regarding any extension of the original deadline. - Written confirmation of any litigation from the public, juridical or arbitration administrations
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		<p>defined in this manual) that:</p> <ul style="list-style-type: none"> - He has paid the payables overdue, or - He has concluded a written agreement with the creditor to extend the deadline of the payment of the payables overdue, or - Proceedings have been opened with the competent body according to national legislation or proceeding have been opened with the statutory national or international football authorities with regard to payables overdue. 	
F.1.04	A	<p>NO PAYABLES OVERDUE TOWARDS EMPLOYEES</p> <p>The licence applicant must pay promptly salaries to employees and registered members during the season and to comply promptly with the payment obligations of taxes and contributions. The License applicant must prove that, as far as the last closed financial period is concerned, it had no payables overdue arising from contractual agreements with its employees at any time. This criterion also includes any social charges and taxes on salaries due by the licence applicant directly to the local social and/or tax authorities.</p> <p>A payable is overdue when it should have been settled in the past according to a contractual or legal obligation.</p> <p>Furthermore and for the purpose of the licensing system, an overdue is not a ground for refusal of the license if, within a period of 30 (thirty) days after the due date:</p>	<p>DOCUMENTS</p> <ul style="list-style-type: none"> - Signed release papers or bank documentation proving payment of salaries as at 30th June of the last financial period. - Documentation regarding any extension of the original deadline. - Written confirmation of any litigation from the public, juridical or arbitration administrations.

	<ul style="list-style-type: none">- The License applicant has paid the payables overdue, or- The license applicant has concluded a written agreement with the creditor to extend the deadline of the payment of the payables overdue, or<ul style="list-style-type: none">- Proceedings have been opened with the competent body according to national legislation or proceeding have been opened with the statutory national or international football authorities with regard to payables overdue. <p>As employees are considered the following persons and registered members:</p> <ul style="list-style-type: none">- All non-amateur players according to Article 4 of the FIFA Regulations for the Status and Transfer of players,- All administrative, technical and security staff who are, according to Chapter 8 of UEFA Club Licensing Manual V 1.0, graded "A" or "B". Specifically: the CEO/General Manager (criterion P.01), The General Secretary (P.02), the Head of Youth Development Programme (P.03), the Finance Officer (P.04), the Head Coach (P.05), the Security Officer and the Assistant (P.06) and the Medical Staff (including one doctor, one physiotherapist or masseur and a preparatory trainer).	
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	<p>cording to criterion F 1.01.</p> <p>For the purpose of the licensing system, should the license applicant's <u>first audited financial statements</u> show payables overdue arising from contractual agreements with its employees, including any social charges and taxes on salaries (identified by the auditors or by the FIGC while assessing the license applicant for issuing the license for 2004/2005 season) this may not lead to the refusal of the license for 2004/2005 season if the licence applicant is able to prove at the date of submission of the financial documentation to FIGC(as defined in this manual) that:</p> <ul style="list-style-type: none">- He has paid the payables overdue, or- He has concluded a written agreement with the creditor to extend the deadline of the payment of the payables overdue, or- Proceedings have been opened with the competent body according to national legislation or proceeding have been opened with the statutory national or international football authorities with regard to payables overdue.	
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