

in partnership with



**SLO**

Supporter Liaison Officer



Supporter  
Liaison Officer  
Education Programme

ACADEMY



AN ESSENTIAL  
FOUNDATION  
FOR EVERY  
SUPPORTER  
LIAISON OFFICER  
IN EUROPE

# FOREWORD

As our sport keeps growing, it is essential for all those involved in the delivery of football competitions throughout Europe to improve the knowledge and skills they need to deliver competitions successfully. The SLO Education Programme will provide supporter liaison officers (SLOs) with the right skills, best practices and tools to positively impact their environment.

One of the keys to developing European football is to build trust between clubs, national associations and the supporters. Managing this challenging relationship is the job of the supporter liaison officer.

Reflecting UEFA's commitment to providing football stakeholders with a range of initiatives to help them develop as individuals with the tools to benefit their organisations, the SLO Education Programme reinforces a key role in today's game.

Theodore Theodoridis  
UEFA General Secretary



## Supporter Liaison Officer Education Programme

**The SLO Education Programme provides the tools, knowledge and skills needed to tackle the complex challenges of the job.**

This new UEFA Academy programme was created in response to the increasing demands of a role that is now a fundamental aspect of the football.

Well trained and recognised SLOs bring clubs and national associations closer to their supporters, providing a two-way flow of information on current issues. By ensuring that supporters' voices are heard, SLOs can build trust and a sense of community, while helping fans to experience the game they love in the best possible conditions.

Developed in close collaboration with Supporters Direct Europe (SD Europe), the SLO Education Programme provides SLOs with an opportunity to develop their skills and gain recognition. It also underlines UEFA's commitment to reinforcing a role that is already one of the club licensing requirements.

### Takeaways

- Deeper understanding of the SLO's role and responsibilities
- Tools and techniques to work with all stakeholders
- Strong network of fellow SLOs in the country

### Testimonials



“As their role develops across Europe, increasing demands are being placed on SLOs by a host of stakeholders, all with different needs and wants. Juggling these expectations, often at a moment's notice, is a difficult task that requires adequate training so that SLOs keep everybody happy. Football governing bodies receive the help and advice they need from the UEFA Academy and SD Europe to tailor the SLO Education Programme to their requirements and raise the standards of supporter liaison in their countries as part of an integrated approach to safety, security and service at football matches.”

■ Antonia Hagemann, Chief Executive Officer, SD Europe



“The Football Union of Russia is proud to have hosted a pilot of this new SLO education programme from the UEFA Academy and SD Europe. The first session was a success and our club SLOs particularly enjoyed mixing theory with practice and having the opportunity to engage with their counterparts SLOs.”

■ Nikolay Shiryaev, Senior Expert Safety and Security Department, Football Union of Russia



#### Who

Supporter Liaison Officers in clubs and national associations



#### When

Several intakes per year



#### How long

2 to 4 days



#### Where

Throughout Europe



#### Price

Covered by UEFA and the host national association



#### Number of participants

12-24 (recommended)



#### Certification

Certificate of completion by the UEFA Academy



#### Language

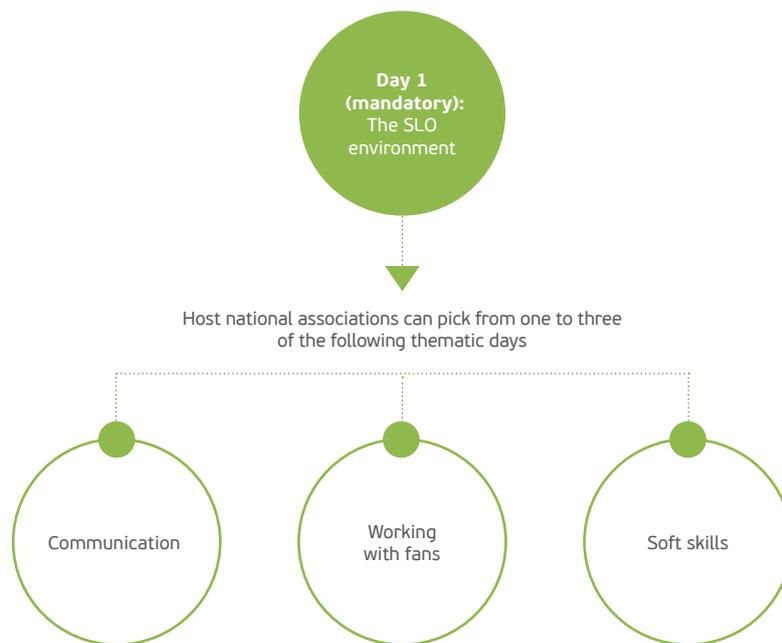
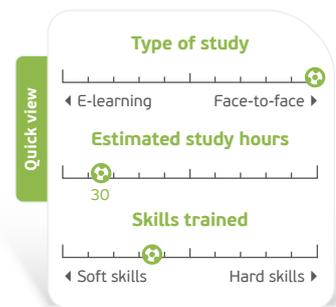
Adapted to the local context

## Programme overview

The SLO Education Programme was developed in cooperation with SD Europe to offer SLOs the knowledge, skills and tools they need for a very challenging position. As a modular programme, it can be organised in one workshop of two to four days or two workshops of two days. This flexibility enables national associations to cater to the needs of their local context. Part of the course can be over the weekend to offer part-time SLOs the opportunity to balance it with their professional obligations.

The first day, dedicated to the SLO environment, is mandatory. The host national association can then choose between one and three theme days: communication with stakeholders; working with fans; and SLO soft skills.

Participants are selected by the national association. We recommend a number of 12-24 participants to ensure the sessions remain interactive and practical. The programme is mostly delivered in the national language to ensure every SLO in the country can benefit from it. Exceptionally, and if requested by multiple national associations, an adapted regional programme can be organised.



## Partner

SD Europe is a non-profit organisation promoting meaningful supporter involvement in the running of football clubs and the sustainable development of the game as a whole. Active in 38 countries across Europe, SD Europe represents grassroots and national supporter organisations and helps amateur and professional member-run football clubs to become sustainable operations. It is also charged with facilitating the implementation of the supporter liaison officer (SLO) requirement in UEFA's club licensing regulations.



## What is a SLO?

SLOs act as a bridge between football clubs and supporters, providing a two-way flow of information on key topical issues. They ensure that fans' voices are heard throughout their favourite club. SLOs work with many different departments, but their expertise focuses on supporters. They need deep insight into their club's fan culture, but also the ability to establish and maintain trust with a variety of stakeholders, including supporter groups, club staff, the police, transport authorities, and their counterparts at other clubs. Football clubs wishing to compete in European club competitions have been required to appoint an SLO under the UEFA licensing regulations (Article 35) since 2012. Many football associations and leagues have since made the appointment of an SLO a feature of their own domestic licensing process. In recent years, national associations have started to appoint SLOs for their national teams.





## Application for a national programme

The SLO education programme can be organised at national level at the request of a national association, in collaboration with the professional league (if applicable). Up to six sessions can be held each year. Requests should be sent through your national association to the UEFA Academy: [academy@uefa.ch](mailto:academy@uefa.ch).

If accepted, preparatory meetings will be held with the national association, SD Europe and the UEFA Academy to tailor the programme to the specific needs of the SLOs in the country and the national context. UEFA will cover the costs of the experts taking part in the programme, while national associations are expected to pay for the venue, catering and any overnight accommodation for local SLOs, and to coordinate the session logistics in collaboration with the UEFA Academy.





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# Contact us

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