

The background of the top half of the page is a dense field of light gray, rounded rectangular shapes representing stadium seats. Three white banners with black borders are overlaid on this background, containing the title text in red.

SUPPORTERS

CHARTERS

IN EUROPE

A HANDBOOK FOR SUPPORTERS, CLUBS, ASSOCIATIONS AND LEAGUES

Football Supporters Europe



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INTRODUCTION / STATEMENTS OF ENDORSEMENT

MICHEL PLATINI

UEFA President

“UEFA participated in the fruitful dialogue between Football Supporters Europe and the rest of the European football family. The concrete result of this free exchange of ideas is this Supporters Charter handbook. I strongly believe that fans play a crucial role in defining and shaping the character and identity of their clubs. Owners, administrators, coaches and players come and go but fans remain faithful to their colours. It is important that an institutional dialogue between clubs and fans is established; it is essential for the well-being and sustainability of football clubs.

This handbook does not prescribe anything; it is a remarkably open document for people of goodwill. It recommends only a dialogue and offers different examples of how to establish one. It is encouraging and comforting that fans took the positive initiative to develop this document and I sincerely hope that many clubs will make use of this tool in order to launch a new, positive relationship with their devoted fans.”

ANDROUA VASSILIOU

Commissioner DG Education and Culture, European Commission

“Active involvement of organised supporter groups in the life of their clubs and associations is a tangible sign of participatory democracy in the field of sport. I welcome the work undertaken by Football Supporters Europe (FSE) in this respect.

I am glad that FSE can count on the support of the Commission in the ‘ProSupporters’ project, which also involves consultation with other stakeholders in the field of football such as UEFA, FIFPro, the EPFL and the Council of Europe. Prevention of violence, racism and intolerance at sports events is one of the key objectives of the action of the Commission in the field of sport.

The ‘ProSupporters’ project provides an invaluable input in this context. The Supporters Charter handbook, one of the main outcomes of the project, can play an important role in developing dialogue and fostering mutual understanding between supporters and their clubs and associations. I fully support the spirit and the results of the project and I encourage FSE to pursue their activities aimed at building an ever stronger representative network of football supporters throughout Europe.”



INTRODUCTION / STATEMENTS OF ENDORSEMENT

JO VANHECKE

Chair of the Standing Committee on Spectator Violence
of the Council of Europe

“The Council of Europe Standing Committee on Spectator Violence has for many years promoted a multi-agency and integrated approach to improving safety, security and service at football matches. Dialogue and interaction with supporters is one of the key principles of this policy. This is also the reason why FSE has been granted the status of observer at our meetings. FSE has been actively involved in some of our main activities over the last few years, such as the Ultra Seminar in Vienna, and our recommendations on fan dialogue, hospitality and Supporters Charters.

I’m therefore extremely happy with this handbook on Supporters Charters. On the one hand, it is a practical toolkit for implementing some of the core principles of the Council of Europe recommendation on this issue. It is about partnership, and not about a code of conduct or a set of repressive rules. On the other hand, the process to produce this handbook was in itself a breakthrough. All the relevant stakeholders have had an input and discussed the content in an open dialogue, based on principles of mutual respect and equal status. It was a dynamic and lively discussion, but the authorities, clubs, leagues and supporters listened to each other and searched for practical solutions to the benefit of everyone.

I can only hope this handbook will be used and implemented in the same constructive way at many clubs throughout Europe. Clubs and their supporters engaging in such a dialogue and where possible agreeing on a Supporters Charter can only contribute to ensuring a safe, secure and welcoming environment for all fans.”

TONY HIGGINS

FIFPro Division Europe, Board Member

“One of the strongest bonds that exists in professional football is that between the supporters and the players. In order to maintain this, supporters and clubs also have to have a strong bond. The initiative promoted by FSE and the creation of a Supporters Charter handbook is one FIFPro fully supports and hopes will be used as a reference for many supporters groups and clubs throughout Europe as they establish working relationships with each other.

Any player will tell you that the atmosphere in the stadium is important in making a game special. Ongoing good relationships between fans and clubs help to ensure that special atmosphere is maintained. This handbook provides the tools to achieve this.”



INTRODUCTION / STATEMENTS OF ENDORSEMENT

MARTIN ENDEMANN

FSE Committee member,
Alliance of Active Football Fans (BAFF), Germany

“We did not expect our initiative for a handbook on Supporters Charters to receive such broad support from so many different footballing bodies. Even more so as in many places the opinions of fans are often ignored and active fans are reduced to the role of consumer.

We are therefore delighted that the process of developing the handbook went so well and a good document, also from a supporters point of view, has been produced. Unfortunately, Supporters Charters have often been used in the past as instruments to establish a new set of rules, top down and without consultation with relevant supporter groups.

We hope that the ideas and recommendations in this handbook can give fans a chance to feed their ideas into such a Supporters Charter and that they will see this as a valuable opportunity. We also hope that as many fans as possible will use the ideas in the handbook to their best advantage and that clubs will appreciate that our understanding of supporter dialogue and the use of this handbook as a tool for this purpose can make a useful contribution towards improving the relationship between fans and their clubs.”

PER ARNE FLATBERG

Norwegian Supporters Alliance, Norway

“The Norwegian Supporter Alliance (NSA) is an umbrella organisation of supporters clubs in Norway and is long standing member of Football Supporters Europe. Through our work over the last 12 years we have seen the importance of dialogue as a means of improving our game. We are thrilled to be involved in the creation of this handbook, a process that has been both challenging and rewarding, and truly believe it will be a great tool for all the parties involved in football. We highly encourage fan organisations throughout Europe to push for the implementation of Supporters Charters at their clubs.”

STUART DYKES

SLO Consultant, Supporters Direct Europe, England

“A Supporters Charter can be a very useful tool for improving the relationship between clubs and fans and also with other football stakeholders. In view of their bridge position between clubs and fans, supporter liaison officers are ideally placed to coordinate the charter drafting and negotiation process. This handbook sets out recommendations for this process and I hope as many clubs as possible will take the opportunity to introduce such a charter in partnership with supporters.”

INTRODUCTION

INTRODUCTION

The recommendations and best practice guidelines set out in this handbook are based on an understanding of Supporters Charters as bilateral agreements between football supporters and their clubs or governing bodies.

It has been produced with the objective of promoting the modern concept of Supporters Charters as tools that can help to improve the relationship between supporters and their clubs and football associations in a sustainable way and overcome existing or prevent potential problems.

The development of a Supporters Charter should enable clubs, governing bodies and supporters to improve the quality of decision-making or consultation processes on all matters directly or indirectly affecting supporters.

DEVELOPED IN CONSULTATION WITH ALL RELEVANT PARTIES

Based on this understanding of Supporters Charters as bilateral agreements, it seemed only natural to involve all the target groups potentially affected by such a charter in the process of writing the handbook, along with other relevant institutions.

This document is thus the outcome of a comprehensive consultation process in a working group made up of a balanced group of

representatives from FSE member organisations, institutions and football governing bodies from across Europe.

This consultation group included representatives from UEFA, the European Professional Football Leagues (EPFL), the international players' union FIFPro, the Council of Europe, the European Commission, the European Club Association (in an observer capacity) and supporter representatives from the FSE membership across Europe.

The full lineup of this consultation group can be found on page 46.

HOW THIS HANDBOOK WORKS

The handbook is aimed at supporters, clubs and associations interested in establishing a dialogue and developing the relationship with each other.

For better readability, the wording in the handbook focuses on Supporters Charters between football clubs and their supporters, though the concept itself, as presented here, is equally transferable to national team supporters, supporter organisations, and associations or leagues who are interested in joining together to draw up a Supporters Charter.

HOW THIS HANDBOOK WORKS

The handbook is divided into three main modules that can be read independently of each other, based on the overarching definition of Supporters Charters as presented below (see p. 6-7)

Chapter 1 provides some THEORETICAL BACKGROUND on the concept itself. Based on contemporary findings, it should enhance an understanding of the distinct role of fans in football, why it is important to reduce the likelihood of supporters becoming disenfranchised, and how dialogue and an open relationship between fans and those in charge of running clubs and associations can create a positive way to resolve differences and increase mutual understanding, which benefits everyone.

In **Chapter 2**, fans and clubs will find a step-by-step guide with advice and recommendations on the content and development process of a SUPPORTERS CHARTER IN PRACTICE, including review and troubleshooting procedures once it has been adopted.

Finally, **Chapter 3** provides examples of BEST PRACTICE and references to Supporters Charters in European sport policy papers.

In view of the many differences and issues among fans and clubs at local level in the various countries across Europe, there is no 'one size fits all' for a Supporters Charter.

The aim of this handbook is therefore to set out best practice recommendations for the development of Supporters Charters. It is a result of the aforementioned comprehensive consultation process and thus contains feedback and best practice advice from supporters, governing bodies and institutions from across the continent.

As such, the focus of this document is NOT to provide minimum rules or guidelines but to serve as a flexible toolkit and pick-and-mix menu for all parties interested in the process of drawing up a Supporters Charter.

It is therefore down to the parties involved to adapt, select and develop the content according to their local and national situation, needs and concerns, taking the overall definition of a Supporters Charter as a guide (see next page).

DEFINITION – WHAT IS A SUPPORTERS CHARTER?

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The term 'Supporters Charter' has been used in a number of countries to define a service commitment by clubs towards their supporters or a code of conduct for supporters. In recent years, however, more and more organisations and institutions have acknowledged that isolated or enforced unilateral interventions or codes of conduct based on exclusion or restrictions have not proved effective.

Moreover, institutions, governing bodies, clubs and supporter organisations in Europe have increasingly highlighted the need for improved communications between each other.

While the role of supporters as major stakeholders and the need for better dialogue between fans and clubs has been recognised, there is insecurity among the relevant parties about how to establish effective, structured dialogue.

In this context, Supporters Charters can form an integral part of an overall prevention and communication policy that strives to achieve a balance of interests and consensual and harmonious relationship between supporters and clubs.

In line with respective EU policies, this handbook aims to encourage "clubs and other sport organisations [...] to implement the Supporter Charter [...which] sets up a platform for mutual dialogue between clubs and supporters" (Council of the European Union, 2008, p. 8)



THE SUPPORTERS CHARTER CONCEPT PRESENTED IN THIS HANDBOOK IS THUS DEFINED AS:

- ▶ a bilateral agreement between clubs/associations and fans
- ▶ developed in a joint negotiation process on an equal footing
- ▶ outlining each other's rights and obligations towards each other
- ▶ publicly adopted and periodically revised and adapted
- ▶ actively involving as broad a cross-section of fans as possible
- ▶ focused on a process of dialogue rather than on the end result
- ▶ an agreement by all parties to use their best endeavours to meet the commitments embodied in this charter

WHAT A SUPPORTERS CHARTER IS NOT:



- ▶ A unilateral service commitment by clubs/associations
- ▶ A dictate on acceptable behaviour
- ▶ A list of demands by one side
- ▶ A catalogue of sanctions
- ▶ A document set in stone
- ▶ A set of rules and regulations
- ▶ A legally binding document

DEFINITION – WHAT IS A SUPPORTERS CHARTER?



AT A GLANCE: THE ADDED VALUE OF A SUPPORTERS CHARTER

Based on this definition, a Supporters Charter can help to:

- ▶ establish structured dialogue and transparent procedures between supporters and clubs and vice versa
- ▶ increase awareness and understanding of each other's views and positions
- ▶ achieve a balance between the interests of all parties involved
- ▶ enhance the sustainability and effectiveness of agreements made
- ▶ reduce tensions and improve the atmosphere between clubs and supporters and also among supporters of the particular club
- ▶ encourage more responsible self-organisation among supporters
- ▶ foster responsibility among fans for their club and vice versa
- ▶ foster good governance in the management of football clubs

THE NEED FOR FLEXIBILITY IN TERMINOLOGY

Just like its content, the term '(supporters) charter' is not set in stone. It is flexible. In some countries the terms 'Supporters Charter' or 'codes of conduct' have negative and predominantly repressive connotations. It may therefore be advisable in such cases to use different terminology for the title of the final agreement in order to avoid misunderstandings.

As a priority, the final title of the agreement reached needs to consider the respective local or national situation and ensure positive acceptance of its content among all potential members of the target audience. It is worth repeating that the definitive title of the agreement should be developed by all parties as part of the overall process.

Examples of alternative titles could be more neutral wording such as 'joint mission statement', 'fundamental principles' or 'general agreement between club XYZ and its fans'.

THEORETICAL BACKGROUND

THEORETICAL BACKGROUND

THE RELATIONSHIP BETWEEN SUPPORTERS AND CLUBS

This handbook is based on an understanding that the vast majority of football supporters are not primarily to be defined by their roles as consumers or to be seen as potential troublemakers. They should be considered important partners in the creation of a safe and enjoyable matchday experience who can play a leading role in the early resolution of any tensions or problems.

In modern societies, where traditional family ties dissolve and economic tensions rise, sports clubs often represent one of the few remaining spaces for nurturing community relationships and economic prosperity. They are therefore of huge importance for their local environment and a driving force for social education and integration processes through the promotion of sport.

The affiliation of supporters to a club thus comes with incredibly positive potential that clubs should take advantage of to promote social values, responsibility and solidarity in wider society.

The majority of supporters are more likely to organise responsibly and engage for the creation of an enjoyable trouble free environment if they feel they are being taken seriously as “the major long-term ‘cultural investors’” (UEFA, 2011). The various initiatives against racism developed by football supporters and supported by clubs in

many countries demonstrate this quite nicely (see Council of Europe, 2005, p. 51 et seq.).

At the same time, as a consequence of the commercial exploitation of modern sports and many clubs, there is an increasing conflict of interests and alienation of fans and clubs across the continent (e.g. through rising ticket prices, fixture lists prioritising media interests and a stronger focus on security aspects). This development holds the risk of genuine supporters feeling excluded and not appropriately integrated.

Interestingly, this phenomenon and the rising tensions between different parts of society in view of the economic crisis in recent years has been accompanied by an increase of incident figures and media reports on spectator violence and racism in football. (Supporters Direct, 2009, p. 8 et seq.)

On the other hand, academic findings from across Europe indicate that the activation of fans through partnership work enhances security and also helps to improve the financial well-being of clubs (Feldes, 2010; Stott, 2011, p. 25 et seq.; IFA, 2012).

FAN DIALOGUE AS PART OF AN INTEGRATED STRATEGY OF GOOD GOVERNANCE AND PREVENTION

Against this background, fan organisations such as Football Supporters Europe (FSE) and Supporters Direct (SD), in conjunction with their members across the continent, have for some time called



THEORETICAL BACKGROUND

on clubs, football governing bodies and institutions to close this gap and consider the views of supporters as major stakeholders in the game in their decision-making.

A number of European institutions, football governing bodies and clubs have echoed this demand and taken action to achieve this. With the introduction of Article 35 of UEFA's Club Licensing and Financial Fair Play Regulations, for example, all clubs applying for a UEFA licence have been obliged to appoint a supporter liaison officer (SLO) since the beginning of 2012/2013 season to ensure a minimum degree of appropriate and constructive discourse between them and their fans.

A key objective of the SLO clause is to achieve transparency and improved communications between the parties involved. Club SLOs can help to improve the quality and processes of such a dialogue (see UEFA, 2011).

Other football bodies such as the European Professional Football Leagues (EPFL) and the European Club Association (ECA) have also recognised the added value of supporter involvement and are promoting fan dialogue with a focus on work in the area of violence prevention (EPFL, 2007) (ECA, 2011).

Likewise, European Union institutions and the Council of Europe have placed greater emphasis on promoting the involvement of supporters in safety and security strategies in football, as the "underlying basis for minimising safety and security problems lies in the development

of effective partnerships between all stakeholders at international, national and local level, [...] including supporter groups" (Council of the European Union, 2008). This is further underlined by the fact that FSE, as a supporter organisation, has observer status on the Council of Europe Standing Committee on Spectator Violence (T-RV) and alongside Supporters Direct is also a member of the EU Expert Group on Good Governance.

Ultimately, both institutions have identified the need, based on academic findings, to foster the role of supporters as respected partners of clubs, promote good hosting of supporters, and advocate improved organisation and communications between supporter groups to benefit desirable processes of supporter self-management and self-regulation.

There is widespread consensus among researchers that the involvement of football fans as part of a solution should also involve 'conflictive' groups or the 'grey area' inside the fan base, within reason. A restrictive approach that focuses on unilateral intervention or punishment is likely to exacerbate problems, especially if sanctions are imposed collectively (Spaaij, 2007, p. 411 et seq.).

Supporters Charters as bilateral agreements, whether in the form of generic mission statements or more specific agreements on operational procedures, were explicitly mentioned as proven best practice methodology as part of a multi-agency approach in integrated prevention strategies (Council of Europe - Sport Department, 2005), (Council of the European Union, 2008).

SUPPORTERS CHARTERS IN PRACTICE

A. HOW TO START

The process of developing and adopting a Supporters Charter can be initiated either by fans, members and/or the clubs themselves. If that is not feasible, for whatever reason, both supporters/members and/or clubs are part of a wider network of third-party stakeholders, institutions, and organisations (see graphic) that are structurally or ideologically close to one or both parties and could be involved in initiating the process:



SUPPORTERS CHARTERS IN PRACTICE

Whoever launches the process of establishing a Supporters Charter should undertake all possible efforts to familiarise other stakeholders with the concept before the work starts. This handbook can be an important tool for this purpose (see also B. Implementation, p. 14).

To ensure everyone understands the concept and the process gets off to a smooth start, one or more planning meetings should be organised by the project initiators before the official kick-off. Beforehand, separate initial meetings attended by representatives of the intended main participants, or a joint meeting comprising a small, yet balanced delegation of representatives from each party, should take place.

In addition, the Supporters Charter concept can be promoted through all relevant supporter and club communication channels as soon as the planning stage commences (e.g. via publication of articles on the handbook on supporter message boards or in club magazines, newsletters, website download sections, etc), even before a decision is made on whether to produce a Supporters Charter as a formal document or not.

The official project launch should be a high-profile event. It could take the form of an open plenary meeting, for example, or a local fan congress, and be supported by online consultation platforms, depending on the local situation. The basic content and/or composition of working groups for the detailed process of writing the charter should be developed from there. The main objective should be to ensure that as many supporters as possible are made aware that the process is about to begin and have a chance to contribute their ideas in one way or another.

Again, the final format of the launch event for the Supporters Charter implementation process will depend on whichever agreement is made and considered feasible by club representatives and fans at local level.

Bigger clubs might have to undertake greater efforts and adopt a different strategy than smaller clubs with regard to communication and the structural setup of the charter development process to ensure transparency and input from all relevant parties from the outset.

A1. IDENTIFY RELEVANT TARGET GROUPS

SUPPORTERS

Existing umbrella bodies at local level (e.g. supporter councils or fan forums), where they exist, should be involved as key partners to the process.

It is vital to involve a balanced cross-section of supporters of a club, wherever possible. A one-sided dominance of individual groups should be avoided.

Just about everybody should initially be invited to take part, including less organised sets of fans. Depending on the size of the club and its fan base, however, this might require the definition of different levels of direct and indirect participation to keep the process workable.

SUPPORTERS CHARTERS IN PRACTICE

As a baseline for participation, all fans wishing to be involved in the process, and club representatives, should commit themselves to the rejection of violence and racism or any other form of discrimination.

Organised supporter groups willing to be involved in the process should be the primary target groups, but representatives of less well organised sets of fans are equally important and should be invited to become part of the process. Club members and/or season ticket holders, in particular, should be contacted to identify unorganised fans interested in getting involved.

Again, as many supporters as possible beyond the above should be invited to contribute to the process directly or indirectly in order to maximise participation and acceptance of the project in the wider fan base from the outset.

With regard to the compilation of any working group or consultation process between the club and its fans, it is beneficial if the 'fan demography' as a whole is reflected. The views of both sexes, fans from a broad age range, minority groups such as the disabled, migrants and LGBT supporters, and supporters with differing economic or educational backgrounds ought to be considered. This will not only enhance the process and ensure broad acceptance of the charter but also foster communication between the various parts of the fan base.

Clubs and supporter groups should make full use of their respective communication channels to achieve the widest possible participation of all fans according to the local situation. This can help to prevent situations in which the Supporters Charter is rejected by parts of the fan base once finished because they feel they had no opportunity to add their input to the process.

CLUB REPRESENTATIVES

With regard to football governing bodies and clubs, it is essential for representatives with decision-making powers in the various areas to be addressed by the Supporters Charter to be involved in the process.

Alternatively, in practical terms, one or more people with official and specific authorisation from the club board could be assigned to represent the club in the process of producing the Supporters Charter as permanent representatives of the club in any working groups.

It is advisable for decision-makers at executive level to be invited and involved in the elaboration of specific topics in the Supporters Charter. Board members should at the very least be present at the kick-off event and the public launch and signing of the Supporters Charter.

SUPPORTERS CHARTERS IN PRACTICE

THIRD PARTIES

Actions of third parties such as players, the police, local authorities and associations, leagues and ministries can have an influence on the relationship between fans and clubs and thus on the Supporters Charter development process.

National or transnational supporter organisations and non-governmental organisations (NGOs) working in football can also provide helpful input for the process.

Third-party stakeholders should be invited to feed into the process at some stage, if agreed and considered appropriate by the members of the working group.

Other football clubs could also be invited to attend working group meetings to promote the Supporters Charter idea.

A2. MODERATION

The most important aspect regarding the person(s) appointed to moderate the process is that they are accepted and agreed by both parties at the beginning of the process. It does not have to be one person, it can be a team (max. 2-3 people).

Potential moderators and individuals to take charge of administrative and logistical planning are former players, SLOs and (where they exist) fan project workers.

Representatives of third parties such as national or transnational supporter organisations and NGOs working in football who have experience of producing a Supporters Charter or simply enjoy mutual acceptance can also prove to be useful mediators, especially during difficult phases of the charter negotiation or implementation process.

B. IMPLEMENTATION OF A SUPPORTERS CHARTER

B1. NEGOTIATION PROCESS

TIMELINES

In general, ensuring a positive outcome should be considered more important than the deadline itself by all parties involved in the Supporters Charter project.

The long-term character of the project should be stressed from the beginning, and all the parties involved in the process should be made aware of the need for patience.

Negotiations and the elaboration of the agreement could easily take up to a year, though the parties should be prepared from the start to go beyond that.

Nevertheless, the parties should agree on rough timelines at the beginning of the process.

As soon as the end of the process can be foreseen, and generally as early as possible, a date for the public launch of the document

should be determined to leave enough time for the development of a proper media strategy to accompany the launch.

POTENTIAL WORKING GROUP FORMATS

Following the official kick-off event for the project in the form of an open plenary meeting or local fan congress, additional work on the content and wording of the charter should be continued by a group of appointed people.

This group should work from the results of the kick-off meeting and transfer them into the format of a Supporters Charter.

The Supporters Charter can be developed by one working group or many different ones dedicated to various topics in accordance with the principle of subsidiarity, depending on the local situation and the complexity of topics that a Supporters Charter aims to address.

Again, the principle of ensuring the participation of a balanced cross-section of supporters and appointed club representatives with decision-making powers should be considered when setting up the working group(s).

The fact that most participants involved in the process of producing a Supporters Charter are volunteers with regular full-time jobs must be taken into account when fixing timelines and meeting schedules.

SUPPORTERS CHARTERS IN PRACTICE

The compilation of the working group(s) should leave enough flexibility to allow the involvement of additional representatives or external experts or stakeholders at certain meetings further on in the process, depending on the topic(s) to be discussed (see also A.1 “Third Parties”, A.2 “Moderation”, p. 13).

The working group(s) should be prepared to hold regular meetings until the final version of the charter is launched.

RECOMMENDATIONS FOR INTERNAL COMMUNICATION

As a first priority, emphasis should be placed on the key principle of dialogue as a two-way process – listening should be just as important as talking for all the parties concerned.

Clubs and supporters should enter the process as equal partners, which necessitates a culture of negotiation based on mutual trust and respect.

At the start of the process, common aims/identity and previous achievements should be underlined. Once this is done, problems should be identified and common ground should be sought – a priority list can be a useful tool for identifying the most important topics to kick start the discussion.



THE FOLLOWING THREE-POINT PLAN CAN SERVE AS A GENERAL GUIDE FOR THE INTERNAL CULTURE OF COMMUNICATION TO BE CONSIDERED BY ALL PARTIES:

- 1 ▶ Give space to all parties to articulate their wishes/positions**
- 2 ▶ Identify common ground**
- 3 ▶ Identify problems and try to solve them by seeking win-win situations**

As a practical tool for ensuring an ongoing dialogue and work process in between meetings, it may be helpful to establish an internal mailing list for working group members.

For more detailed Supporters Charters, online platforms and internal forums with restricted access could be used where several working groups could discuss, share and work on documents together. Useful tools for facilitating such a process and organising internal communications can be found in the ANNEX (see page 37).

Should disagreements on a particular issue arise, it has proved helpful to postpone the discussion on that aspect and continue work on those areas where there is a broad consensus between the negotiating parties for the time being (see also B.3 “Potential Challenges – Recommendations”, p. 18).

SUPPORTERS CHARTERS IN PRACTICE

RECOMMENDATIONS FOR EXTERNAL COMMUNICATION

Following the official public kick-off event, all further work on the Supporters Charter should be transparent for the wider public throughout the development process.

Clubs and supporter group decision-making bodies should be invited to give their input at all stages of the process. This can make a crucial contribution to building trust and enhancing the level of acceptance of the added value of the document among all target groups.

Minutes of working group meetings and interim results should immediately be published as working documents on the club website and put up for discussion via the relevant supporter/member communication channels.

Where possible, mass media coverage should be sought to promote the concept and inform the target audience about the progress made in developing the charter.

That said, any media strategy and dissemination of interim results during the negotiation process should be subject to advance agreement by both parties.

B2. ADOPTION PROCESS

ADOPTION AND LAUNCH OF THE SUPPORTERS CHARTER

For the long-term success of the agreements reached in a Supporters Charter, it is important that its content is known, accepted and supported by the vast majority of the target audience inside the club and in the wider fan base or membership.

A public adoption of the final agreement, organised by both parties in conjunction with the moderators and supported by their third-party networks, can symbolically underline the new level of mutual understanding in the relationship between fans and clubs that has come about through the joint work on the Supporters Charter.

Once the content of a Supporters Charter is finalised, it should therefore be adopted at a public launch to ensure the greatest possible attention among all the parties involved.

Depending on the local situation and size of club, the launch can be organised as a separate event on a specific date or at a home game, backed by the use of stadium announcements at half-time or immediately before kick-off, for example, to reach as large an audience as possible.

SUPPORTERS CHARTERS IN PRACTICE

Depending on the size of the Supporters Charter, the document itself or extracts from it could also be put up on large panels at prominent locations inside the stadium to ensure it is permanently on show for all parties, providing a permanent reminder of the agreements made.

As for membership-based clubs, it is recommendable that prior to the public launch of the Supporters Charter, the agreement is also officially adopted at the Annual General Meeting by the membership of the club.

If agreed by both parties, the Supporters Charter could also be considered as adopted only once it has been signed by a certain number of fans or supporters' clubs.

Furthermore, where appropriate, clubs should educate new sponsors, tenants of VIP boxes and new and present members of staff at all levels of the club management about the Supporters Charter and ensure its content is considered with relevant decisions of those parties, e.g. with marketing decisions.

Positive experience has been made with clubs integrating relevant content of their Supporters Charter, such as a commitment to certain core values, in employment contracts and sponsorship agreements.

MEDIA STRATEGY

The public relations and media strategy throughout the process, and in particular for the launch, is crucial for spreading the word about the project and the final agreement through the communication channels of the various target groups as quickly and widely as possible.

Representatives of all parties, in particular the club and supporter groups involved in the process, should endorse and publicise the charter at prominent locations on their websites, on fan message boards and in press releases and additional targeted media work, where possible and appropriate.

All parties involved in the development of a Supporters Charter should agree on a (joint) media strategy at an early stage of the process.

SUPPORTERS CHARTERS IN PRACTICE

B.3 POTENTIAL CHALLENGES – RECOMMENDATIONS

WHAT TO DO IN CASE OF DISAGREEMENTS

In view of the various conflicting interests between supporters and clubs in the modern game, it is only natural that there will be controversial topics of discussion when developing a Supporters Charter. This is when the moderator's job can become particularly challenging and the motivation of the participants can quickly turn into frustration.

Initial talks have the potential to reveal major fault lines on either side, especially if there has never been a continuous structured dialogue between the club and its wider fan base.

Equally, if the development of a Supporters Charter is initiated from a situation of ongoing conflict, the starting point for the working process may well be characterised by seemingly hardened positions on both sides.



**GENERALLY SPEAKING THOUGH, IT IS OK TO DISAGREE!
A SUPPORTERS CHARTER CANNOT OFFER A SOLUTION FOR
EVERY PROBLEM. FOCUS ON COMMON GROUND INSTEAD.**

Disagreements are not bound to interrupt the process of developing a Supporters Charter, but it is important to address them in order to increase the level of understanding for other points of view.

If it proves impossible to overcome differences on certain issues, it is advisable to postpone any further discussions on them to avoid the debate turning into a power struggle or (symbolic) conflict with irreconcilable positions. In such situations, both parties should seek to return to common ground and focus on prioritising aspects they can agree on for the time being. At the beginning of the process it is more important to build trust between the various parties and recognise that difficult topics will be addressed once there is a greater level of understanding between them.

Returning to consensus topics can facilitate the discussion on more difficult issues later on in the process.

If appropriate, moderators could arrange a separate mediation meeting to be attended by the parties in disagreement on a particular issue with the aim of achieving a compromise to the satisfaction of both parties.

In some cases, it may be advisable to agree to disagree and refrain from including these aspects in the charter.

That said, as a matter of principle, the members of the working group for this handbook unanimously agreed that the rejection of discrimination and violence is a key prerequisite (in accordance with FSE's core principles) and non-negotiable minimum standard for any Supporters Charter development process.

SUPPORTERS CHARTERS IN PRACTICE

WHAT TO DO IF COMMUNICATION BREAKS DOWN

Should any of the parties withdraw from the process during the course of the negotiations due to seemingly irreconcilable positions, every effort should be made to resume talks to prevent a failure of the project.

It is advisable to agree very early in the process what to do if communications break down. This question could be addressed at the first working group meeting, for example, when the process itself is outlined.

Should a breakdown in communications occur, external third parties who have the trust of all the parties in disagreement could be appointed as intermediaries to obtain additional input from a neutral source.

A list of standard problem-solving techniques can be found in the ANNEX (see page 38–40).

If this proves unfeasible or unsuccessful, consideration should be given to replacing working group members with a different representative of the respective party (see also A. “Third Parties” and “Moderation”, p. 13).

In some situations, when the discussion reaches an impasse, it may even be advisable for the moderators to propose that the project talks be suspended for a brief interval and resumed at a later date to allow a fresh start to be made.

C. CONTENT

A Supporters Charter can take different forms and address different issues, all based on the local situation. It could focus on a more general mission statement on shared values and commitments, or set out more detailed agreements on procedural and structural commitments to each other.

As a minimum best practice guideline, a Supporters Charter should identify a set of common objectives and shared values between supporters and clubs. These key principles will then form the basis of additional, more detailed content on specific topics.

Furthermore, rather than focusing on achieving restrictive or binding agreements on specific issues, experience has shown that identifying positive targets and procedures for these issues is a more productive way of ensuring that the content of the charter can bring about consensus and acceptance and thus fulfil its purpose.

SUPPORTERS CHARTERS IN PRACTICE

Nevertheless, a Supporters Charter should be compact and easy to understand, using language appropriate to the target audience and local situation.

The points listed in the following sections represent a collection of ideas, best practice examples of potential topics and key principles based on existing Supporters Charters but **not a binding set of content or a comprehensive list**.

The table of contents of the Supporters Charter should generally be agreed by the relevant parties early in the process.

C.1 KEY PRINCIPLES AND SHARED OBJECTIVES

The following set of key principles and shared objectives represents best practice recommendations based on the experience of the members of the working group for this handbook:

SIGNATORIES OF A SUPPORTERS CHARTER SHOULD DECLARE THEIR COMMITMENT TO:

DIALOGUE AND MUTUAL RESPECT

To reinforce the overarching objective of a Supporters Charter, all parties involved in drafting the charter should commit to fostering an ongoing dialogue and strive for a relationship characterised

by mutual respect on an equal footing, while taking into account intrinsic rights such as the freedom of expression. This should include a commitment to dialogue even in difficult situations.

THE WELL-BEING OF THE CLUB

Football fans and clubs should find it easy to commit to doing their utmost to avoid causing harm to the club. From a supporter point of view, this could include supporting the team in both good times and bad. The club management could commit to running the club sustainably and in line with good governance principles.

THE REJECTION OF VIOLENCE

At some clubs, neither fans nor the club might consider it necessary to include such a clause because there has never been a problem related to violence. If it is agreed to include one as part of the key values, however, supporters and the club could make a general commitment to striving for an environment without violence both on and off matchdays.

OPPOSITION TO RACISM AND ANY OTHER FORM OF DISCRIMINATION

Both the club and the supporters involved in the process should commit to ensuring an open and discrimination-free environment at the club for all spectators and employees, including players. The provision of accessible conditions for disabled fans should also be part of this commitment.

C.2 THE DEVIL IS IN THE DETAIL – SPECIFIC TOPICS

There is a range of more specific issues around which tensions tend to arise between supporters and clubs on a regular basis. Supporters Charters could define procedures or policies forming the basis for a minimum consensus about practical solutions in a constantly changing environment.

Equally, there are a number of 'easy' areas of common ground where a Supporters Charter could simply help to optimise communications and arrangements and thus harmonise the relationship between supporters and clubs.

The following list is a collection of ideas and best practice examples, but by no means a set of binding topics that need to be addressed.

In accordance with the principle of subsidiarity, the issues and arrangements that will ultimately be addressed in the Supporters Charter depend on the situation and agreements made by the fans and club representatives at local/national level.

CONSULTATION AND INFORMATION

This could include general agreements on how and through which channel(s) supporters should be consulted by club officials on

matters affecting them and/or how input from supporters will be fed back to club decision makers. Procedures could also be set out on how information relating to board decisions, events or prohibited items, for example, is communicated to supporters and how and when supporters can disseminate relevant information through their communication channels. Additional arrangements could include complaints procedures, the nomination of reliable contact persons at the club and among the fans at the beginning of each season, and the creation of welcoming conditions for visiting supporters via services such as fans' embassies.

MATCHDAY ARRANGEMENTS

Matchday arrangements offer huge scope for potential agreements and the optimisation of measures that can enhance safety and security and create a positive stadium atmosphere in areas such as hosting, stadium entry, approval procedures for supporter card displays, conditions for visiting supporters, the sale of alcohol, the use of mascots or goal jingles, stadium infrastructure, etc.

COMMUNITY WORK

Supporters and clubs could make agreements on how to foster close links with the local community and introduce young people, other interested parties of both sexes, and disadvantaged groups to the club, e.g. as players and/or spectators. Cooperation with community organisations and their integration in club and supporter activities could also be specified.



SUPPORTERS CHARTERS IN PRACTICE

TICKETING

The Supporters Charter could include a section devoted to ticketing arrangements and policies covering aspects such as the availability of concessionary tickets, ticket distribution channels and loyalty schemes, and/or socially inclusive ticket pricing. Fans and clubs could also commit to procedures designed to prevent the sale of tickets at exorbitant prices on the black market.

FAN MATERIALS AND CARD DISPLAYS

A lack of information or uncertainty about the use of fan materials regularly gives rise to tensions between supporters and clubs. A Supporters Charter could set out clear principles or even details about which fan materials are generally allowed inside the stadium, the identity of contact persons, and timelines and arrangements for approval procedures or logistical support for card displays and other materials intended to enhance the atmosphere inside the stadium on and off matchdays. Likewise, clubs and fans could work together to determine copyright issues, for example how pictures of supporter card displays can be used by the club for marketing purposes.

MERCHANDISE

Supporters and clubs could have an interest in identifying guidelines for the design, sale and promotion of official club merchandise and the launch of new kits, for example. Arrangements for members or supporters wanting to produce and sell their own merchandise

or information material could also be formalised as part of a Supporters Charter.

MEMBERSHIP

Clubs and fans could set out minimum standards for membership schemes and loyalty programmes to ensure the widest possible acceptance of such schemes for the benefit of both parties.

PLAYERS AND FANS

Creating a closer link between players and fans can greatly help to foster positive supporter commitment, a better atmosphere and an improved relationship between fans and the club as a whole. Agreements could be included in the charter about how players can support supporter activities and how fans can support player performance and well-being at the club in return.

STADIUM BANS / BANNING ORDERS

In countries where stadium bans are issued by the club, Supporters Charters could include agreements on communications, decision-making and appeal procedures as well as probation schemes. This is based on the experience that transparency, consistency and fairness in this regard can significantly enhance acceptance for this measure among supporters.

SUPPORTERS CHARTERS IN PRACTICE

CLUB TRADITIONS AND MARKETING GUIDELINES

If desired, Supporters Charters could define an understanding between supporters and the club on the limits and necessities of commercial interests of football clubs against the background of preserving overarching club traditions.

MONITORING AND REVISION OF THE SUPPORTERS CHARTER

To take into account constantly changing conditions, general provisions should be included in the charter to provide for ongoing monitoring and revision of the content, if required and considered appropriate by the relevant parties (see also D.1 “Monitoring and Revision”, p. 23).

DISPUTE MANAGEMENT/RESOLUTION

Incidents do happen. A Supporters Charter cannot foresee everything, but it should provide a baseline for potential solutions and problem-solving strategies. To ensure the Supporters Charter is not doomed to fail the moment something goes wrong, it is vital to include general procedures for crisis situations and dispute management from the outset (see also D.2 “Troubleshooting”, p. 24).

D. WHAT TO DO AFTERWARDS

D.1 MONITORING AND REVISION

A Supporters Charter is a tool based on an ongoing process of dialogue and revision that does not end with the adoption and launch of the (inaugural) document itself.

The situation and dynamics inside and outside a club and its fan base are subject to constant change. These developments need to be reflected in the Supporters Charter to ensure its content remains relevant and acceptable for all target groups.

Provision should also be made in the document to guarantee ongoing monitoring of the charter and its implementation.

This can be achieved, for example, by the inclusion in the charter of general statements about its period of validity, what the parties would commit to do to support the successful implementation of the charter, and what action should be taken if said successful implementation is considered to be at risk.

It may also be advisable to develop an additional plan of action to accompany the charter implementation process. This supporting

SUPPORTERS CHARTERS IN PRACTICE

document should detail how and by whom the implementation process should be monitored and evaluated and determine the time when the content is to be revised.

D.2 TROUBLESHOOTING

All parties involved in the drafting and implementation of a Supporters Charter should be prepared for a situation when problems arise and be ready to respond appropriately on the basis of procedures agreed in advance.

There are hundreds of potential reasons why a Supporters Charter process can go wrong or collapse. Again, there is no one-size-fits-all approach for tackling this. The response will depend on the local situation.

Ideally, though, a Supporters Charter should include general provisions on how to maintain the dialogue in the event of a problem.

In the event of noncompliance by a party with the provisions of a Supporters Charter, for example, an emergency committee of previously appointed members of the original working group and/or those in charge of monitoring the implementation process could be

convened. The emergency committee could be requested to contact the respective party to discuss the situation.

What should be avoided at all costs is a fall back into hysterical/stereotypical reactions and condemnations by either side without consideration for the wider context, nor should it be assumed that the efforts undertaken to develop the Supporters Charter have failed 'simply' because something went wrong or one party ignored or neglected its obligations.

Backlashes should be seen as opportunities for improvement! A Supporters Charter takes time to evolve and demonstrate its effectiveness. Patience is required, but equally all sides will have committed to do their utmost to subject their actions to critical review in dialogue with one another.

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INTERVIEWS WITH FANS AND CLUB REPRESENTATIVES

FC ST. PAULI, GERMANY – FUNDAMENTAL PRINCIPLES

Background

In 2009, the Annual General Meeting (AGM) of FC St. Pauli passed, by an overwhelming majority, a set of fundamental principles [Leitlinien] and thus become the first licensed club in Germany to do so. More than 200 people attended the inaugural St. Pauli Congress, where they spent a weekend debating various issues of importance to club members, staff, fans and volunteers.

Based on the conclusions of this congress, a working group produced a draft proposal for the club's fundamental principles. This was passed at the AGM in 2009, with binding effect from then on. The Fundamental Principles form an integral part of any contracts or agreements and serve as a reference point for everyone involved at the club.

The following interview was conducted with Justus Peltzer from the fan-driven project Fanladen St. Pauli and Sven Brux, head of safety and security at FC St. Pauli, both of whom were involved at every stage of the development process.

How did you get the idea of developing something that later became the Fundamental Principles?

JUSTUS PELTZER: At the first St. Pauli Congress in 2009 the former organising group of representatives from the club and the fan base had the idea of transferring the results into guiding principles of FC St. Pauli. The idea was for all the football stakeholders at St. Pauli (fans, club [employees], sponsors, etc.) to find themselves and their viewpoints reflected in these fundamental principles and feel a commitment to them. The St. Pauli Congress was organised on the initiative of the fan project and the club with the aim of improving the dialogue between all parties, in particular between fans and club officials, avoiding conflict and establishing a better mutual understanding.

SVEN BRUX: There is nothing I can add to that.

Did any incidents occur that made you think it was necessary to develop such a document?

JUSTUS: No, not really, we just wanted to improve the general understanding of what St. Pauli is all about and put the positive conclusions of the St. Pauli Congress to more sustainable use.

SVEN: There have been repeated arguments between the fans and the club over the years, but they have always had to be resolved on an ad hoc basis shortly before matchdays. So the idea arose to discuss all these issues with all the parties involved (club, fans, sponsors, TV broadcasting providers, etc) in a relaxed atmosphere



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over an entire weekend and develop a set of fundamental principles that would apply to everyone in future.

How did the negotiation and implementation process unfold? How did you do it? Did things go well?

JUSTUS: It was really time-consuming but good and worth it at the same time. The organising group met quite often to prepare the congress. At the congress the organising group was appointed as a post-congress working group to draft the fundamental principles. The draft fundamental principles were put to a vote at the next Annual General Meeting of St Pauli and adopted by the more than 900 members in attendance without any votes against.

SVEN: The working group used the minutes of the five congress workshop groups as a basis for concise summaries that were later reworded to become the fundamental principles that were voted on at the AGM. I would say we met another five or six times after the congress. The dialogue between all the parties was really smooth and productive.

Where were the biggest controversies along the way?

JUSTUS: Sometimes it was quite difficult to understand the 'other' side in what was a very diverse working group (especially with regard to the polarising aspects of fans versus marketing).

SVEN: All the stakeholders involved in the process obviously had to come up with compromises they could live with and had to develop them in consultation with their respective peer groups.

What did you expect from the Fundamental Principles once they were adopted?

JUSTUS: As supporters we expect that it is now clear what is acceptable and what isn't, especially in all matters with regard to commercialisation.

SVEN: The same applies to the club. There should also be clarity when it is a question of selling individual sponsorship activities as a club, for example, and with regard to matchday operations as a whole. It was also important to us to develop an image of the club that is shared by a majority, i.e. this is who we are, this is how we see ourselves, this is how we act. We wanted to transmit this image to the outside as well.

Looking back, have your expectations been met?

JUSTUS: No, not always! There have been some discussions every now and then as to whether certain sponsorship activities, marketing ideas or actions taken are in line with the Fundamental Principles or not.

SVEN: There has been the odd occasion when the various parties involved have interpreted the Fundamental Principles differently, which has caused new arguments as a result. Before they existed,



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however, arguments over issues like these were much bigger over a comparable period of time.

Has the relationship between the fan base and the club changed positively or negatively since the Fundamental Principles were adopted?

JUSTUS: Generally speaking, the Fundamental Principles have set out a clearer framework for all stakeholders in a joint process and put this in writing, and this is definitely something positive. That said, we sometimes get the feeling that the club board or club officials are wrapping themselves up in the Fundamental Principles and trying to interpret them to their own advantage as much as possible, which always carries the potential for conflict. This doesn't mean the Fundamental Principles are invalid, however. On the contrary, they give the fan base an opportunity to refer to them and call on the other side to abide by them and enter into dialogue on the basis of the Fundamental Principles as we see them. At the end of the day, we drafted and adopted the guiding principles together.

SVEN: This could be right. On the other hand, I could pass the baton back and say there are also some supporter groups who sometimes demonstrate a relatively lax interpretation of the terms agreed in the Fundamental Principles, such as hospitality towards other supporters.

Do the Fundamental Principles of St. Pauli still apply or do you intend to revise them?

JUSTUS: Yes, they still apply. The idea of organising a second St. Pauli Congress and amending the Fundamental Principles has been floated, but there is nothing planned at the moment.

SVEN: I agree, there is nothing I wish to add to that.

There are all kinds of formats for agreements between clubs and fans that we refer to as Supporters Charters. Why did you decide to develop something resembling a 'mission statement' instead of producing a more detailed agreement covering the different aspects of the relationship between the fans and the club?

JUSTUS: We wanted to develop something for all the parties involved in football at St. Pauli, not just the fans. The Fundamental Principles cover much more than just supporter issues. They look at how the fan base, the club and the other parties are related to each other in general terms and how we can define the way we see ourselves.

SVEN: Exactly, the Fundamental Principles are basically the 'constitution' that deals with our relationship with each other. Additional, more detailed arrangements are then defined by the stadium regulations and the way in which individual cases or enquiries are managed on a match-by-match basis.

**FC WACKER INNSBRUCK, AUSTRIA –
BRANDING MANUAL AND COOPERATION AGREEMENT**

Background:

After the insolvency of FC Tirol in 2002, two new clubs were founded within just one week in FC Wacker Innsbruck and FC Wacker Tirol. The fan-owned FC Wacker Innsbruck and FC Wacker Tirol, who had already played in the Austrian Bundesliga in the interim period, merged to form FC Wacker Innsbruck in 2007.

Interviewee Gerhard Stocker is the former chairman of FC Wacker Tirol and after the merger became chairman of FC Wacker Innsbruck. Today, Gerhard Stocker is vice-president of the Austrian Bundesliga. Thomas Gassler was vice-chairman of the fan-owned FC Wacker Innsbruck and worked in the management of FC Wacker Innsbruck after the two clubs amalgamated. Today, Thomas Gassler heads the Austrian Fan Work Coordinating Centre at FairPlay-vidc.

Thomas Gassler and Gerhard Stocker decided to present their answers in the form of a joint response.

How did you arrive at the idea of developing a branding manual and the cooperation agreement between the fans and the club? Did anything particular happen to make you think an agreement such as this was necessary?

After the insolvency of FC Tirol in 2002, professional football in Innsbruck and across the Tyrol region was about to collapse. We were left

with next to nothing and the club had to be refounded from scratch. Everyone involved was convinced that only close cooperation between club representatives and supporters, who themselves had re-established the traditional club FC Wacker Innsbruck, would succeed in putting FC Wacker back on healthy ground as a club.

Absolutely everything, from the identity of the club, through its name and crest, to its philosophy, history, communication structures and corporate identity and design, was elaborated together in a five-year process. The result was a joint strategy, including a merger to form FC Wacker Innsbruck, a 60-page club philosophy document called the Branding Manual [Markengrundbuch] and a cooperation agreement, both of which are still in force today, and a jointly written constitution.

How did the negotiations and implementation process go until the agreements were finalised? How did you go about it? Are you happy with the result?

There were three representatives at board level on each side, so the working group comprised three representatives of the FC Wacker Tirol board, three board members from the fan-owned FC Wacker Innsbruck, plus one management employee of FC Wacker Tirol and two external branding experts.

An in-depth marketing analysis commissioned by both parties had come to the conclusion that the club should be renamed FC Wacker Innsbruck and the stadium should be called Tivoli. These are the traditional names that were demanded by the fans. This determined

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the overall direction. From then on, regular meetings took place and every detail was discussed until a consensus was reached. It was not only key decisions that had to be made but also unspectacular things such as the Pantone colours of the club crest, a standard font for the FC Wacker Innsbruck logo, and what the correct terminology should be, i.e. do we say club crest (rather than logo) and club management (rather than head office).

What were the biggest controversies or hurdles along the way?

The most difficult time was before the meetings actually started. There was little trust on either side. The supporters thought the club would only pay lip service to the process, while the club didn't consider the fans capable of playing a major role inside the club. However, it quickly became clear that both sides were working professionally and there was a lot of expertise and experience in the room. We just needed to join forces and pave the way for FC Wacker Innsbruck.

Looking back, have your expectations been met? Has anything changed in the relationship between the supporters and the club since the agreements were made and adopted? And if so, how do the agreements affect the relationship between the club and the fan base?

The most important thing is to put things down in writing and thus make them independent of the individuals behind them. It was a unique opportunity to develop completely new structures. We now organise regular club nights, for example, and of course, the

general meeting, to which each member can actively contribute. The supporters can put forward two board members. The website and club merchandising are still in the hands of the fans, most of whom do their work for it solely on a voluntary basis. Fans and members take greater responsibility for the well-being of the club and can identify more with the club than they did before.

The supporters have become an essential pillar of the club and both the club board and management consider this very positive. The only negative aspect is that we still haven't been able to convince everyone in the wider club community that a membership-based model with the involvement of the supporters is the right way to go.

There are many different types of agreement between clubs and fans that are referred to as supporter charters. Why did you decide to make such comprehensive agreements setting out the responsibilities of the club and the fan base in every detail?

In the beginning we obviously didn't think we would end up working on the branding manual and cooperation agreement over five years from 2004 to 2009. But haste makes waste, as the saying goes. The club philosophy we defined, however, has to be filled with life by all concerned and evaluated at regular intervals. We aim to take stock after five years and then continue working together to grow FC Wacker Innsbruck.

**BEST PRACTICE EXAMPLES
OF EXISTING SUPPORTERS CHARTERS**

FC WACKER INNSBRUCK, AUSTRIA

**COOPERATION AGREEMENT AND BRANDING MANUAL
[MARKENGRUNDBUCH]**

In July 2007, the former FC Wacker Innsbruck, FC Wacker Tirol and the supporters association Fan Initiative Innsbruck signed a cooperation agreement defining the use of the brand FC Wacker Innsbruck, the management of various fan related areas and mutual support between the club and the supporters association.

The eight-page Cooperation Agreement determines that fans at FC Wacker Innsbruck should be consulted on all manner of supporter issues by club officials and the board but shall have no influence on footballing or operational matters.

Supporters are contractually involved in the determination of season ticket prices and the management and design of the North Stand and fan merchandise. The agreement also sets out the club's in-principle support for activities carried out by supporters clubs in the area of the North Stand.

In addition, the agreement specifies that the Bundesliga club FC Wacker Innsbruck shall provide certain financial support to the

FC Wacker Innsbruck supporters association [Fan-Initiative] for preventive work and the development of positive football subculture in Innsbruck. This includes a commitment by the supporters association under the agreement to fostering values such as tolerance and fairness in connection with football culture, addressing violent tendencies and promoting international goodwill and understanding within the fan base.

The 60-page Branding Manual was built on this cooperation agreement and provides the basis for establishing FC Wacker Innsbruck as a cultural asset in the Tyrol region from the perspective of both the club and the supporters. It defines FC Wacker Innsbruck as an open membership-based club that views fans not only as consumers but also as active participants. The Branding Manual also specifies the club crest, colour scheme and uniform design in all areas of the club as well as the club philosophy.

Both agreements should lend new stability to FC Wacker Innsbruck in relation to its fan base, foster sustainable development and provide a regulatory guideline for all future decision-makers at this traditional Tyrolean club.

To underline this, the content of the Branding Manual was integrated in the club constitution and adopted by the general meeting.

FULL VERSIONS OF BOTH AGREEMENTS ARE AVAILABLE AS PDF FILES AND IN THE PROJECT-RELATED DOCUMENTS FOR THIS SUPPORTERS CHARTER HANDBOOK IN THE DOWNLOAD SECTION OF THE FSE WEBSITE WWW.FANSEUROPE.ORG

OMONOIA NICOSIA, CYPRUS

SUPPORTERS CHARTER (2007)

A. Supporters' Commitment

1. Meeting with organised visiting supporters to organise the distribution of leaflets, with content to avoid violence in the football fields.
2. Presentation of statistics indicating the sums of money that the clubs and especially our own club had to pay up to today.
3. Visit to the opponent section of seats with organised fans of the opponent team for the distribution of leaflets.
4. Meeting with organised fans of the opponent team two to three days before the match to avoid slogans that would create tension at the terraces.
5. We ourselves as organised fans we will work so that to deter the throwing of objects in the football field.
6. We should use banners with slogans urging our supporters and guest not to throw flares in the football field.
7. Leaflets should be issued, having as a main goal the fighting of racism in the football grounds in co-operation with other organised fans.
8. It would have been beneficial if all these slogans have been put up in our premises as well.
9. Constant meeting with the board of directors for discussions relevant to the process of the team.
10. Institution of stewards should be introduced at home and away matches.

11. Organisation of academies in the district in agreement with the board of directors.
12. Awarding a prize to footballers for long services for the club.

B. Components of the club's declaration(s) of commitments vis-à-vis its supporters

1. The club will organise a press conference for signing the Supporters Charters agreement.
2. The club will establish direct conduct with the fans by regular (sometimes monthly) meetings in the form of informal fan meetings, round table discussion.
3. Fan club members will have the opportunity to attend some board meetings without voting rights.
4. The club will arrange a football match. The teams will be composed by board members, existing football players of the club, old players of the club and supporters.
5. The club will arrange a cards game tournament and backgammon tournament between members of the board, existing football players of the club, old players of the club and supporters.
6. The club will offer to fans jobs in connection with the club (steward in the stadium) for all home matches' games.
7. Organisation of community activities with the fans.
8. The club will stage a fan match before a main League match. A team composed by members of the board and supporters will play against a plainclothes police team.

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9. Arranging an evening where U16 and professional players meet for Christmas (already done).
10. The club will provide some free tickets to opponent's club supporters for home matches. The club will provide some free tickets to club supporters for home matches.
11. Providing the club's training ground, for fan club tournaments and friendly matches organised by the supporters and fan clubs.
12. The opponent fans will be welcomed at the sports event by members of the board and the club supporters
13. Members of the board will welcome our fans before a league game.
14. Publicly awarding prizes for fairness and social commitment to fans and fan clubs by the club, e.g. during the half-time break of a match.

FC ST. PAULI, GERMANY

FUNDAMENTAL PRINCIPLES (2009)

In 2009, the AGM of FC St. Pauli passed, by an overwhelming majority, a set of Fundamental Principles [Leitlinien], thus becoming the first licensed club in Germany to do so.

More than 200 people attended the first St. Pauli Congress, where they spent an entire weekend debating various issues of importance to club members, staff, fans and volunteers. Based on the conclusions of this congress, a working group developed a draft proposal for the fundamental principles, which was then adopted with immediate binding effect at the club AGM.

These Fundamental Principles will be an integral part of any contracts and agreements in future and serve as a reference point of everyone involved in the club.

Fundamental Principles [Leitlinien] of FC St. Pauli

1. In its totality, consisting of members, staff, fans and volunteers, FC St. Pauli is a part of the local community and as such is affected directly and indirectly by societal changes in the political, cultural and social spheres.
2. FC St. Pauli is conscious of the social responsibility this implies, and represents the interests of its members, staff, fans and volunteers in matters not just restricted to the sphere of sport.
3. FC St. Pauli is the club of a particular city district, and it is to this that it owes its identity. This gives it a social and political responsibility in relation to the district and the people who live there.
4. FC St. Pauli aims to convey a particular attitude to life and symbolises sporting authenticity. This enables people to identify with the club

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- independently of any sporting success it may achieve. Essential features of the club that encourage this sense of identification are to be honoured, promoted and preserved.
5. Tolerance and respect in mutual human relations are important pillars of the St. Pauli philosophy.
 6. Although FC St. Pauli consists of many different sections, it has always been defined from its beginnings, both internally and externally, by its commitment to football.
 7. Together with the mandatory legal requirements that are binding for all, the stadium rules and Code of Behaviour for Excursions of the Fanladen are the basis for the activities of the members, staff, fans and volunteers of FC St. Pauli.
 8. Every individual and every group should constantly examine his or her present and future actions in a self-critical way and be conscious of his or her responsibility for others. Adults should not forget that they are acting as role models, especially for children and young people.
 9. There are no 'better' or 'worse' fans. Anyone can give expression to his or her nature as a fan, as long as their behaviour does not conflict with the above stipulations.
 10. FC St. Pauli will continue to be a hospitable institution. The club allows its guests extensive rights, but also expects them to show appropriate appreciation of the hospitality they receive.
 11. The active fan base (i.e. principally the club's committed fans in attendance on the day of the match) forms the foundation for the emotional impact of football as a sport, which in turn forms the basis for the successful marketing activities of FC St. Pauli.
 12. Sponsors and business partners of FC St. Pauli and their products should be in harmony with club policy and the social responsibility of the club. More detailed specifications will be found in the club's Marketing Guidelines [Vermarktungsrichtlinien].
 13. In working with the responsible associations, FC St. Pauli will try to promote an early decision on the fixture list and kick-off times that are convenient for fans.
 14. The essential thing in sport is the playing of the teams, so this should be viewed as being of central importance. The atmosphere is determined by the interaction of fans and players. The support programme should be distinguished by its objectivity and the provision of information relating to the club and the city district.
 15. The sale of goods and services at FC St. Pauli should be characterised, in addition to economic considerations, by the fundamental principles of social compatibility, variety of services offered, sustainability and ecology. Potential means of payment must be compatible with the fans' situation. Whenever there is a shortage of goods, holders of season tickets and members have priority purchasing rights.

SCOTLAND

FANS CHARTER (2013)

VISION FOR SCOTTISH FOOTBALL

Attending a football match should be a safe and enjoyable experience which is open to everyone in the community to attend.

This vision will be achieved by supporters, clubs and authorities working in partnership.

ABOUT THIS CHARTER

THE CHARTER

- ▶ is about the relationship between the fans, clubs and safety authorities (stakeholders) in relation to going to and attending football matches.
- ▶ recognises that the involvement of supporters in football matches is a vital part of making the event enjoyable and that this should be encouraged.
- ▶ recognises that there is a need to re-set the expectations and relationships between all stakeholders.
- ▶ intends to unite everyone who enjoys football in agreement to work towards improving the game, particularly the atmosphere and experience of matches themselves.
- ▶ recognises that there are already laws which define the behaviour of everyone involved in a football match and that this charter exists within these.

- ▶ doesn't change the relationship between fans and the club they support as expressed through existing club-based Supporters Charters.
- ▶ recognises that supporters are not one single community but a mix of different communities all coming together to enjoy a sporting contest, that it is likely that these communities have different expectations of each other's behaviour and that this creates issues that need to be considered by everyone involved.
- ▶ is written after discussion, input and feedback from fans, clubs and safety authorities.

DEFINITIONS

Stakeholders – the shorthand name for those involved with the Charter, mainly: supporters, clubs, safety authorities, football authorities and the Police.

Safety Authorities – those people and organisations with responsibility for safety, security and crowd management at football matches – primarily Safety Officers, Match Commanders and Police but including any other named people who may be given a role in safety or security in the future.

PRINCIPLES

1. Football matches are open and welcoming for all – that no part of the community should feel excluded and that each community is of equal value.
2. Supporter involvement is a key element of the match and should be encouraged.
3. Clubs, fans groups and safety authorities should actively seek to discuss issues that occur in and around the stadium.

BEST PRACTICE

4. Relationships should be built between fans, clubs and safety authorities and change negotiated to improve the experience for everyone.
5. The match should take place in a safe environment where the facilities provided are appropriate for the diversity of the community likely to support or visit that club.
6. Positive support and celebration of fan culture should be encouraged, where fan culture is defined as the right of fans to give vocal and visual support of the club and express their views.
7. Rivalry and opposition are part of fan culture but when that rivalry results in hatred then it's taking things too far.
8. The behaviour of anyone in and around the stadium should do no physical harm to others or create the impression that any members of the community are not wanted at the game.

These principles relate to everyone who is involved in putting on, going to or attending the match.

RIGHTS AND RESPONSIBILITIES

Involvement

Supporter involvement is a key element of the match and should be encouraged and that clubs, supporters groups and safety authorities should actively seek to discuss issues in and around the stadium.

1. Crowd noise, particularly singing and chanting, is an important part of the atmosphere of a football match.
2. Flags and banners should be encouraged and steps taken to

- make it easy for fans to have these at the match.
3. Humour, banter and mild insults are part of the rivalry of Scottish football however it's unreasonable to use these to abuse people, individually or collectively, to the point where the impression is given that they are not welcome at the match.
4. A method should exist at club or regional level where everyone involved in the match can raise issues of concern about events that happen while getting to, from or actually at the match.

Safety and Security

The match should take place in a safe environment where the facilities provided are appropriate for the diversity of the community likely to support or visit that club.

1. The starting position of all safety and security personnel should be of welcoming people to a sporting contest and respect that the vast majority are there to enjoy themselves legally and responsibly.
2. There should be an understanding that there are different communities of interest within a stadium, between home and away supports and within those supports themselves who need to be looked after in different ways.
3. Facilities within the stadium should be appropriate to allow all members of the community, regardless of their ability, to view the match in comfort.

Supporting

The behaviour of fans should do no physical harm to others or create the impression that any members of the community are not wanted at the game.

BEST PRACTICE

1. Active support of the team should be encouraged. Roaring your team on and enjoying yourself is an important part of the enjoyment of the game.
2. Dislike and disapproval of the opposing team or other rivals expressed as humour, songs or banter is a part of football culture and stops short of hating others because of the team they support.
3. Songs or chants shouldn't lead members of the community to believe, or allow the perception to exist, that they are excluded from supporting the team because of their colour, creed, gender, sexuality or religion.

ROLES

Everyone has a shared responsibility in making football better and ensuring it grows and prospers in the coming years. In order to achieve that we must all do our bit, leaving a solid foundation that the next generation can build upon.

These roles are interlinked and demonstrate that everyone needs to work together to make football better.

A. Supporters

Help to make the stadium an inclusive place where all members of the community feel they can come along and support the club and be prepared to work with safety authorities to ensure they can respectfully create a safe and enjoyable match.

B. Safety Officers

Be aware of the effects of actions and decisions on supporters' enjoyment of the match, understand that there are different groups with different expectations within the crowd and encourage more positive relationships with supporters and supporters groups.

C. Policing and Match Commanders

Be sensitive in the way information is gathered, particularly with filming and photography, deal with supporters in a consistent and sensitive manner, publicise actions on those fans who break the law and take opportunities to work with supporters groups to improve crowd management.

D. Stewards

Make sure that supporters feel welcomed to the stadium, work to improve consistency of action across Scotland, help to build relationships with supporters and supporters groups in order to agree expectations of behaviour at matches, and consider having 'home' stewards travel with away crowds to improve relationships.

E. Clubs

Ensure supporters from all clubs are aware of the facilities, regulations and behaviour expected when using their grounds, ensure that facilities are up to modern standards and build closer relationships with supporters and supporters groups to improve the atmosphere at games.

HELPFUL TOOLS FOR PROJECT MANAGEMENT AND GROUP WORK

This is by no means a comprehensive list but rather a pick-and-mix menu featuring a collection of online tools that have proved useful for various members of the handbook consultation group. They can help to facilitate communication and the implementation of projects involving a team of people, such as a Supporters Charter working group, especially when organised using volunteers or when there is only very limited finance available.

FINDING A DATE

DOODLE (www.doodle.com) is an easy and free online tool for finding a date and scheduling meetings with many people involved.

BASIC COMMUNICATION TOOLS

E-mail:

To ensure consistency in the internal working group with regard to recipients of email communications and to avoid gaps in communication, group email tools such as the ones below have proved useful:

GOOGLE GROUPS (groups.google.com)

YAHOO GROUPS (groups.yahoo.com)

Conference calls/chats:

The following tools provide the possibility to have both online chats and/or free internet-based video or voice conference calls:

SKYPE (www.skype.com)

GOOGLE+ hangouts

PROJECT MANAGEMENT AND INFORMATION SHARING

There are a variety of web-based project management tools which can facilitate the management of to-do lists and work processes during the drafting of a charter, such as:

COLLABTIVE (www.collabtive.com)

TRELLO (www.trello.com)

BASECAMP (www.basecamp.com)

Other easy and free tools for sharing electronic files and documents and jointly working on them online are:

GOOGLE DOCS (docs.google.com)

DROPBOX (www.dropbox.com)

SOCIAL NETWORK TOOLS

Options: creation of closed groups for internal discussion; creation of public pages relating specifically to the project to share information and useful links, illustrate or document the work process and announce events relating to it to make it transparent for the wider public beyond visitors to club or supporter web pages.

FACEBOOK (www.facebook.com)

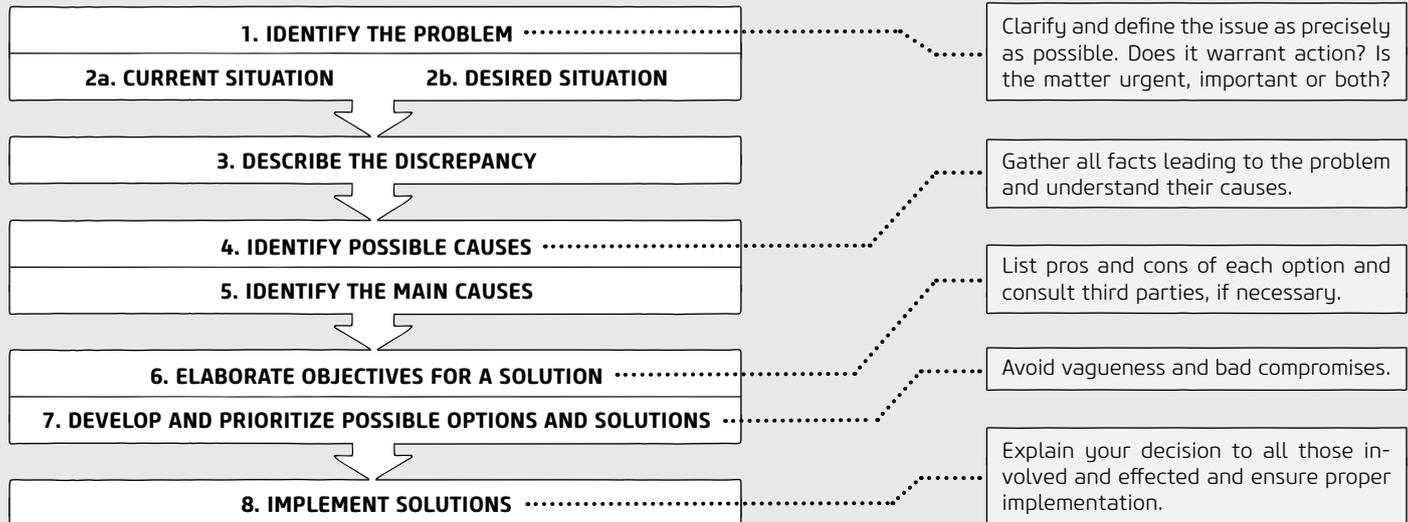
GOOGLE + (plus.google.com)

V KONTAKTE (vk.com)

BASIC METHODS OF PROBLEM-SOLVING

When problems occur, it has proved valuable, especially in group work, to define a step-by-step work process to solve the problem(s) effectively and in a structured manner. A step-by-step process helps to tie group members to an issue and work on it to the end and avoid chaotic discussions, hasty reactions or a seemingly easy ways out of addressing uncomfortable questions.

The following diagram can provide a guideline for such a process:



BASIC METHODS OF PROBLEM SOLVING

Once potential options or solutions have been identified, it can be useful to evaluate them in a systematic manner to prioritise and select the best possible option(s) for a solution.

The preparation of pros and cons lists can provide a simple means of achieving this. SWOT analysis is a useful tool for identifying the different aspects of more complex solutions (see also p. 40).

COMPILATION OF A LIST OF PROS AND CONS

Pro means 'for', and con means 'against'. In other words, advantages and disadvantages. This method also applies to all sorts of problem-solving where issues and implications need to be understood and a decision has to be made. The following points can serve as a step-by-step guide for the compilation of a pros and cons list.

1. Take one sheet for each identified option or potential solution and write clearly the option concerned on top, and underneath the headings 'pros' and 'cons' (or 'advantages' and 'disadvantages', or simply 'for' and 'against').
2. Write down as many effects and implications of the particular option that you can think of in the relevant column.
3. It could be helpful to 'weight' each factor, by giving it a score out of between one and five points (e.g. 5 being extremely significant, and 1 being of minor significance).

4. When you have listed all the points you can think of for the option concerned, compare the number or total score of the items/effects/factors between the two columns.
5. If you have a number of options and have completed a pros and cons sheet for each option, compare the attractiveness – e.g. via the points difference between pros and cons - for each option. The biggest positive difference between pros and cons is likely to be the most attractive option.
6. N.B. If you don't like the answer that the decision-making sheet(s) reflect(s) back to you, it usually means that you haven't included all the cons - especially the emotional ones, or you haven't scored the factors consistently, so re-visit the sheet(s) concerned.

FREE TEMPLATES FOR PROS AND CONS LISTS ARE AVAILABLE FOR DOWNLOAD ON THE INTERNET, E.G. IN THE PROJECT-RELATED DOCUMENTS FOR THIS SUPPORTERS CHARTER HANDBOOK IN THE DOWNLOAD SECTION OF THE FSE WEBSITE WWW.FANSEUROPE.ORG

SWOT ANALYSIS

SWOT analysis is a structured planning method used to evaluate the Strengths, Weaknesses, Opportunities and Threats involved in a project or a potential solution to a problem.

The analysis is carried out by compiling the characteristics of the project/solution in a table or matrix on the basis of the following definitions:

- ▶ Strengths should identify characteristics of the project that give it an advantage over others
- ▶ Weaknesses should identify characteristics that place the project at a disadvantage relative to others
- ▶ Opportunities: elements that the project could exploit to its advantage
- ▶ Threats: elements in the environment that could cause trouble for the project

The aim of any SWOT analysis is to identify the key internal (Strengths and Weaknesses) and external factors (Opportunities and Threats) that are important to consider for achieving the objective and evaluating whether the solution is worth pursuing.

FREE SWOT ANALYSIS TABLE OR MATRIX TEMPLATES ARE AVAILABLE FOR DOWNLOAD ON THE INTERNET, E.G. IN THE PROJECT-RELATED DOCUMENTS FOR THIS SUPPORTERS CHARTER HANDBOOK IN THE DOWNLOAD SECTION OF THE FSE WEBSITE WWW.FANSEUROPE.ORG

REFERENCES TO SUPPORTERS CHARTERS IN POLICY PAPERS IN EUROPE

WHITE PAPER ON SPORT (2007)

2.6 Strengthening the prevention of and fight against racism and violence

Violence at sport events, especially at football grounds, remains a disturbing problem and can take different forms. It has been shifting from inside stadiums to outside, including urban areas. The Commission is committed to contributing to the prevention of incidents by promoting and facilitating dialogue with Member States, international organisations (e.g. Council of Europe), sport organisations, law enforcement services and other stakeholders (e.g. supporters' organisations and local authorities). [...]

The Commission will: [...]

(21) Promote a multidisciplinary approach to preventing anti-social behaviour, with a special focus given to socio educational actions such as fan-coaching (long-term work with supporters to develop a positive and non-violent attitude);

EU CONFERENCE "TOWARDS A EUROPEAN STRATEGY OF VIOLENCE IN SPORT" (NOV. 2007)

"Clubs and other sport organisations shall be encouraged to implement the Supporter Charter [which] sets up a platform for mutual dialogue between clubs and supporters. Consideration given to supporters as respectable partners of clubs can contribute to the desirable process of supporter self-management and self-control".

EPFL CONVENTION AGAINST VIOLENCE IN PROFESSIONAL FOOTBALL (2007)

C. SPECIFIC MEASURES TO CONTROL, PREVENT AND ERADICATE VIOLENCE IN PROFESSIONAL FOOTBALL [...]

(5) PREVENTATIVE AND REPRESSIVE MEASURES [...]

Members and Associate Members should agree on a "Supporters Charter" which sets out standards of acceptable behaviour inside football stadia, which shall be distributed to all Clubs for enforcement supported by agreed compliance and monitoring systems [...]

It's important that systems are in place to monitor spectator compliance with the "Supporters Charter" [...]

Members and Clubs must invest in the education of their supporters to promote sporting ideals and the notion of fair play especially amongst young spectators to enhance mutual respect.

(8) SUPPORTERS GROUPS AND RELATIONS BETWEEN CLUBS AND SUPPORTERS

The Members agree that the role of supporter groups in the prevention of spectator violence may vary from country to country, but agree that it is imperative that a more inclusive approach should be taken going forward. **Therefore, Clubs should be encouraged to form positive and constructive links with their supporters groups to promote an inclusive and friendly atmosphere and to avoid incidents of violence. [...]**

STANDING COMMITTEE (T-RV)

EUROPEAN CONVENTION ON SPECTATOR VIOLENCE AND MISBEHAVIOUR
AT SPORTS EVENTS AND IN PARTICULAR AT FOOTBALL MATCHES

RECOMMENDATION REC (2010) 1 OF THE STANDING COMMITTEE ON SUPPORTERS CHARTERS (MAY 2010)

EXTRACT

The Standing Committee of the European Convention on Spectator Violence and Misbehaviour at Sports Events and in particular at Football Matches (T-RV);

Having regard to the need to ensure the safety and security of spectators in relation to sports events and in particular football matches; Stressing the need to improve hospitality and ensure the festive nature of sports events for the largest possible number of spectators, so that all groups of society can attend without fearing for their safety;

Recognising that sound agreements between supporters and their club can help enormously to ensure a festive atmosphere and prevent violent incidents;

Also recognising that the interests of supporters with good intentions must be taken into consideration in the overall policy of the club;

Stressing that a multi-agency approach does not only concern local and national authorities, police forces and clubs, but that supporters are also essential partners in sport events, that many of them want to take on responsibilities and that making preventive agreements helps ensure a festive atmosphere;

Having regard to the successful Supporters Charters that run in a number of countries;

Stressing that how a Supporters Charter is designed depends on the local situation and the culture of the particular club and its particular supporters;

Also stressing that a Supporters Charter should be part of a general prevention policy;

Considering the principles set out in the Handbook on the prevention of violence in sport attached to Recommendation Rec (2003) 1 of the Standing Committee on the role of social and educational measures in the prevention of violence in sport;

Recommends to governments of parties to the European Convention on Spectator Violence and Misbehaviour at Sports Events and in particular at Football Matches that they:

1 – Encourage sports associations, clubs, fan clubs and associations and/or other appropriate bodies in football and other sports to draft a joint Supporters Charter, based upon the following principles:

- a. Supporters Charter is an agreement between the sports club and the supporters about what each party can expect from the other;
- b. a Supporters Charter does not only impose obligations on supporters, it also sets out clubs' obligations towards supporters, intended to achieve a balance between the interests of all parties involved;
- c. **the aim of a Supporters Charter is twofold:**
 - **to improve communication between the different sections of the club and the supporters;**
 - **to establish an agreement between the sports club and the supporters ;**
- d. the club representatives involved in producing a supporters charter must have enough influence and decision-making power within their club;
- e. the supporters' delegation must broadly represent, and be accepted by, all supporters;
- f. it is necessary to avoid a situation in which the supporters, fan clubs or associations involved in the charter have to observe certain obligations, while individual supporters and also the club do not have to observe these obligations;

- g. other parties, such as the police and/or the local authorities can provide valuable input regarding safety and security matters;
- h. agreements offer added value and their objectives should follow the SMART-principle;
- i. the Supporters Charter must be re-appraised and renewed every (football) season.

2 – Recommend to sports clubs that they adopt clear procedures for discussing and agreeing on Supporters Charters. These procedures could include the establishment of a working group comprising representatives of all parties which would:

- draw up an agenda;
- conduct a substantive discussion;
- communicate the results internally (club and supporters) and externally (media).

3 – Encourage sport associations, clubs, supporters and/or other appropriate bodies in football and other sports to include the following minimum items in a supporters' charter:

- a. As a rule, a supporters charter should cover membership, consultation and information, accessibility and use of stadiums, communication about the safety policy for spectators, kick-off times (where this is within the control of the club), merchandise, community activity, the club's strategy, loyalty rewards and transparent and balanced measures to combat racism and violence;



ANNEX

- b. A transparent, uniform, fair and socially inclusive ticketing system;
 - c. Arrangement for supporters' activities to create a positive atmosphere in the stadium;
 - d. Arrangement concerning the consumption of drinks and snacks in and around the stadium;
 - e. Arrangements for supporters with disabilities.
- [...]

THE FULL DOCUMENT IS AVAILABLE FOR DOWNLOAD FROM THE T-RV WEBSITE AT WWW.COE.INT AND IN THE PROJECT-RELATED DOCUMENTS FOR THIS SUPPORTERS CHARTER HANDBOOK IN THE DOWNLOAD SECTION OF THE FSE WEBSITE WWW.FANSEUROPE.ORG

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LINEUP

THE FSE CONSULTATION GROUP ON SUPPORTERS CHARTERS

Organised in the framework of the ProSupporters Project activities of Football Supporters Europe (FSE).

Stuart Dykes

Supporters Direct
England

Martin Endemann

BAFF/FSE
Germany

Thomas Carnogursky

Fan Project FC Slovan Liberec
Czech Republic

Anthony Higgins

FIFPro
Scotland

Per Arne Flatberg

NSA
Norway

Jo Vanhecke

Council of Europe – Standing
Committee on the Convention
on Spectator Violence
Belgium

Michael Boyd

Irish Football Association
Northern Ireland

William Gaillard

UEFA
Switzerland

Ezéchiel Abatan

EPFL
Switzerland

James Proctor

Scottish FA – Consultant
Scotland

Daniela Wurbs

FSE
Germany

Markus Pinter

FairPlay – vidc
Austria

Antonia Hagemann

Supporters Direct
England

Pedro Velazquez

European Commission –
DC Education and Culture
Belgium

Bara Jindrova

Fans' Embassy Czech Republic
Czech Republic

David Frommer

ECA
Switzerland

The positions of the players are coincidental and are intended to illustrate the team process.
The lineup has no connotations with regard to the level of commitment to the process of the individual participants.

PRO SUPPORTERS



The FSE Handbook on Supporters Charters was developed as part of the FSE activities in the Pro Supporters project, which is co-funded by the Directorate General Education and Culture of the European Commission under the Preparatory Action in the Field of Sport (EAC/18/2011).

FSE is a major partner in this project, which is coordinated by FSE partner FairPlay-vidc from Austria and organised in cooperation with the fan project in Liberec, the international players union FIFPro, the Football Association of Ireland and the Irish Football Association, and evaluated by Loughborough University and Durham University.

The main objectives are:

- ▶ To promote supporter empowerment for self-management and self-regulation measures by fans for fans and promote dialogue with supporters as an integral means of prevention with football governing bodies
- ▶ To develop social preventive fan work approaches across Europe to help to establish non-violent, inclusive and nondiscriminatory football cultures
- ▶ To build an international knowledge-based partnership and exchange good practice between football supporters (including Ultra groups and other organised fans), football governing bodies (professional clubs, national leagues, national football associations, UEFA), players and ethnic minority/migrant groups
- ▶ To develop innovative and creative methods for raising awareness about problems associated with racism and related intolerance in football

For further information, please visit www.prosupporters.net

FOOTBALL SUPPORTERS EUROPE

FSE is an independent, democratic and representative network of football supporters, locally active fans' groups and national fans' organisations with members in currently more than 42 countries across Europe.

The members of FSE are united by support to a set of core principles:

- ▶ We do not tolerate discrimination of any individuals on any grounds, including the following: ethnic origin, ability, religion and belief, gender, sexual orientation and age
- ▶ We reject violence, both verbal and physical
- ▶ We stand up for the empowerment of grassroots football supporters
- ▶ We want to promote a positive football and supporters' culture, including values such as fair play and good governance

FSE organises networking and campaigning and support activities by fans for fans, is the main interlocutor of UEFA on fans' issues and works with a number of other institutions and football governing bodies, such as the Council of Europe and the EU.

For further information, please visit www.fanseurope.org



CREDITS

©2013 – Publisher: Football Supporters Europe e.V. (FSE), P.O. Box 30 62 18, 20328 Hamburg, Germany

Editor: Daniela Wurbs

Photos, unless otherwise mentioned: FSE

Contributors: Martin Endemann, Daniela Wurbs

Statements of endorsement: Michel Platini, Androua Vassiliou, Jo Vanhecke, Tony Higgins, Per Arne Flatberg, Stuart Dykes

Translation: Stuart Dykes

Proof-reading: Michael Brunskill

Graphic design: Stefan Biedermann

Print: www.flyeralarm.com



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Football Supporters Europe
Coordinating Office | P.O. Box 30 62 18 | 20328 Hamburg | Germany
www.fanseurope.org