



UEFA SLO Education Programme

IN PARTNERSHIP WITH



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 UEFA 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 supporters. Managing this challenging relationship is the job of the SLOs.

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

Theodore Theodoridis
UEFA General Secretary



Programme overview

TYPE OF LEARNING

◀ E-learning

Face-to face ▶

PROGRAMME DURATION

◀ One day

Two years ▶

SKILLS TRAINED

◀ Soft skills

Hard skills ▶



WHO

Supporter liaison officers in clubs and national associations



HOW LONG

Several intakes per year



HOW LONG

4 days



WHERE

Throughout Europe



PRICE

Covered by UEFA and the host national association



NUMBER OF PARTICIPANTS

12–24 recommendation



CERTIFICATION

Certificate of completion awarded by the UEFA Academy



LANGUAGE

Adapted to the local context

UEFA Supporter Liaison Officer Education Programme

The UEFA SLO Education Programme provides supporter liaison officers with the tools, knowledge and skills needed to tackle the complex challenges of this demanding job.

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

Trained and approved 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 Football Supporters Europe (FSE), the UEFA 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 its club licensing requirements.

Programme outcomes

- Gain a deep understanding of the SLO role and how it makes an impact for fans
- Be provided tools, techniques, and insights to support success in their environment
- Learn to communicate with and build trusted relations with key stakeholders
- Grow self-awareness and new expertise, enhancing their own personal skillset
- Access a local and Europe-wide network of fellow SLOs



“ Testimonials



As SLOs occupy an increasingly central role in European football, the UEFA SLO Education Programme offers critical support in helping to improve understanding of the impact of the role, as well as learning good practices from across Europe. An integrated approach to safety, security and service at games is critical in delivering good matchday experiences, and SLOs are the ones that work directly with fans and place a strong emphasis on service. This programme speaks to that element and is tailored to each country's specific requirements, taking into consideration the specificities of the local fan culture, the general football environment, and national expertise available as needed.

Ronan Evain, Executive Director, Football Supporters Europe



The UEFA SLO Education Programme was an incredible experience from both an educational and a networking perspective. It reinforces the role of the SLO and I would recommend that every SLO should take part at their earliest opportunity.

Mark Brindle, SLO, Arsenal FC

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Programme overview

The UEFA SLO Education Programme was developed in cooperation with FSE to offer SLOs the knowledge, skills and tools they need for a very challenging position. A modular programme, it can be organised in one workshop of 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 thematic days: communication with stakeholders; working with fans; and soft skills.

Participants are selected by the national association. We recommend a total of 12 to 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

Football Supporters Europe (FSE) is an independent, non-profit association of supporters recognised as a representative body on fan issues by UEFA and the Council of Europe. FSE has members in over 50 UEFA nations, from individuals and local fan groups to national organisations and transnational initiatives. Together they represent millions of supporters from across the men's and women's games, ranging from grassroots to professional level in club and national team football, operating as a thriving ecosystem for fan groups across Europe.

What is an SLO?

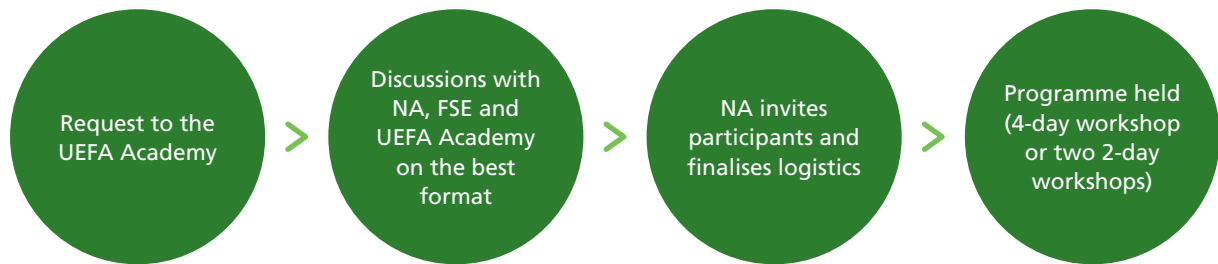
SLOs act as a bridge between football clubs and supporters, providing a two-way flow of information

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 UEFA men's club competitions have been required to appoint an SLO under the UEFA licensing regulations (Article 45) since 2012. Many football associations and leagues have since made the appointment of an SLO a feature of their own domestic licensing process. Several national associations have also appointed SLOs for their national teams, and we expect to see continued expansion in this area.

Application for a national programme

The UEFA SLO Education Programme can be organised at national level at the request of a national association, in collaboration with the professional league (if applicable). Requests should be sent through your national association to the UEFA Academy: academy@uefa.ch.

Once accepted, preparatory meetings will be held with the national association, FSE and the UEFA Academy to tailor the programme to the specific needs of the SLOs in the country and the national context. UEFA will provide the content of the programme free of charge and cover expenses related to expert speakers. The national association is expected to pay for the venue, catering and any overnight accommodation participating SLOs may require, and to coordinate the session logistics with the UEFA Academy.





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