Disability Access Officer Handbook

WE CARE ABOUT FOOTBALL

2017 edition

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CAFE CENTRE FOR ACCESS TO FOOTBALL IN EUROPE

RESPECT

FOREWORD

Football is the world's most popular sport, and it is crucial that everybody is able to enjoy the game – regardless of race, colour, religious belief, sexual orientation, gender or disability.

Disabled people are the largest minority group in society, with over 1 billion disabled people estimated to be living in the world today. Despite advances in technology and awareness, many disabled people are still unable to fully express their passion for the game due to societal barriers.

At UEFA, we are committed to ensuring an inclusive, welcoming and accessible game for all – and since 2009 we have worked closely with the Centre for Access to Football in Europe (CAFE) to ensure that disabled people can take their rightful places within football.

In 2011, UEFA and CAFE published the Access for All Good Practice Guide to Creating an Accessible Stadium and Matchday Experience. One of the recommendations in this guide was for clubs to appoint a dedicated point of contact for their disabled supporters. UEFA then went a step further with the introduction of a related article in its Club Licensing and Financial Fair Play Regulations. This article, which was approved by the UEFA Executive Committee in 2015, requires clubs to appoint disability access officers to champion the provision of inclusive and accessible facilities and services for all.

To support the implementation of that licensing criterion, CAFE, in cooperation with UEFA, has created this Disability Access Officer Handbook, which will be a valuable tool for any national association, league or club. It explains how to identify suitable disability access officers, emphasises some of the key responsibilities of the role and underlines the importance of effective communication and increased awareness around disability. Our duty towards inclusion goes beyond matchdays, and this handbook also provides useful information on how to create an accessible working environment for disabled people.

Using the unique power of football to change lives, disability access officers play a hugely important role. With the commitment of UEFA, CAFE and disability access officers across Europe, we must ensure that disabled people have the same opportunities as everyone else to enjoy this incredible game – as supporters, players, coaches, administrators, decision-makers and leaders.

In the spirit of Total Football, Total Access, and with the help of this Disability Access Officer Handbook, please join us in our efforts to make football fully accessible for all!

Aleksander Čeferin
UEFA President

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ACCESS AND INCLUSION

>> Why access and inclusion matter

Disabled people are the largest minority group in society, with an over 1 billion disabled people – more than 15% of the global population – estimated to be living in the world today. One in four Europeans has a disabled family member, while 60% know someone with a disability.

With many stadiums and services still inaccessible to disabled people, 50% of disabled people have never participated in leisure or sports activities, and a third have never travelled abroad or even gone on day trips.

Without good access, disabled people are excluded from social events such as football matches. Even today, many disabled people are unable to fully express their passion for the game and can only aspire to attend matches with their families and friends owing to the limitations of European stadiums. Increasingly, disabled people are also wanting to travel to matches and tournaments abroad, and as access to travel continues to improve, that desire to attend major tournaments alongside their fellow fans will only increase.

Access is a basic human right and a fundamental pillar of social justice. Social justice is about accepting people as individuals without discrimination and providing fair and equal opportunities to participate fully in society. Disabled people should be seen as valued customers, with good access being regarded not only as a moral imperative, but also as good business sense.

A total of 97% of Europeans think that something should be done to improve the integration of disabled people into society.

Traditionally, accessibility has been regarded as an issue that only affects disabled people. However, research shows that more than 40% of people require accessible infrastructure at any given time, with other beneficiaries including pregnant women, parents with young children and people with temporary injuries.

An inclusive team of matchday stewards

Thus, accessible football stadiums and inclusive matchday services are important to a whole range of staff, volunteers, supporters and customers, all of whom want to experience and enjoy the thrills and excitement that football has to offer in an inclusive setting.

It is clear that accessible sports stadiums and matchdays are economically beneficial, more flexible from a functional perspective and more sustainable. Everyone wins when access is better.

>> The Centre for Access to Football in Europe (CAFE)

In August 2009, UEFA's annual CHF 1m Monaco Charity Award was donated to the then-Chair of England's and Wales' Association of Disabled Supporters to establish a new Europe-wide charity called the Centre for Access to Football in Europe. CAFE was created with the aim of ensuring that disabled supporters in all of UEFA's national associations are able to attend football matches and enjoy a fully inclusive, problem-free experience. CAFE continues to be funded by UEFA as one of its corporate social responsibility (CSR) partners.

CAFE AIMS TO:

- help UEFA to deliver increasingly accessible finals and tournaments;
- promote the employment of disabled people at all levels of football;
- increase disability awareness using the unique power of football;
- provide advice, guidance and best practice examples, to national associations and their clubs;
- support the creation of local and national disabled supporters groups across Europe;
- empower disabled people to take their rightful place in the world of football – be it as spectators, volunteers, players, coaches, administrators, leaders or decision-makers.

CAFE has worked very closely with UEFA over the years, delivering increasingly inclusive and accessible UEFA Champions League finals, UEFA Europa League finals and UEFA EUROs. These finals / tournaments are an excellent opportunity to implement lasting improvements, benefiting local disabled fans long after the event in question.

In 2011, the two organisations produced a key publication entitled Access for All – UEFA and CAFE Good Practice Guide to Creating an Accessible Stadium and Matchday Experience, which is available on CAFE's website in 14 languages. That guide, which takes a matchday journey through a stadium, sets out pan-European minimum requirements, as well as providing helpful information and low-cost solutions to accessibility and inclusivity problems. It is essential reading for anyone who is responsible for a club or stadium's disabled spectators.

With support from UEFA, CAFE raises awareness and shares best practice examples with clubs, leagues and national associations across Europe. CAFE has helped to foster the establishment of more inclusive facilities and services, not only enabling and encouraging more disabled supporters to attend live matches, but also facilitating the employment of disabled people at all levels of football.

In order to ensure lasting improvements in access, it is important that disabled people are given a platform to provide user-led knowledge and share their experiences. Consequently, CAFE supports the creation of disabled supporters associations at both club and national level, having seen evidence that positive dialogue between a national association, league or club and disabled supporters leads to lasting improvements in terms of access. It is also important that local experts in the area of access and inclusion are consulted to ensure that the latest guidance is being followed in terms of best practices.

>> Disability access officer requirement

UEFA and CAFE recently took another step towards ensuring that access and inclusion for disabled people are integrated into every level of football with the introduction of a new club licensing criterion in the 2015 edition of the UEFA Club Licensing and Financial Fair Play Regulations. Article 35bis of those regulations was approved by the UEFA Executive Committee at its meeting in Prague in June 2015.

ARTICLE 35bis

1. The licence applicant must have appointed a disability access officer to support the provision of inclusive, accessible facilities and services.
2. The disability access officer will regularly meet and collaborate with the relevant club personnel on all related matters.

Objectives of Article 35bis of the UEFA Club Licensing and Financial Fair Play Regulations

- Ensure that clubs / stadiums fulfil their legal and moral obligations to disabled people
- Encourage national associations and clubs / stadiums to integrate access and inclusion into their core strategies and values
- Improve access and inclusion for disabled spectators attending football matches
- Facilitate the employment of disabled people in all areas of football
- Increase disability awareness among football stakeholders
- Ensure open communication between clubs / stadiums and their disabled spectators
- Establish a network of DAOs, facilitating the sharing of knowledge and best practices

Article 35bis requires clubs to appoint a disability access officer (DAO), who is responsible for improving access for disabled people (on both matchdays and non-matchdays) and ensuring continued progress in this critical area.

The role of the DAO is not an entirely new concept, with successful models already in existence in a number of European countries – notably Germany and the United Kingdom. Both of those countries have made substantial progress in terms of making stadiums and matches more accessible, especially when compared with other countries who do not have such models.

UEFA has seen the importance of this role at its flagship finals. At the 2012 UEFA Europa League final in Bucharest and the 2012 UEFA Champions League final in Munich, CAFE worked alongside UEFA and its two hosts to improve the stadiums' services and facilities for disabled people. Those two finals demonstrated the progress that can be made – at new and existing stadiums alike – with the right support.

Indeed, the Europa League final in Bucharest was the largest gathering of disabled people at a public place or event in the history of Romania. Further progress was then made at the Champions League final in Munich, where an additional 100 wheelchair user spaces were installed at Fußball Arena München. Those spaces have remained in place as a permanent legacy, enabling an increased number of local disabled fans to attend matches and become lifelong supporters.

The introduction of DAOs has changed the football landscape, producing an inclusive environment that reflects wider society. Article 35bis of the UEFA Club Licensing and Financial Fair Play Regulations has resulted in more disabled fans attending live matches, greater awareness of disability among football stakeholders and more disabled people taking their rightful place in the world of football – be it as spectators, players, volunteers, coaches, administrators or decision-makers.

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DAO at the Assembly of Disability Access Officers 2017, Cologne, Germany

>> Implementation

CAFE was tasked by UEFA with delivering and supporting the DAO project across Europe.

CAFE works closely with national associations, helping them to (i) apply the DAO criterion within their own national licensing regulations, (ii) appoint a DAO for national team competitions and (iii) establish an effective strategy supporting implementation at club level. With CAFE's support, national associations and leagues advise their clubs on appointing and training DAOs. CAFE also delivers workshops and presentations to national associations, leagues and clubs, as well as providing specialist advice and guidance on the role of the DAO.

In order to facilitate and oversee the implementation of the DAO criterion across each country, each national association and league is encouraged to appoint a DAO coordinator. The DAO coordinator is responsible not only for ensuring that each licensed club or stadium appoints a DAO, but also for collecting specific information from each club or stadium. That information includes the DAO's contact details, information on accessible routes to the stadium, details of all accessible services and facilities at the stadium, information on the club / stadium's ticketing policies and details of staff training. (For full details, see the accessible stadium and matchday services questionnaire in Appendix 2.)

This information is shared with CAFE and published on its website, providing a comprehensive overview of the accessible facilities and services that are currently available across Europe. The internet is often the first port of call when looking for information, so national DAO coordinators should also encourage clubs / stadiums to publish this information on their own websites. This information is essential to attracting new disabled home fans, who may never have attended a match at their local stadium before, as well as being invaluable to disabled fans travelling to away games – both at domestic and at international level.

CAFE's coordinating role has enabled it to establish a network of DAOs and share best practice examples from across Europe. This, in turn, helps to raise awareness and foster further improvements in this critical area.

>> About this handbook

This handbook has been written in consultation with DAOs, clubs and national associations across Europe. It is designed to assist national associations, leagues and clubs / stadiums, helping to ensure effective implementation of the DAO criterion, as well as serving as a useful toolkit for existing DAOs, who may have been in the role for some time.

The first section of the handbook provides information on ensuring an accessible and inclusive recruitment process and selecting the right person for the position.

The second section outlines the various daily and weekly responsibilities of a DAO (for both matchdays and non-matchdays), as well as annual objectives that a DAO and their club / stadium should be working towards. It also includes case studies and examples showing the importance of the role and the huge benefits that it can bring to football.

The final part of the handbook contains reference material and templates for DAO coordinators and club / stadium DAOs.

CAFE would like to thank all contributors for their invaluable support and feedback during the writing of this handbook.

RECRUITING A DISABILITY ACCESS OFFICER

The successful appointment of a DAO is crucial to ensuring inclusive facilities and services for all staff, volunteers, supporters, players and visitors. By helping to establish and maintain an inclusive and welcoming environment on matchdays and non-matchdays alike, the DAO will help their club / stadium to fulfil its legal, moral and economic obligations to disabled spectators, employees and volunteers. This will enable the club / stadium to attract a whole new group of fans and customers, as well as their families, friends and colleagues.

Strengthening the bond between the club and disabled spectators

>> Accessible and inclusive recruitment

When recruiting a DAO, a club / stadium should ensure that its recruitment process is as accessible and inclusive as possible. A good way to ensure that a club / stadium reaches a broad range of applicants is by advertising inclusively. This may involve reaching out to specialist NGOs and local disability networks, in addition to the club / stadium's usual recruitment portals.

A club / stadium may also need to make reasonable adjustments for interviews to ensure that disabled people are able to participate in the entire recruitment process. This may involve providing a portable hearing loop for a candidate who is hard of hearing or making sure that documents are available in accessible formats for blind or partially sighted applicants. Clubs / stadiums should always ask interviewees if they have any access requirements prior to their interview.

More information on ensuring an accessible and inclusive recruitment process for disabled people can be found in the Total Football – Total Access to Work Toolkit. This helpful guide was created by CAFE as part of UEFA's Captains of Change project in order to promote and facilitate the employment of disabled people in the world of football.

>> Selecting the right candidate

Depending on the size and resources of the club / stadium in question, a DAO may be a full-time employee, a part-time employee or a volunteer. For example, given its size and the large numbers of disabled spectators attending matches, Wembley Stadium has a whole team of people providing accessible matchday services. In contrast, FK Rabotnicki in FYR Macedonia, which has fewer resources, has appointed a volunteer to carry out and coordinate these services. Other clubs / stadiums might ask someone to take on the DAO's responsibilities in addition to another role, in which case the relevant member of staff should have the knowledge and skills needed to perform both roles.

Many national associations and clubs have chosen to combine the supporter liaison officer (SLO) role with the DAO role. While this may seem the most logical way to go, it is essential to recognise that the two positions are very different in terms of their responsibilities and requirements. It is also important to recognise that the DAO role – unlike the disability liaison officer (DLO) role previously seen in some countries – is about more than just liaising with disabled spectators and ticketing.

The chosen candidate should be familiar with the good practice guide produced by UEFA and CAFE, which sets out pan-European minimum requirements. They should also be aware of other best practice documents, such as Technical Report CEN / TR 15913 (entitled 'Spectator facilities – Layout criteria for spectators with special needs') and CAFE Information Note 1 – Viewing areas for spectators with special needs. They should also have a good knowledge of local disability and equality legislation and building regulations.

Access for All – UEFA and CAFE Good Practice Guide to Creating an Accessible Stadium and Matchday Experience

Whether a club / stadium appoints a full-time DAO or a volunteer, it should be noted that the DAO role is an extensive one and includes advising the club / stadium on improvements to infrastructure and facilitating disability awareness for all staff.

The DAO reports directly to senior management or club executives and provide regular updates on all accessibility matters, including infrastructure, website material and staff training. In order to ensure that access and inclusion are at the very heart of the club / stadium's strategy and future planning, the club / stadium should also identify a specific board member who is responsible for such matters.

The DAO should ensure that the club / stadium is proactive in meeting the needs of disabled people and establish an access strategy or business plan in order to evaluate and improve access to the club / stadium's facilities and services each season. The DAO is responsible for improving access and inclusion and should establish a network of contacts and resources on behalf of the club / stadium.

The DAO provides support to various departments within the organisation, including the provision of disability and access advice with a view to facilitating the employment of disabled staff and volunteers.

The DAO also plays an important role in liaising with disabled fans and other stakeholders. They should arrange disability inclusion and etiquette training for all permanent and matchday staff, including senior management. The DAO should therefore be a strong communicator with the ability to inspire, motivate and support colleagues.

The DAO should attend all matches (and all other events hosted by the club / stadium) to oversee accessible services and amenities and ensure that disabled fans and guests are enjoying a fully inclusive environment.

The DAO role requires commitment and an ability to deliver best practice solutions. In most cases, widespread change will not occur overnight, so it is important that the DAO is able to negotiate and work towards implementing best practices in the longer term.

A sample job description for a DAO position can be found in Appendix 1.

RESPONSIBILITIES OF A DISABILITY ACCESS OFFICER

The DAO role is highly varied and involves working with a number of different departments across the club / stadium.

The DAO advises the club / stadium on all aspects of access and inclusion, working with all areas of the organisation and dealing with both matchday and non-matchday activities. There are also a number of specific duties that a DAO is expected to perform.

Ultimately, the DAO's responsibilities are twofold: they advise the club / stadium on access and inclusion issues, and they act as the dedicated point of contact for disabled fans' queries.

The following pages describe some of the functions that a DAO will typically be expected to perform.

Wheelchair user at NSK Olimpiyskyi, Kyiv, UEFA EURO 2012

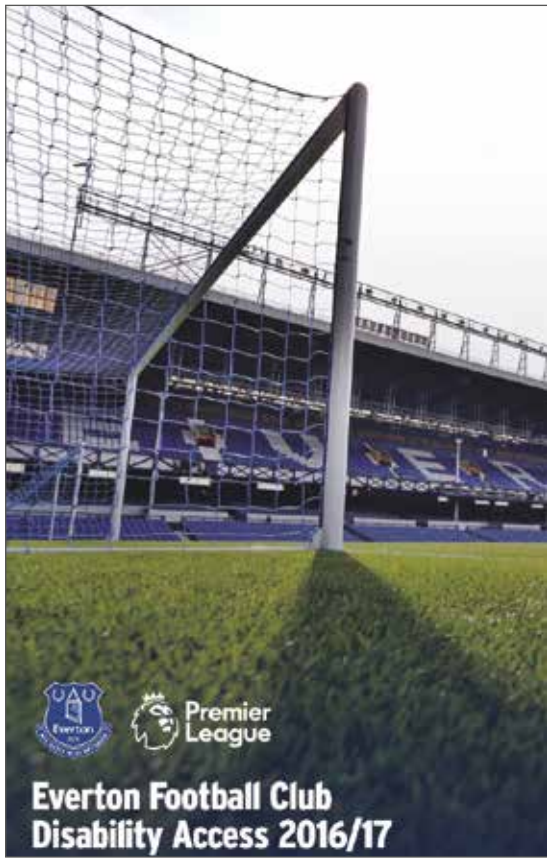
Key roles

1. Report to senior management and establish an access strategy
2. Advise and support the club / stadium on meeting and exceeding the UEFA minimum requirements
3. Be the recognised point of contact for disabled fans
4. Arrange disability awareness training for all club / stadium staff
5. Establish a network with local disability NGOs and experts in the field
6. Support the employment of disabled people within the club / stadium
7. Ensure equal-opportunity ticketing policy for disabled fans

>> Accessible information

Providing access information for disabled spectators (home and away)

- A DAO may know their stadium inside out, but disabled supporters (particularly first-time visitors) may not, so they will need additional support / information.
- The DAO should produce an information booklet for disabled fans telling them how to reach the stadium and providing information on accessible services / facilities available at the stadium.
- To assist away fans, the booklet should also provide information on the nearest airports and major railway stations, details of how to book travel assistance and information on how to get to the stadium and the city centre.
- The DAO may choose to establish a working group involving disabled fans, local disability organisations and city representatives in order to collate information on accessible public transport, accommodation options and nearby restaurants.
- That booklet should be published on the club / stadium's website and shared with key stakeholders – including CAFE, national and club-based disabled supporters groups, and local disability organisations. The booklet should also be given to away teams so it can be distributed to disabled fans who are planning to visit the stadium.



Everton FC's 2016/17 disability access guide

Accessible club / stadium publications, including websites, matchday programmes and magazines

- The ability to find information in advance of a visit to a stadium is particularly important for disabled fans, and the internet is often their first port of call. It is therefore vital that the club / stadium's website is accessible to disabled visitors. This could involve the use of screen readers, which read all words and image descriptions aloud, allowing partially sighted and blind people to use the website.
- The DAO should liaise with their club / stadium's IT technicians to ensure that their website follows access guidelines, including those for learning or intellectually disabled fans.
- The DAO should advise the club / stadium's media and communications teams on the importance of accessibility when it comes to the club / stadium's website and social media communications.
- It is also important to consider learning or intellectually disabled fans, who may visit the website. CAFE would advise the DAO liaises with the club / stadium's IT technicians to ensure that the website meets access guidelines. The DAO may also choose to work with a specialist NGO to ensure that they are applying best practices and providing accessible information.
- The DAO should work closely with the club / stadium's media and communications teams to ensure that publications – including matchday programmes and magazines – are available in accessible formats. This could include text-only versions, large print versions, Braille versions and audio versions. The DAO should liaise with the relevant experts in this regard (and can also consult CAFE for further information).

Accessible transport information

- The DAO should ensure that official coaches travelling to away matches are accessible and that disabled fans have the opportunity to purchase coach tickets
- The DAO should also liaise with local social taxis (or other such services), which disabled fans could use to attend matches.
- As indicated above, the DAO should provide information on accessible public transport routes to/from the city centre and the stadium. They should also be familiar with transport options at different times of the day/week (e.g. after an evening or midweek match).

An accessible coach at Gelredome, Arnhem

Accessible parking and drop-off/pick-up points

- The DAO should work with the club / stadium's facilities manager to identify accessible parking spaces close to accessible entrances to the stadium.
- Where on-site parking is available, at least 6% should be accessible and reserved for disabled guests.
- Where on-site parking is not available, the DAO should consider organising an accessible shuttle service to help disabled people to get from public transport services and / or off-site parking to the stadium and back.
- Accessible drop-off points for disabled fans should be identified and take account of all road closures on matchdays.
- Post-match services for disabled spectators are just as important as those organised before the match. The DAO should consider identifying accessible pick-up points, which may differ from drop-off points.

Signage indicating an accessible drop-off point at the 2009 Champions League final in Rome

- This information should all be readily available to disabled fans when they purchase tickets, and it should be provided to the visiting club before any away tickets are sold. It should be included in the club / stadium's access guide and published on its website.

Accessible signage and wayfinding

- Good signage is particularly important for partially sighted and blind people, people with learning difficulties, and hard-of-hearing and deaf people, some of whom may have difficulty asking for directions and finding their way. Good signage can also help to minimise unnecessary walking for people with limited mobility, as well as benefiting people who do not speak the local language.
- The DAO should appraise any existing signage and wayfinding at the stadium and look at how this could be improved.
- The DAO should consult a range of disabled fans, and judge the effectiveness of existing signage on both a matchday and a non-matchday.
- Signage should use clearly contrasting colours (e.g. light-coloured text on a dark background), be non-reflective and feature universally recognised pictograms (e.g. the international disability symbol). Signs should be positioned high up, so that they are visible even among crowds.

- The DAO should also ensure that appropriate wayfinding devices are employed at the stadium. These should include clearly contrasting step nosings and tactile paving at the top and bottom of staircases to alert partially sighted and blind people to the change in level.

- Signage and wayfinding should be consistent throughout the stadium and should be regularly reviewed.

©Photo: DFL/gettyimages/Simon Hoffman

Tactile wayfinding at Opel Arena, Mainz

Wheelchair user space and adjacent companion seat with unobstructed sight lines at Municipal Stadium Wrocław

Tickets for disabled spectators

- The DAO should ensure that disabled fans have the same opportunities to purchase match tickets (for both home and away games) as other supporters.

- The DAO should work closely with the club / stadium's ticketing department to publish an inclusive ticketing policy for disabled fans. This should cover all ticket sales, including season tickets.

- The DAO should also work with the ticketing department to ensure that disabled fans are able to purchase tickets via the same methods as non-disabled fans (in person at the ticket office, by telephone, by email, online, etc.).

- The DAO should evaluate the ticketing policy on an annual basis and review ticket sale procedures in cooperation with disabled supporters.

- The DAO should ensure that disabled fans who require a companion are entitled to a complimentary companion ticket.

- The DAO should be contactable ahead of a match to discuss any particular access requirements that a disabled fan might have.

An audio-descriptive commentator at NSK Olimpiyskyi, Kyiv

Accessible facilities

- The DAO should be fully aware of the stadium's accessible facilities, including accessible seating (wheelchair user spaces, easy-access and amenity seating, seating for companions), and accessible toilets and food / beverage concessions.

- This information should be shared with key stakeholders, including CAFE, the national association and other relevant football authorities.

- This information should also be published on the club / stadium's website, detailing the locations of each accessible seating area.

- The DAO should look at how additional accessible seating could be added, as well as how existing accessible seating could be improved. For example, where wheelchair users' sight lines are obstructed by a barrier, that barrier could be lowered, or the wheelchair user spaces could be moved to an alternative location.

- The DAO should also review accessible toilets and concessions on a regular basis and work with disabled fans to improve things year by year.

- The DAO should ensure that accessible toilets and priority lanes at concessions are not misused by non-disabled fans on matchdays and during other events.

- The DAO could liaise with local disability organisations for advice on aspects such as the installation of a Changing Places toilet (which will have a peninsular toilet, a hoist, an adult-sized changing table and plenty of circulation space). It would be best practice to install a height-adjustable sink

Accessible services

- The DAO should be fully aware of the stadium's accessible matchday services – e.g. audio-descriptive commentary for blind and partially sighted fans, induction loops for deaf and hard-of-hearing fans, wheelchair loan services and golf buggy shuttle services.
- Accessible services should be reviewed on an annual basis, in consultation with disabled fans.
- The DAO should liaise with local disability NGOs for advice and guidance on things like accessible formats for publications.

Matchday support

- The DAO should attend all matches and be on hand to assist any home or away fans who encounter problems.
- The DAO's matchday contact details should be readily available and shared with disabled fans attending matches.
- The DAO should be responsible for checking that accessible services are working. For example, they should check that the audio-descriptive commentary service is in full working order before the match.
- The club / stadium may also give the DAO additional matchday duties.

Steward speaking with wheelchair user, Ernst-Happel-Stadion, Vienna, UEFA EURO 2008 Final

>> Liaison

The DAO works closely with a number of different stakeholders, offering support and advice. They should also seek user-led knowledge from a variety of disability NGOs and disabled spectators.

The DAO should build up a strong network in order to maximise the effectiveness of the club / stadium's communications, ensuring that disabled people are aware of the opportunities available at their club / stadium. Not only will this help disabled spectators attending matches; it will also encourage other disabled people (some of whom may never have attended a match before) to come to the stadium in the future.

Evidence shows that when a club / stadium communicates its accessible services / facilities to disabled fans, or proactively invites a group of disabled people to their stadium, many of those new visitors become lifelong fans.

Matchday experience and liaison

- A DAO should approach each match as an opportunity to receive feedback on access at the stadium and actively seek such feedback from home and away fans alike.
- The DAO may choose to conduct a short survey on the matchday experience in order to gather comments from disabled fans.
- The DAO should also regularly monitor CAFE's website, where disabled fans are encouraged to leave feedback on their matchday experiences, and use this feedback to improve access and inclusion at their club / stadium.
- The DAO should also interact with DAOs from other clubs / stadiums in order to exchange information ahead of a match and share examples of best practices.
- CAFE has established a network of DAOs, offering further opportunities to share information and learn from other DAOs across Europe.

Disabled fans gathered for a meeting at Metalist Kharkiv, Ukraine

Working with established disabled supporters groups and supporting the creation of new pan-disability groups

- It is important that the DAO is recognised as the dedicated point of contact for disabled fans at their club / stadium. CAFE has found that positive dialogue between a club / stadium and its disabled fans leads to lasting improvements in access and inclusion. Where a club / stadium already has a disabled supporters group, the DAO should establish a relationship with that group. If not, the DAO should meet with disabled fans with a view to establishing a new pan-disability group.
- Pan-disability representation is important in ensuring that all voices are heard and everybody is taken into account in any decision-making.
- The DAO should regularly consult disabled fans in order to hear their opinions and obtain feedback on their experiences.
- A positive relationship between the DAO and the club's disabled fans is mutually beneficial, and it is important that the DAO ensures a healthy dialogue
- Where a national disabled supporters group exists, the DAO should be in regular contact with that group in order to identify best practices and promote the club / stadium's accessible facilities and services.

Working with disability NGOs and communities

- The DAO should work with local disability NGOs and rehabilitation centres to encourage new customers to attend matches.
- The DAO should also advise and support the club / stadium on welcoming new fans. For example, some learning disabled people take longer to feel comfortable in new surroundings – especially in a crowded and noisy environment. With that in mind, a club / stadium could invite a group of learning disabled people to the stadium on a non-matchday, giving them time to become familiar with the stadium ahead of the match.
- In addition to being the dedicated point of contact for disabled fans, the DAO may also represent the club / stadium in meetings with disability organisations. It is important that the DAO identifies suitable organisations to work with and foster strong relationships with such partners.
- The DAO could also work with local schools for disabled children and invite disabled students to the stadium. These young disabled people could end up becoming regular attendees, bringing their family and friends with them to the stadium.
- The DAO should monitor all information made available by CAFE in order to keep abreast of best practices and take account of the experiences of disabled fans.

>> Events

Hosting accessible non-matchday conferences and meetings

A sign language interpreter at the second International CAFE Conference in 2015

- The DAO should appraise non-matchday function rooms to check that access is provided for disabled guests.
- Improvements to the accessibility of these rooms should be incorporated in the DAO's access strategy.
- Additional services may be required for certain events, including sign language interpretation and simultaneous interpretation. Attendees should be asked in advance for details of any access requirements, and the DAO should then look to meet those needs where it is reasonable to do so.
- The DAO should also offer to host meetings for disabled fans and disabled supporters groups at the stadium or other club premises.

Hosting disability awareness events

- The DAO should seek to host disability awareness events and open days at the stadium or other club premises. For example, the DAO could host a disability workshop attended by players and other senior club personnel.
- A club / stadium that embraces access and inclusion across the board will probably see lasting improvements in this regard, as well as an enhanced public reputation.

Representing the club / stadium at external events and conferences

- The DAO may be asked to give presentations on behalf of the club / stadium at events or conferences.
- The DAO should use such opportunities to increase their knowledge, network with peers and share best practice examples.

Every three years, CAFE hosts an international conference, inviting key football and disability stakeholders from across Europe to give us the benefit of their experience and share best practice examples and knowledge to do with access and inclusion. It is a great networking opportunity for DAOs.

The second International CAFE Conference at Stade de France

>> Access strategies and staffing matters

Club staff receiving disability awareness training

Staff training

- Staff who go the extra mile for disabled customers after receiving disability inclusion and etiquette training significantly enhance those fans' experience of the match and often make a lasting impression.
- The DAO should take the lead and ensure that all club / stadium staff and matchday personnel have received disability inclusion and etiquette training.
- The DAO should ensure that all customer-facing members of staff and stewards are able to communicate effectively and inclusively with differently disabled fans and visitors. For example, the DAO should ensure that ticketing staff are familiar with the telephone text relay service which may be used by deaf and hard-of-hearing fans.
- The DAO may choose to develop their own in-house disability awareness training programme for club / stadium staff, or they may work with a local disability organisation to design and deliver training.
- The club / stadium's disability inclusion and etiquette training should be reviewed and updated on a regular basis, in line with best practices. With increasing awareness and advances in new technology, this is a constantly evolving area and it is important that the training of all permanent and matchday personnel is kept up to date.
- The DAO may also wish to undertake CAFE's 'train the trainer' disability inclusion and etiquette training programme, which will equip the DAO to deliver that training to club / stadium personnel.

Inclusive recruitment policies and support for the employment of disabled people

- Disabled people can bring many unique experiences and characteristics to a role in football, and a diverse workforce brings many benefits. The workforce of a successful organisation should represent wider society, and disabled people are the largest minority group in our society, with over 1 billion disabled people living in the world today and that number steadily growing.

- The DAO should work closely with the club / stadium's human resources department to ensure that recruitment policies actively encourage applications from disabled candidates and that disabled people are on a level playing field when applying for a job.
- In order to facilitate the employment of disabled people, the DAO should assess the working environment and ensure that any required changes are made at the earliest possible stage. This may, for example, involve step-free access to an office building, the provision of an accessible parking space or the installation of special software on a work computer. The DAO should consult disability organisations, employment agencies and disabled employees themselves to see what can be done and how.

Stamp indicating that a stadium has been audited by Level Playing Field

Access strategies

- The DAO should establish a strategy for improving access at the stadium, with plans describing how facilities and services are to be maintained and improved on an annual basis.
- The DAO should also look at the club / stadium's other premises (such as museums, shops and offices) where applicable, planning regular improvements to those as well.
- The strategy should include short, medium and long-term improvements, with realistic timelines.
- This plan should be shared with senior management at the club / stadium and incorporated into the club / stadium's mission statement or charter.
- Ensuring good access involves more than just following basic guidelines or a simple checklist, and the DAO may wish to commission a professional access audit of the stadium and other premises. This is the best way for a club / stadium to ensure that it considers the specific needs of disabled people.
- Ideally, an access audit should be conducted by a professional auditor or consultant with a measure of detachment from the club / stadium's affairs, to ensure an independent and thorough audit. Wherever possible, it should be undertaken by an auditor who has experience of auditing large sporting venues such as football stadiums and is familiar with the principles of inclusive building design and accessible services, as well as local disability, equality and employment legislation, building and safety regulations, and any good practice guidance and technical reports available.

Responsibilities towards the national association/league's DAO coordinator

- The DAO is responsible for informing and updating the national association / league's DAO coordinator regarding their club / stadium's accessible services and facilities on an annual basis.

Speaker at DAO workshop organised by the Football Federation of FYR Macedonia

- That information should include the following:
  - ✓ a copy of the club / stadium's mission statement or social responsibility charter, which should (i) clearly indicate the club / stadium's commitment to ensuring equality and providing the best possible facilities and services for all visitors and staff, and (ii) clearly identify the club / stadium's accessible facilities and services for disabled people;
  - ✓ details of a senior manager (preferably a director, board member or senior executive) with overall responsibility for all disability and access matters and the power to implement policies;
  - ✓ contact details for the club / stadium's DAO and their date of appointment;
  - ✓ a completed accessible stadium and matchday services questionnaire (see Appendix 2);
  - ✓ details of all disability inclusion and etiquette training completed by staff, stewards and volunteers at the club.
- This is a non-exhaustive list. Additional duties and responsibilities may be required at individual clubs / stadiums.
- The DAO coordinator may choose to give DAOs additional duties or responsibilities. This could include attending and presenting at an annual DAO workshop or event.

BBAG Conference 2016 in Leipzig

The DAO role covers a very wide range of areas, with a focus on championing access and inclusion to ensure that disabled people have the same opportunities to enjoy football as everybody else – opportunities that many of us take for granted.

Working to improve access and inclusion year on year will result in disabled people taking their rightful place in the world of football – from the grassroots to the boardroom – as spectators, players, coaches, administrators, volunteers and decision-makers.

For further information on the role of a DAO, please contact CAFE at info@cafefootball.eu.

THE DISABILITY ACCESS OFFICER ROLE IN PRACTICE

CAFE has talked to DAOs across Europe, gathering examples of their responsibilities, challenges they have faced and successes they have achieved. Some of those interviews are recounted here.

The DAOs interviewed in this section range from full-time DAOs at large clubs to volunteers at far smaller clubs. However, the interviews clearly show that, regardless of resources, all DAOs ultimately have the same responsibility to ensure access and inclusion for disabled people. The interviewees also confirm that they report to a senior member of staff, keep the club updated on their progress in terms of complying with access requirements and ensure that existing facilities and services are reviewed each season.

Finally, their answers show that appointing a DAO can ensure lasting improvements and enhance access and inclusion for disabled spectators, guests, employees and volunteers.

>> Interviews with DAOs

England

> DAN LOVESEY – MANCHESTER CITY FC

Dan Lovesey was appointed as Manchester City's full-time DAO in June 2016. Below is the full interview with Dan, where he talks about his regular and ad hoc duties, the importance of creating a disability network and some of the challenges he has faced so far.

What does a typical day as DAO at Manchester City look like?

Manchester City prides itself on being inclusive and working with all its supporters. My role is to offer assistance and advice to our disabled supporters, be it on a matchday or a non-matchday.

Typically, my day involves working with the club's disability access advisor and liaising with our supporters on a wide range of topics. I constantly monitor and review our staff training on accessibility, disability etiquette and other equality and diversity issues to ensure our supporters have the best possible experience. I also work with the club to identify improvements to accessible areas inside and outside the stadium.

On a matchday, I coordinate parking requests, communicate any changes to our supporters and am on hand to provide any assistance required.

I'm also the main point of contact for Manchester City's disabled supporters association and disability organisations such as Level Playing Field, a disabled supporters association covering England and Wales.

What kind of ad hoc duties are you required to carry out as the DAO for your club?

The DAO role is extremely varied and diverse. I'm also responsible for auditing equipment such as induction loops, staff training and assisting our supporter services team with disabled ticketing requests.

Before an away game, I will also gather as much information as I can on accessibility at the other club and communicate this to our travelling supporters.

What top three tips would you give someone who is about to start work as a DAO at a club?

1. Get to know your supporters. We recently conducted an access survey to find out what is important to them. My main focus is providing the best possible facilities and experience for disabled supporters, but it is very much about achieving access for all.

2. Look at the whole supporter journey – planning how to get here, buying tickets, watching the match, and then getting home – from the perspective of both home and away supporters.

3. Get to know the stadium as a whole – not just the accessible seating areas, but all areas of the stadium – on matchdays and non-matchdays alike.

Is there anything in particular that you have successfully implemented or changed at your club as DAO?

I'm proud to be part of a team that has implemented several improvements at the City of Manchester Stadium. Working with our disabled fans and listening to what they need, we have introduced winter warming packs (which include hand warmers and foil ponchos) and hand-held menus for matchdays. We have also implemented larger improvements, such as the installation of our Changing Places facility, which includes a hoist, a changing table and an adjustable sink and shower.

All of these enhancements are equally important and have a positive impact on the supporter and their experience when visiting the stadium.

We constantly work with our supporters to enhance accessibility throughout the whole supporter journey, and we are currently working on a number of future developments.

What are some of the challenges you have faced in your role as DAO and how have you dealt with them?

Football is a fast-paced environment, and one of the things that I am actively working on is the ability to provide as much access

information as possible to disabled fans who travel to away grounds. It can be challenging to collate this information and make it available in time for matches.

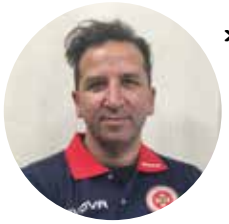
How do you meet, liaise and work with your club's disabled fans?

I meet with the Manchester City Disabled Supporters Association on a regular basis to ensure I have a direct connection with the fans. I am based in the supporter services team, and this provides an opportunity to work with the disability access advisor to take care of supporter emails and phone calls. On a matchday, the access team is visible and based at the accessible entrances to support staff and supporters.

What impact do you think Article 35bis of the UEFA Club Licensing and Financial Fair Play Regulations, which requires clubs to appoint a DAO, will have on football?

This can only be a positive thing. It will ensure that clubs have someone in place to take responsibility for access, that the clubs themselves invest in this process, and that this is done consistently throughout European football.

Malta



> PETER BUSUTTIL – MALTA FOOTBALL ASSOCIATION (MFA)

Peter Busuttil is the SLO and DAO at the MFA and reports to the association's president and general secretary. Peter has only been in this role since 2016 and does the job on a part-time basis, but he has already made progress in terms of improving access and inclusion across Malta.

What does a typical day as DAO at a national association look like?

At present, we are working on a number of short and long-term initiatives. A typical day will include meetings with various stakeholders and staff members to resolve issues pertaining to accessibility. When we receive requests from disabled fans at the national stadium on a matchday, we follow them up and ensure that all the necessary logistics are in place.

We also reach out to local associations and individuals to discuss how we can engage with them and attract them to our stadiums. We work with local stadiums to improve their facilities in the short term, as well as proposing long-term solutions.

What kind of ad hoc duties are you required to carry out as the DAO at your national association?

Some of my duties include replying to emails from supporters who require assistance, attending meetings with disabled supporters, visiting stadiums as part of follow-up site assessments and organising internal meetings with the MFA's communications department.

Is there anything in particular that you have successfully implemented or changed at your national association as DAO?

We have begun a comprehensive process aimed at finding structural solutions for our stadiums, and this year we participated in the CAFE Week of Action for the first time, organising two sessions locally for club DAOs and MFA staff in cooperation with CAFE.

We have also increased communication and discussions with national entities dealing with disability and access issues and are implementing changes to facilitate access and inclusivity.

What are some of the challenges you have faced in your role as DAO and how have you dealt with them?

We are perhaps not as aware as we should be of certain issues in this particular field. We need to improve our own knowledge and understanding of such matters, as well as that of other stakeholders. This will take time, but we are determined to overcome this challenge.

How do you meet, liaise and work with disabled fans in Malta?

One of those fans, Manuel Calleja, is now a part-time volunteer and assists me in all our projects. Manuel also encounters challenges in terms of accessibility owing to his disability and he dedicates his time to addressing access issues. We have also met and talked to a number of associations that deal with disability.

What impact do you think Article 35bis of the UEFA Club Licensing and Financial Fair Play Regulations, which requires clubs to appoint a DAO, will have on football?

I hope it will be more than just cosmetic. There are many potential supporters out there who should be playing a part in our sport. Having a DAO will increase awareness and accessibility. The very appointment of a DAO is a starting point.

Sweden

> JONAS KALLIN – IF ELFSBORG

Jonas Kallin has been Elfsborg's DAO since 2011 and reports to the club's chief executive and chief financial officer. He works for the club on a full-time basis and also acts as an events manager.

What are your main duties as DAO?

I liaise with various associations for disabled people and listen to what we can do to facilitate their visit to our stadium.

Is there anything in particular that you have successfully implemented or changed as the DAO at your club?

We now have a sign language interpreter on our big screens at every match, in order to relay audible announcements to deaf and hard-of-hearing supporters. We also provide audio-descriptive commentary services.

What are some of the challenges you have faced in your role as DAO and how have you dealt with them?

A big challenge was finding a way to make the whole stadium accessible to all disabled people, so that they could choose where to sit, just like everybody else. We solved that problem by using our big screens to display sign language interpretation and by installing our own radio frequency for our audio-descriptive commentary service.

How do you meet, liaise and work with your club's disabled fans?

I have discussions with disabled supporters and the associations that represent them and listen to their wishes and needs.

What impact do you think Article 35bis of the UEFA Club Licensing and Financial Fair Play Regulations, which requires clubs to appoint a DAO, will have on football?

If clubs find the right people for the role of DAO, this will be a positive step. The person has to be dedicated. It is good that there is now a requirement for clubs to appoint a DAO and that this target group is being highlighted. It is important that we see disabled people as equals and that they have the same opportunities to watch football as everybody else.

What top three tips would you give someone who is about to start work as a DAO at a club?

1. Talk and listen to disabled people.
2. Don´t over-complicate solutions; the easy way is often the best way.
3. Take your time.

Belgium

> WIM BEELAERT – KAA GENT

Gent's DAO, Wim Beelaert, has also been in the job since 2011. Although the club's stadium was designed prior to the adoption of the latest national accessibility legislation, which requires all new public buildings in Belgium to be accessible to disabled people, the stadium is still viewed as one of the most accessible in Belgium. The club has worked hard to comply with local regulations and regularly consults the good practice guide produced by UEFA and CAFE.

As well as referring to local legislation and minimum European standards, Wim seeks user-led advice and says that one of the first things he did as DAO was to liaise with disabled fans to hear their thoughts on how to improve the matchday experience. When the new stadium was built, Wim helped to bring about a substantial rise in the number of wheelchair user spaces, which increased almost sevenfold. He ensured that those spaces were positioned in a variety of locations around the stadium, including ten spaces in the away section.

Wim also seeks to consult other DAOs with a view to sharing experiences, discussing successes and challenges, and applying best practices. For example, when Gent played Tottenham Hotspur FC at Wembley Stadium in the 2016/17 Europa League, Wim took the opportunity to visit Tottenham and discuss their activities in the area of access and inclusion.

Cyprus

> MARIOS CHRISTODOULOU – APOEL FC

APOEL's DAO, Marios Christodoulou, has been in the job since 2015 and reports to the club's managing director. He is also APOEL's operations manager.

During his interview with CAFE, Marios underlined the importance of creating a welcoming and inclusive matchday experience for away spectators. He explained that disabled spectators should be treated in the same way as any other spectators and should be given the opportunity to enjoy the matchday with their fellow fans. DAOs should therefore work towards ensuring that both home and away sections have accessible facilities and services.

"The main challenge concerns away fans. Some stadiums only have accessible facilities in one specific area of the stadium, so disabled home and away fans end up together. This is not ideal, as it detracts from the atmosphere and the experience. Communication and cooperation with other clubs and stadiums help to resolve such issues."

Croatia

CAFE also spoke to the Croatian Football Federation (HNS) and several of their clubs' DAOs. The national club licensing regulations applicable in Croatia require clubs to liaise and cooperate with local disability organisations in order to provide accessible facilities for disabled spectators at their stadiums. In Croatia, the DAO is responsible for ensuring that their club / stadium is fulfilling this requirement. The HNS sets a good example in terms of ensuring that its national regulations reflect best practices.

> ROBERT KEROVEC – NK SLAVEN KOPRIVNICA

Slaven Koprivnica's DAO, Robert Kerovec, was appointed in 2016 and reports to a club director. The club's home ground, Gradski Stadion Koprivnica, has a capacity of just 3,200. Robert works proactively with a local disability organisation on a weekly basis to see how the club can accommodate disabled spectators wishing to attend matches.

With new technology and increased awareness, the area of access and inclusion is constantly evolving. It is therefore vital that a DAO works with experts in the field and seeks user-led advice in order to provide an inclusive experience for everybody.

> "Having the chance to help disabled people and make them happy is the best experience that I have ever had."

> IVA CIGROVSKIJ – GNK DINAMO ZAGREB

Dinamo Zagreb's DAO, Iva Cigrovskij, who reports to a club director, shares some of the successes she has had since taking on the role in 2016:

> "We've improved communication with individuals, disabled fans and disability organisations, and we are now setting up a special web page for disabled fans. In addition, we are trying to organise more social responsibility projects – e.g. visiting disability organisations or inviting them to the stadium, organising meet-and-greets with players, and giving disabled fans the opportunity to volunteer. We've also improved the seating area for disabled fans and their companions."

As Iva's actions show, access and inclusion for disabled people is about more than just accessible seating. It also means ensuring that opportunities, such as the opportunity to volunteer, are open to disabled people. By liaising with local disability groups, Iva creates opportunities for local disabled people who might otherwise never visit the stadium. Such initiatives can result in more disabled spectators attending matches and becoming lifelong fans.

FYR Macedonia

> OGNEN VELEVSKI – FK RABOTNICKI

Ognen Velevski, Rabotnicki's DAO, has been in the job since 2015. Ognen is a volunteer and reports to the club's general secretary, its security officer and its supporters liaison officer.

Ognen organises and attends meetings with the Football Federation of FYR Macedonia and other DAOs in order to share examples of best practice and discuss guidance. Those meetings are also useful for sharing information on facilities and services for disabled spectators at the various clubs / stadiums.

Ognen is a true champion of access and inclusion who is motivated by seeing the club's disabled spectators happy. Such determination and dedication is an essential part of the job.

Germany

> ANDREAS PAFFRATH – BAYER 04 LEVERKUSEN

Leverkusen's DAO, Andreas Paffrath, has been a full-time employee of the club since 1999 and reports to one of its directors. He is a great example of a DAO working with disabled fans to gain user-led advice. Ahead of Bay-Arena's renovation in 2009, Andreas spent time liaising with wheelchair users while the stadium's wheelchair user platforms were being designed. He has also liaised with deaf and hearing-impaired fans regarding services such as sign language interpretation.

In addition to working with local disability organisations, it is important that DAOs work with their club's disabled fans in order to gain feedback on their accessible services and facilities and possible areas for improvement. This feedback should then be shared with relevant club departments and the senior manager responsible for disability and inclusion-related matters.

Andreas faces a number of challenges in his role:

> "Due to changing demographics, clubs are having to adjust to increasingly older spectators who consequently have their own special needs. This is where we will be facing many challenges in the near future, such as: the need for a disability integration team, accessible parking spaces / shuttle services for disabled people, and a service for disabled people from their homes to the stadium and back after a match."

As the quote above shows, access and inclusion is an ever-evolving topic, so the DAO role is vitally important in terms of ensuring that the club meets the access needs of all of its fans, guests and employees.

FURTHER READING

1. **Access for All – UEFA and CAFE Good Practice Guide to Creating an Accessible Stadium and Matchday Experience**

   This good practice guide is an excellent starting point for DAOs and senior officials responsible for access and inclusion.

   The guide follows a disabled fan's journey around the stadium, as well as providing information on inclusive and accessible media, VIP and hospitality areas. It can be read from front to back, or it can be used as a reference guide.

   This publication is available in 14 languages on CAFE's website:
   www.cafefootball.eu/en/access-all

2. **CAFE Total Football – Total Access to Work Toolkit, 2015**
   www.cafefootball.eu/sites/default/files/contentfiles/pdfs/total_football_total_access_to_work_toolkit.pdf

3. **Presentation and expert panel session on the DAO role, second International CAFE Conference, Paris, October 2015**

   Presentation: www.youtube.com/watch?v=KXB4F1IUQyI

   Panel session: www.youtube.com/watch?v=x-GWQwIISwE

4. **Technical Report CEN/TR 15913:2009: Spectator facilities – Layout criteria for viewing area for spectators with special needs**

   This technical report, which was published by the European Committee for Standardization (CEN) in August 2009, was drawn up by Technical Committee CEN/TC 315. CEN is made up of the national standards authorities of Austria, Belgium, Bulgaria, Cyprus, the Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, the Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland and the United Kingdom.
   standards.cen.eu/dyn/www/f?p=204%3A110%3A0%3A%3A%3A%3AFSP_PROJECT%2CFSP_ORG_ID%3A32554%2C6296&cs=1CD2FDABD6A14F77F9BF4943A6F44F63C

5. **CAFE Information Note 1 – Viewing areas for spectators with special needs**
   www.cafefootball.eu/sites/default/files/contentfiles/pdfs/CAFE-Information-Note-1.pdf

6. **The Build-For-All Reference Manual – Good intentions are not enough**

   This guide to the inclusion of accessibility criteria in tender procedures can be found here: docplayer.net/71231-The-build-for-all-reference-manual.html

7. **2010: A Europe Accessible for All**

   This report was produced by a group of experts set up by the European Commission and was published in October 2003.
   www.accessibletourism.org/resources/final_report_ega_en.pdf

8. **European Disability Forum's website: www.edf-feph.org**

9. **Accessible stadia: A good practice guide to the design of facilities to meet the needs of disabled spectators and other users**

   Published in the United Kingdom in 2003 by the Football Stadia Improvement Fund and the Football Licensing Authority.
   www.safetyatsportsgrounds.org.uk/sites/default/files/publications/accessible-stadia.pdf

10. **Guide to Safety at Sports Grounds (fifth edition)**

    Published in 2008 by the UK's department for culture, media and sport.

11. **Accessibility: An Inclusive Approach to the Olympic & Paralympic Games**

    Published in 2013 by the International Paralympic Committee.
    www.paralympic.org/sites/default/files/document/130902143349868_IPC+Accessibility+Guide_2nd+EDITION_FINAL.pdf

12. **UEFA Guide to Quality Stadiums, 2011**
    www.uefa.org/MultimediaFiles/Download/EuroExperience/competitions/General/01/74/38/69/1743869_DOWNLOAD.pdf

GLOSSARY

accessible: disabled-friendly.

amenity seating: seating with additional leg room to the front and side of the seat providing space for an assistance dog or for a person who uses mobility aids such as crutches or walking aids. The seating may additionally incorporate arm rests. Amenity seating should be provided in addition to wheelchair user spaces throughout the stadium, at the end of rows.

audio-descriptive commentary: a dedicated commentary service for partially sighted and blind people. It provides additional narration that describes all significant visual information such as body language, facial expression, scenery, action, clothing, colours and anything else that is important to conveying the image, stadium, match, event or surrounding ambience.

changing Places/peninsular toilet: an accessible toilet designed for disabled people with more complex toileting requirements. The facility would usually incorporate an adult-sized changing bench, wall-mounted grab rails, a hoist and a peninsular toilet (at least 1m away from the walls on either side, meaning there is space on both sides of the toilet for wheelchair users to transfer or companions to provide assistance). It may also include a shower and a height-adjustable sink. Minimum size 3m x 4m.

disability access officer: a role created under the 2015 UEFA Club Licensing and Financial Fair Play Regulations to support the provision of inclusive, accessible facilities and services.

disability inclusion and etiquette training: a dedicated training package devised by CAFE for club and stadium staff. Disability inclusion and etiquette training develops skills such as effective communication with disabled people, recognising barriers in society and understanding specific requirements that people may have. For more information about disability inclusion and etiquette training, or if you are interested in commissioning CAFE to deliver the training, please email info@cafefootball.eu.

disability liaison officer: a role held at some football clubs (particularly in Germany and the United Kingdom) predating the disability access officer role.

disabled people: the largest minority group in any population. A person who is excluded from taking their rightful place within society or exercising their independence due to a physical, sensory, intellectual or attitudinal barrier.

easy access seating: seating located in easier to reach areas of the stadium such as at the end of rows and with few steps. This seating, which should be available throughout the stadium, should be clearly identified by the ticket office and available on request.

induction (hearing) loop: a system that helps people who are deaf or hard of hearing pick up sounds more clearly, by reducing background noise. Audio induction loop facilities should be available within all spectator areas, including ticket offices, service counters, reception areas, merchandising outlets and hospitality areas.

inclusion: active engagement of disabled people at all levels of society. The mere presence of disabled people does not necessarily constitute inclusion. An organisation, service or stadium is only truly inclusive when disabled people are enabled and valued as fully contributing members, self-advocates, staff and/or clients with a sense of worth, belonging and self-esteem.

social model of disability: a framework for understanding disability in terms of the environmental limitations or barriers created by society. By removing these barriers, disabled people are enabled to express their independence and enjoy fair and equal opportunities to participate fully in society.

text relay: a text relay service helps deaf and hard-of-hearing users and/or people with speech difficulties to access the telephone system. A relay assistant acts as an intermediary to convert speech to text and vice versa for the two people in conversation.

UEFA: Union of European Football Associations, the governing body of European football. UEFA is an association of associations, a representative democracy, and is the umbrella organisation for 55 national football associations across Europe.

UEFA Club Licensing and Financial Fair Play Regulations: a set of UEFA regulations outlining the minimum sporting, infrastructure, personnel and administrative, legal and financial criteria to be fulfilled by a club (licence applicant) in order to be granted a licence by a UEFA member association or its affiliated league (licensor) as part of the admission procedure to enter UEFA club competitions.

APPENDIX 1
DAO JOB DESCRIPTION TEMPLATE

Disability Access Officer
Sample job description

Location:

Start date:

Salary:

Reporting to: Club director/Stadium manager (delete as appropriate)

Club / stadium name is seeking to appoint a full-time/part-time/voluntary (delete as appropriate) disability access officer (DAO). The successful candidate will report to the club director/stadium manager (delete as appropriate) and will work closely with all club / stadium departments.

>> About the role

In July 2015, the UEFA Executive Committee approved new Club Licensing and Financial Fair Play Regulations that include the requirement for clubs to appoint a disability access officer. Article 35bis states:

> **1) The licence applicant must have appointed a disability access officer to support the provision of inclusive, accessible facilities and services.**
>
> **2) The disability access officer will regularly meet and collaborate with the relevant club personnel on all related matters.**

Reporting directly to the club director/stadium manager, the DAO will be responsible for supporting and advising the football club / stadium in relation to improving access and inclusion for its disabled supporters, customers, employees, volunteers and players.

The DAO will be the club / stadium's key advocate for all disability-related matters and will champion disability issues, as well as promoting the business benefits of creating an accessible stadium, matchday and inclusive environment.

The DAO will also serve as the main point of contact between the football club / stadium and its disabled supporters, guests, players and employees and will work to facilitate a positive dialogue between the two parties.

The DAO will use their knowledge and understanding of best practice and will work with local disability communities to implement improvements across all levels of the club / stadium, promoting access and inclusion in all departments.

>> Key responsibilities include:

- developing an access strategy across all levels of the club / stadium to undertake access improvements to facilities and services (in accordance with existing legislation and guidance, aiming to meet or exceed UEFA and CAFE requirements based on European minimum standards);
- providing guidance to the ticketing department on the management of disabled persons' tickets and ensuring an inclusive ticketing policy as well as the allocation of a complimentary companion ticket where required;
- ensuring club / stadium employees and volunteers receive disability inclusion and etiquette training, and have a broad understanding of the requirements of disabled persons;
- acting as a point of liaison between the club / stadium and its disabled visitors and fans, and their associations or groups;
- advising on how the club / stadium can actively promote the employment of disabled people, including how to implement an accessible recruitment process and provide an accessible working environment for disabled persons;
- collating access information for disabled home and away supporters, with relevant matchday information on public transport from the city centre to the stadium and back, accessible accommodation, contact information and accessible facilities and services available at the improving and promoting accessible matchday services at the stadium, including a dedicated audio-descriptive commentary for partially sighted and blind fans delivered by a trained audio-descriptive commentator, and accessible formats of club / stadium publications (e.g. matchday programmes);
- liaising with local disability communities to ensure the club / stadium is following best practices and encouraging new disabled fans to attend their matches;
- other specific responsibilities as determined by the club / stadium.

>> Required knowledge, skills, experience, competencies and qualifications

Essential:

- Familiar with relevant best practice documents, including the UEFA & CAFE Good Practice Guide to Creating an Accessible Stadium and Matchday Experience
- Understanding of local disability legislation and how to provide an accessible stadium on matchdays and non-matchdays
- Able to communicate with a wide range of key stakeholders, including senior management, local disability NGOs and differently disabled people
- Able to support and offer guidance to a number of internal departments
- Self-motivated and passionate about improving access and inclusion for disabled people
- Excellent briefing and report writing skills
- Able to interact effectively with external partners
- Able to learn new topics quickly
- Flexible and willing to work evenings and weekends
- Other specific requirements as determined by the club / stadium

Desirable:

- Previous experience working in the field of accessibility and inclusion of disabled people
- Understanding of the social model of disability
- Familiar with local disability groups, organisations and NGOs
- Other specific requirements as determined by the club / stadium

Club / stadium name is an equal opportunities employer and proactively seeks applications from disabled people.

Alternative formats of this document are available upon request.

APPENDIX 2 – ACCESSIBLE STADIUM AND MATCHDAY SERVICES QUESTIONNAIRE

Club / stadium access appraisal questionnaire	
Date completed:	
Contact details:	
Club:	
Stadium:	
Stadium capacity:	
Address:	
Club / stadium website:	
Has the club / stadium name appointed a disability access officer (DAO)?	
Name and contact details (telephone and email):	
Who does the DAO report to at the club / stadium (name and position)?	
Are disabled people able to contact the DAO on matchdays and non-matchdays?	
Is there a disabled supporters group at the club?	
Name and contact details of disabled supporters group:	

General	
Have you commissioned a professional access audit at the club / stadium? If yes, when did this last take place?	
Have you prepared a club Club / stadium name mission statement? If yes, please attach a copy.	
Have you provided disability awareness training to matchday staff and volunteers? If yes, please state when this last took place and who provided the training (e.g. provided in-house, in cooperation with a local disability organisation or in cooperation with CAFE etc.).	
Do you have a safety evacuation plan suitable for disabled supporters?	
Accessible information	
Has the club / stadium published an access information booklet for disabled fans, including information on how to reach the stadium?	
Where is this booklet available?	
Are documents available in Braille and large print (on request), including matchday programmes, publications and café menus, etc.? If yes, please provide details.	
Ticketing	
Are disabled supporters able to purchase matchday tickets in all areas of the stadium in the same way as other fans (e.g. online, by telephone and at the ticket office)? If yes, please provide details.	
Is a complimentary companion ticket provided (when required) to assist disabled supporters?	
Does the club / stadium seek 'proof of disability' for a disabled person and / or companion ticket? If yes, what proof is required?	
Are wheelchair users able to purchase season tickets?	

Approaching the stadium	
Do you provide accessible wayfinding and signage suitable for disabled people?	
Do you provide level access points and entrances for wheelchair users? If yes, please provide details.	
Are there steps, steep slopes, rough ground, or other obstacles that may hinder easy access for wheelchair users, partially sighted, blind or ambulant disabled fans? If yes, please provide details.	
Do you provide accessible parking close to designated entrances for disabled supporters and staff? If yes, please provide details.	
Do you provide accessible drop-off and pick-up points close to designated entrances for disabled supporters and staff? If yes, please provide details.	
Do you provide disabled-friendly access points to the stadium including accessible turnstiles and gates?	
Wheelchair user spaces	
How many wheelchair user spaces are available in the stadium (not including hospitality and VIP areas)?	
Where are they located in the stadium (include all sectors and positions, e.g. pitchside / elevated)?	
Does the club / stadium provide a companion seat for a wheelchair user when required?	
Is the companion seat adjacent / behind / in front of the wheelchair user? (It should be adjacent).	
Are wheelchair users able to sit with their own fans (i.e. in home and away fan sectors)?	
Are the wheelchair user spaces sheltered from the weather?	

Are the views (sight lines) adequate during the pre-match warm-up and throughout the match?	
Are views (sight lines) obstructed by other fans, the player dugouts, advertising hoardings, TV crews, match officials or substitutes warming up during the game?	
Easy access and amenity seating	
Is easy access seating available throughout the stadium with no or minimal stepped access for people with limited mobility?	
Does the club / stadium provide some seats close to the field of play for partially sighted and blind supporters who use monocles / binoculars to improve their view?	
How many amenity seats, with no or minimal stepped access, are provided for disabled people who require extra leg room or use assistance dogs (i.e. guide dogs for the blind or deaf)?	
Where are the amenity and easy access seats located in the stadium?	
Does the club / stadium provide a companion seat for a disabled person when required?	
Is the companion seat adjacent / behind / in front of the disabled person? (It should be adjacent).	
Are disabled supporters who require easy access or amenity seats able to sit with their own fans?	
Are easy access and amenity seats sheltered from the weather?	
Are the views (sight lines) adequate during the pre-match warm-up and throughout match?	
Are views (sight lines) obstructed by other fans, the player dugouts, advertising hoardings, TV crews, match officials or substitutes warming up during the game?	

Accessible amenities	
How many accessible toilets (disabled-friendly) are available in the stadium and where are they located?	
Does the club / stadium provide dedicated accessible toilets in all wheelchair user areas?	
Does the club / stadium provide unisex accessible toilets (to enable a companion or personal assistant of the opposite sex to offer assistance if required)?	
Are the accessible toilets clearly signposted?	
Are special keys required to gain access to accessible toilets or are they stewarded on matchdays to ensure they can be used by disabled people?	
Does the club / stadium provide accessible refreshment areas and amenities (e.g. with low-level counters), including in the VIP and hospitality areas? If yes, please provide details.	
Has the club / stadium identified a priority lane, with clear signage, for disabled fans at refreshment areas?	
Does the club / stadium make provision for disabled people with assistance dogs?	
Is wayfinding signage (signposting) provided in Braille and / or tactile text and symbols?	
Do ticket offices, reception areas and vendors have ramped access and low-level counters for wheelchair users? If yes, please provide details.	
Are first-aid areas accessible for disabled people?	
Do first-aid areas have an accessible toilet inside, or is there an accessible toilet nearby?	

Accessible services	
Do the stadium bowl, turnstiles and reception areas have audio induction loops or assistive hearing devices for deaf and hard-of-hearing supporters? If yes, please provide details.	
Are club / stadium staff trained to recognise and use text relay services for deaf and hard-of-hearing callers?	
Are public announcements and urgent messages shown in text form on the stadium video screens (to assist deaf and hard-of-hearing supporters)?	
Audio-descriptive commentary	
Does the club / stadium provide audio-descriptive commentary for partially sighted and blind supporters?	
If yes, can listeners bring their own devices to tune into the service?	
Does the club / stadium provide spare headsets for listeners to tune into the service?	
Are listeners able to tune into the service from all areas within the stadium bowl?	
Additional notes or comments:	

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