



Fan Engagement Standard

Setting new standards
for meaningful
engagement with fans

Contents

- 3 **Foreword**
- 4 **Introduction**
- 5 **Themes**
- 6 **Core Commitments**
- 8 **Framework**



Foreword

Supporters have always been the lifeblood of football and Premier League fans are known around the world for their passion and enthusiasm. There is no doubt they are essential to the ongoing success of the game, so I am delighted to introduce the new Fan Engagement Standard.

It is vital we ensure the voices of supporters are not only heard in the stands, but also when it comes to having a say on key issues relating to their clubs. The Standard puts structures in place to establish consistency across the League and improve transparency.

Clubs already carry out a great deal of work in this area, and the Standard is the next step in enhancing these collective efforts. It builds on existing work and is integral to ensuring fan consultation and regular dialogue is embedded across all policies and practices.

In committing to the Standard, Premier League clubs have agreed to take their fan engagement work even further. It provides a framework to support clubs in developing their existing work and introduces a number of core commitments, including the introduction of Fan Advisory Boards and the requirement for each club to nominate a Board-level official responsible for fan engagement.

We will continue to work with clubs and our partners across football to set new standards for meaningful engagement with fans. I look forward to seeing clubs continue this important work during the rest of the season and beyond.



Richard Masters
Premier League Chief Executive



Introduction

In November 2022, Premier League (PL) clubs approved the introduction of a Fan Engagement Standard (FES).

The commitments of the FES will begin to be implemented by clubs during the remainder of the 2022/23 Season.

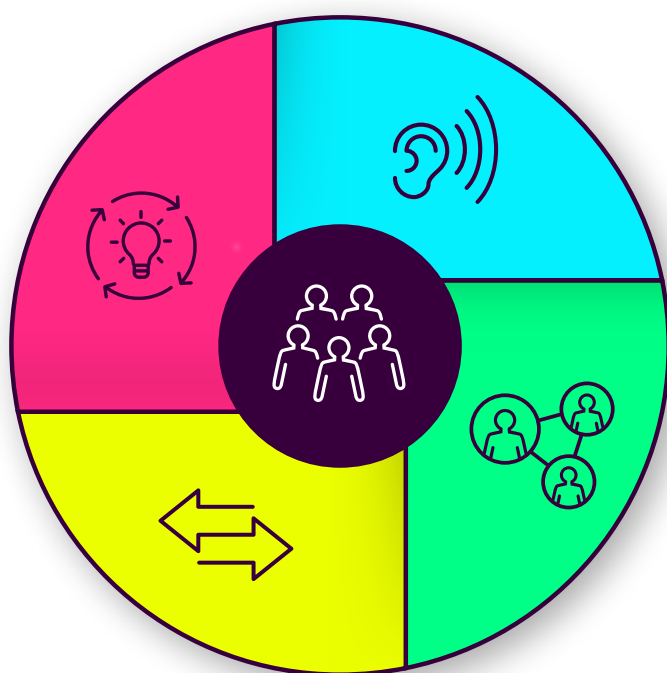
The first full calendar of activity will commence in the 2023/24 pre-season, when each club will publish its own Fan Engagement Plan.

The introduction of the FES reinforces our clubs' commitment to ensuring long-term meaningful engagement with fans. Building on existing work undertaken by clubs, the FES framework establishes a clear required standard for fan engagement and promotes the sharing of good practice.

In approving the FES, each Premier League club has agreed to a number of commitments, the key elements of which are summarised on page 6.

The full framework, which includes a detailed series of linked activities and incorporates the publication of key documents, can be viewed from page 8.

It is based on five key themes:



Leadership and Culture

The importance of club leadership in setting strategy and a culture of fan engagement and collaboration

Listening

Clubs listening to the views of their fans in a structured and timely manner

Collaborate and Participate

Supporting collaboration and the introduction of a Fan Advisory Board to promote meaningful dialogue between clubs and fans

Share

Decisions taken by clubs are transparent and clubs share information in a timely and accurate manner

Learn and Improve

Supporting clubs to learn and to develop their approach to fan engagement





**Theme 1
Leadership
and Culture**

Embedding impactful approaches to fan engagement requires effective leadership, accountability and commitment from both clubs and fans. The actions taken by leaders and what they say matters. Club leaders have a responsibility to set an appropriate tone, vision and strategy for fan engagement with their fanbase. These elements should be underpinned by a culture of fan engagement throughout the club.



**Theme 2
Listening**

Fan voices should be heard in a structured and timely manner to assist clubs in making informed decisions regarding fan-facing issues. Clubs should recognise the diversity of their fanbase and endeavour to ensure they engage in a fair and representative manner.



**Theme 3
Collaborate
and Participate**

Establishing appropriate structures and forums for constructive dialogue is key to ensuring a meaningful and transparent relationship between fan groups and club leadership.

Creating forums with good governance and processes provides fans with the opportunity to discuss key fan-facing issues and to collaborate on specific topics or projects, as well as any proposals relating to heritage assets.



**Theme 4
Share**

In order to embed an effective two-way dialogue between the club and its fanbase, it is important that both parties are transparent regarding decisions taken and the rationale for specific viewpoints. Clubs should share information, subject to commercial and legal sensitivities, in a timely and accurate manner to build trust with fans and inform conversations.






**Theme 5
Learn and
Improve**



Each club and its fanbase are on a journey to enhance existing activities supporting fan engagement. It is important that clubs continue to learn and develop to enable meaningful and sustainable change. Clubs should work together to ensure good practice and learned experiences are shared across the Premier League.

Summary of core commitments

Each of the five FES themes is linked to a series of commitments. Collectively, these providing a clear framework that clubs can use to shape their fan engagement strategy in collaboration with fans.

Theme	Commitments
 <p>Leadership and Culture</p>	<ul style="list-style-type: none"> • Premier League Rules - Compliance with all elements of Premier League Rules relating to fan engagement - contained in Section R • Nominated Board-level official - Each club to nominate a Board-level official to be accountable for the club’s fan engagement activities • Accessibility - Publication of dedicated club communication channels for all fan-related queries (e.g. email address, phone numbers)
 <p>Listening</p>	<ul style="list-style-type: none"> • Heritage Assets - A commitment from each club to consult with fans in a timely manner prior to any significant amendment to a club heritage asset • Supporters’ clubs, representative groups and wider fanbase - A commitment to continue engaging with supporters’ clubs, representative groups and the wider fanbase
 <p>Collaborate and Participate</p>	<ul style="list-style-type: none"> • Fan Advisory Board (FAB) - Each club to establish a FAB with the primary purpose of engaging in two-way dialogue, exchanging information/ideas and securing feedback from a fan’s perspective • Fan Engagement Platforms - Each club to utilise the information gathered from existing fan engagement platforms (Fans Forums, Fan Panels, Fan Surveys etc.) to inform and shape discussion at the FAB • Working Group(s) - Clubs to establish Working Group(s) with the purpose of engaging with fans on specific topics as defined by the FAB

Summary of core commitments

Theme	Commitments
 <p data-bbox="231 824 325 860">Share</p>	<ul data-bbox="464 629 1422 936" style="list-style-type: none"> • Fan Engagement Plan (FEP) - Each club to publish a FEP before the start of each season • Communication from ownership, Chair or CEO - The ownership, Chair or CEO of each club is to communicate to its fanbase at least twice per season, to provide club updates as well as outline the club's priorities and plans • Annual Report - Clubs to include a Fan Engagement Statement within their Annual Report
 <p data-bbox="196 1263 360 1339">Learn and Improve</p>	<ul data-bbox="464 1003 1445 1464" style="list-style-type: none"> • Fan Support - A commitment from the club within the FEP to provide support and resources to supporters' clubs, representative groups and the wider fanbase • Engagement Training - The Nominated Board-level official and Supporter Liaison Officer will be provided with training opportunities by the Premier League • Fan Advisory Board (FAB) Assessment - Chair of FAB to complete an assessment of the effectiveness of the FAB with club Chairperson or CEO each season • Collaboration - Each club to attend a minimum of two Premier League Fan Engagement Working Groups in order to share best practice and collaborate with their peers

Fan Engagement Standard Framework


Club Commitments and Core Activities



Theme 1

Leadership and Culture


The FES is structured around five key themes, the first focusing on the importance of club leadership in promoting a culture of fan engagement

 <p>Leadership and Culture</p>	Club Commitments
	<ul style="list-style-type: none"> • Premier League Rules - Compliance with all elements of Premier League Rules relating to fan engagement contained within the Premier League Handbook, as amended and updated from time to time - Including but not limited to Section R
	<ul style="list-style-type: none"> • Nominated Board-level official - Each club to nominate a Board-level official to lead the club's fan engagement activities • Each season, the Nominated Board-level official will prepare and present a Fan Engagement Report to the club Board (or equivalent), outlining the engagement activities undertaken and key issues / concerns raised from fans in that season • The Fan Engagement Report presented to the club Board (or equivalent), prepared by the Nominated Board-level official, will be made public on the club's website within 28 days of the Board presentation • Appointment of Nominated Board-level official as a member of the Fan Advisory Board (FAB)
	<ul style="list-style-type: none"> • Accessibility - Each club will publish communication channels for all fan-related queries (including but not limited to fan engagement email address, phone numbers) • Each club to commit to responding to fan queries raised via official club communication channels in a timely manner • Each club to commit to responding to fan queries raised via the Independent Football Ombudsman in a timely manner
	<ul style="list-style-type: none"> • Each club to commit to publishing its Fan Engagement Plan ('FEP') before the start of each Premier League season

Theme 2

Listening

It is important that clubs listen to the views of their fans in a structured and timely manner, particularly on key topics such as heritage assets

	Club Commitments
 Listening	<ul style="list-style-type: none">• Heritage Assets - A commitment from clubs to consult with fans in a timely manner prior to any material amendment to a club Heritage Asset subject to contractual, legal and intellectual property obligations. Such Heritage Assets include, but may not be limited to:<ul style="list-style-type: none">- Club name- Club badges- Home club colours• Each club's Fan Engagement Plan to provide a list of all Heritage Assets in scope for fan consultation• FA Rules of Association - Compliance with all elements of FA Rules of Association relating to Heritage Assets - Section M (M1-M16)
	<ul style="list-style-type: none">• Supporters' clubs, representative groups and wider fanbase - A commitment to continue engaging with supporters' clubs, representative groups and the wider fanbase• Clubs to allocate resources to engage with all official supporters' clubs• Nominated Board-level official (or club management team representative) for fan engagement must attend a minimum of two supporters club meetings per Premier League season

Theme 3

Collaboration and Participation

Clubs should ensure collaboration with supporters and introduce a Fan Advisory Board to promote meaningful dialogue between the club and fans

Club Commitments



**Collaborate
and
Participate**


- **Fan Advisory Board (FAB)** - Each club to establish a FAB with the primary purpose of engaging in two-way dialogue, exchanging information/ideas and securing feedback from a fan's perspective
- The FAB will be a consultative body and as such members do not hold any fiduciary duties
- Core components of the FAB should include, but not be limited to:
 - **Purpose** - The FAB will have a clearly defined mandate and role (advisory body) outlined within a Terms of Reference (ToR)
 - **Ownership** - The club Board will hold ultimate responsibility for the FAB
 - **Chairperson** - A Chair or Co-Chairs to be elected from the FAB membership group
 - **Composition** - Each FAB to have a minimum of six fan members (plus club representatives)
 - **Representation** - FAB to be representative of the club fanbase as practicable and have defined profiles aligned to club's equality, diversity and inclusion commitments
 - **Engagement** - Commitment to regular contact and information flow from the club Board and senior executive team
 - **Term** - For non-club FAB member(s), mandatory rotation of members on a periodic basis as deemed appropriate by the club (e.g. three years)
 - **Confidentiality** - The proceedings of the FAB and information it is privy to are to be subject to an NDA / confidentiality agreement within the FAB Terms of Reference (ToR) or in a separate agreement
 - **Intellectual Property (IP)** - Any IP created in the course of the FAB's existence is to be owned by the club
 - **Meeting frequency** - FAB to meet a minimum of two times per year
 - **Club ownership, Chair or CEO attendance** - The club ownership, Chair or CEO is to attend a minimum of one FAB meeting per year
 - **Nominated Board-level official** - Nominated Board-level official to hold a permanent membership to the FAB
 - **Code of Conduct (CoC)** - FAB members to be bound by an agreed CoC as defined within the ToR or separate agreement
 - **CoC Breach** - Clubs will hold the right to remove a member of the FAB in the event of a confidentiality breach or breach of the CoC
 - **Training and Safeguarding** - Annually, FAB members are provided with training on club operations, social media and mental health awareness
 - **Cascade of Information** - FAB members to Chair relevant Fan's Forums or working groups in order to cascade information and canvass views on specific topics
 - **Reporting** - Maintenance of meeting summary and reports by designated FAB Secretary
 - **Publication** - Each club to publish a high-level overview of the FAB via club channels (membership, structure, frequency of meetings etc.)



Theme 3

Collaboration and Participation


Theme three also focuses on providing regular touch points with club leadership to discuss performance via structured communication and fan panels or working groups

	Club Commitments
 <p>Collaborate and Participate</p>	<ul style="list-style-type: none">• Fan Advisory Board - FABs would be expected to discuss the following topics during the course of the season (subject to contractual, legal and intellectual property obligations):<ul style="list-style-type: none">- The club's strategic vision and objectives- Short, medium and long-term strategy- Club business performance updates, priorities and plans- Operational matchday issues of concern to supporters- Any proposals relating to club heritage items- Stadium issues and plans- Club communities strategy- Equality, diversity and inclusion commitments- The club's plan for broader supporter engagement• Fan Engagement Platforms - Each club to utilise existing fan engagement platforms (e.g. Fans' Forum, Fan Panels, Fan Surveys etc.) to enable fans to propose key topics for discussion at the FAB• Outputs from fan engagement platforms to be discussed at the FAB as required• Working Group(s) - Each club to establish Working Group(s) with the purpose of engaging with fans on specific topics as determined by the FAB (ticketing, safety, community etc.)• FAB members to chair Working Group(s) in order to cascade information and canvass views on specific topics• Publication of Working Group summary / results on club channels in a timely manner• Nominated Board-level official (or club management team representative) must attend a minimum of two Working Group [or equivalent] meetings per season

Theme 4

Share


The decisions taken by clubs should be as transparent as possible, with information shared in a timely and accurate manner

Club Commitments	
 Share	<ul style="list-style-type: none">• Fan Engagement Plan (“FEP”) - Each club to publish a FEP before the start of each Premier League season• The FEP should include, but not be limited to:<ul style="list-style-type: none">- Details of key fan engagement activities to be completed during the season- Details of key roles and responsibilities of club officials in relation to fan engagement- Details of the Fan Advisory Board such as membership, frequency of meetings and reporting- Details of all club Heritage Assets requiring fan consultation prior to a material amendment• The FEP may be updated during the season to reflect changes in fan engagement activities (as required)
	<ul style="list-style-type: none">• Communication from ownership, Chair or CEO - The ownership, Chair or CEO (as determined by the club) of each club is to communicate to its fanbase, at least twice per season, to provide club updates as well as outline the club’s priorities and plans• The communication is to include a Q&A section to allow fans to ask questions and raise points of concern (questions to be submitted ahead of session)

Theme 5

Learn and Improve

Clubs will be supported to learn and develop their approach to fan engagement, which in turn will help the FES to evolve in step with good practice

	Club Commitments
 <p>Learn and Improve</p>	<ul style="list-style-type: none"> • Fan Support - A commitment from the club within the FEP to provide support and resources to supporters' clubs, representative groups and the wider fanbase to encourage enhanced organisation and participation • Engagement Training - The Nominated Board-level official NBLO and Supporter Liaison Officer SLO will be provided with training opportunities by the Premier League • Premier League clubs are encouraged to provide relevant training for NBLOs, SLOs and key fan engagement personnel
	<ul style="list-style-type: none"> • Fan Advisory Board (FAB) Assessment - Chair of FAB to complete an assessment of the effectiveness of the FAB with Club Chairperson or CEO each season • Club to publish assessment findings within the Fan Engagement Statement within their Annual Report
	<ul style="list-style-type: none"> • Collaboration - Each club to be represented (by an appropriate executive) at two Premier League Fan Engagement Working Groups in order to share best practice and collaborate with their peers • Club to demonstrate that they have engaged with fan-focused organisations (e.g. Football Supporters Association / Kick It Out / Level Playing Field) to collaborate on fan-facing issues



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