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In 2003, UEFA and FARE jointly published a good practice guide for tackling racism in European football following the first Unite Against Racism conference at Chelsea FC in London. The guide looked at the issues facing national associations and reported on activities being undertaken by key actors in European football.

In 2000, the need to tackle racism was already understood as an issue the European game needed to address with vigour. Since then, the political and sporting environment has moved it further up the agenda.

Within the game, there has been concern about players who have been abused at the highest level; in some countries, far-right and neo-Nazi activities around stadiums have become more evident, and prominent individuals have made abusive comments that have been broadcast around the world.

These incidents have led to concerns at a political level, with governments seeking to intervene to encourage and support the process of tackling racism and discrimination.

Earlier this year, the European Parliament passed a resolution noting that protection from discrimination for reasons of ethnic origin or nationality is a fundamental objective of the European Community. The "Independent Review of European Sport" also noted in its report that, "it cannot be ignored that sports events have often witnessed outbreaks of racism and xenophobia" and urged action from the football family.

Club football is at the heart of our sport. The clubs themselves, their players and fans make the news week in, week out for most of the year. It is where many of the most dynamic developments in the game take place. And it is at club level that action to tackle racism bears most fruit.

The main issues for clubs are identified as the need to tackle racial abuse and institutional exclusion above all, and then to ensure that we are working to integrate minority and migrant communities. This guide sets out what can be done and how.

The guide has been developed following the second Unite Against Racism conference at the Camp Nou, Barcelona, in February 2006. The practice suggested here is tried and tested or practical enough to be adapted to the needs and operating environments of most clubs.

It would be impossible to include all examples of good practice in a document of this kind, so the focus is on setting out broad principles and advice, with a few relevant examples. It is to all intents and purposes a starting point that will help us to reach our collective goal of a sport that is free of discrimination and an exemplar for the ideal of a multicultural Europe.
What is racism?

Racism is the belief in the superiority of a race, religion or ethnic group. It is most commonly expressed through less favourable treatment, insulting words or practices which cause disadvantage. It can occur intentionally, or through a lack of understanding and ignorance. It may manifest itself openly or covertly. It occurs at all levels of an industry or organisation – within football it may range from fans hurling racial abuse to exclusionary practices by governing bodies of all levels, clubs or other partners of the game.

Racism is a problem across Europe with ethnic minorities and immigrants usually the focus of abuse, harassment and discrimination. In many parts of Europe, minorities subjected to racism will be those from neighbouring countries or regions.

In West European nations, victims are often citizens of former colonies, originating from Africa, the Caribbean or Asia, or have a background as migrant workers.

There also remain forms of racism that are centuries old. These include racism towards Jews (anti-Semitism), Roma communities and national minorities. In recent years there has been a growth in Islamophobia, resulting in attacks and discrimination against Muslims.
Dealing with some forms of racism is straightforward but it is not as easy to deal with issues that may have the tacit support of the majority population or are not clearly visible through being directed at players on the field of play. Other forms of discrimination, such as sexism and homophobia, are also common in the game. Homophobia can be defined as an irrational fear and intolerance of homosexuality, gays, and lesbians.

In all European countries, ‘gay’ has become a synonym for everything fans dislike. Homophobia and sexism for many fans is simply an integral part of footballing culture.

It might seem daunting to understand how a club could tackle a problem that has arisen from generations of conflict or a history that refuses to go away. The advice is simple. Understand the issues as they affect your club and seek simple but humane ways of resolving them. Where an issue extends beyond football, contribute what you can to resolving conflict.
Homophobia and sexism

Homophobia in football is carried by invisibility and silence. There is not a single player in the European professional leagues who is openly gay. There are homophobic and anti-homosexuals logos and chants in most stadiums across Europe. Homosexuality continues to be regarded as a taboo and a provocation.

The reason players have not come out is because the structures of the game of football are not seen as tolerant enough for a player to risk coming out. In order to reach that point, football will need to recognise that lesbian and gay players exist and are a welcome part of our sport.

Dealing with homophobia

The activities of The FA in England may serve as good practice for other European associations in the fight against homophobia. Among the key parts of its strategy are visibility (e.g. through uniforms of players, officials and staff), monitoring (e.g. raising the visibility of abuse and discrimination), and evaluation and monitoring.

Five-point plan against homophobia

The FARE network has been working with the European Gay and Lesbian Sports Federation and in 2005 adopted a five-point plan for fighting sexism and homophobia:

1. Putting sexism and homophobia on the agenda - Underpinning all action is the need to acknowledge that sexism and homophobia exist in football.
2. Taking collective responsibility - The abuse associated with sexism and homophobia affects everybody in football, not just homosexuals and women.
3. Focusing our work - The development of women’s football has resulted in increased identification and respect. The existence of homosexual role models could help free football of its taboos.
4. Giving examples of good practice - Presenting the diversity of the game by reporting on women’s football, gay and lesbian involvement as the norm.
5. Reporting homophobia - All abuse should be reported for action through sanctions wherever or by whoever the abuse occurs.
Ground rules for action

Every football club has a unique history, traditions and social context. The most effective challenges to racism are club-specific campaigns that recognise this context and address problems that are present in the locality or region. Not all clubs face the same problems and so it follows that the solutions should be tailored to specific needs. It is possible to set out some basic guidelines and ideas for tackling racism.

- **Campaign - action**

- **UNIVERSAL PROGRAMME**
- **UNITE AGAINST RACISM**

- **UNDERSTAND THE PROBLEM** – It is easy to argue that issues such as racism are not within the domain of your club, that they are broader societal issues which should be left to other authorities. Most clubs will find it helpful for key staff to undergo an awareness training programme.

- **BE CLEAR ABOUT YOUR OBJECTIVES** – Are you running a campaign to tackle racist chanting, or to reach out to local ethnic minority communities, or both? Develop principles for action that can be widely publicised, that all internal and external stakeholders within the club can support. Encourage publicity and ownership of these ideas.

- **WRITE A PLAN OF ACTION** – Include practical outcomes for implementing your objectives. Use the UEFA ten-point plan as a basis for the measures your club can take. Set targets for progress and monitor regularly.

- **DEVELOP A CLEAR IDENTITY** for your campaign, to help recognition and spread ownership among supporters. You may wish to develop a specific brand name.

- **MONITOR AND REPORT PROBLEMS** – Develop systems for monitoring and reporting racial abuse and discrimination in all areas of your club.

- **PARTNERSHIPS** – Work with fans, players, stewards, NGOs and community organisations with expertise in the field to implement your action plan. Make sure you involve ethnic minority and migrant communities.

- **FAN CULTURE** – Use the culture and traditions of fans to help get your message across. Use message boards and other media associated with fans.

- **USE YOUR ICONS** – Draw on the support and appeal of players to endorse anti-racist and anti-discriminatory messages.

- **MEDIA ACTIVITIES** – Work with the media to publicise your activities.

- **ENCOURAGE NEW AUDIENCES** – Work towards making your club as open as possible. Take specific measures that encourage ethnic minorities, migrants and women to get involved as fans, players and employees.
To help steer your anti-racism work it may be useful to set up a partnership that involves a range of representative groups meeting regularly to advise on the direction of your activities. These types of groups can bring advice and ideas to your work and help gain the trust of sceptics. They should be led by a designated member of the management team who attends and acts as a liaison person.

4.a Rangers FC has an in-house Sectarian and Racism Monitoring Committee comprising key officials from within the club. Its function is to monitor relevant matters as they affect Rangers FC and to ensure that the club conducts its operations in a manner that is sensitive to and respectful of the views of people from different cultural and religious backgrounds. The committee meets monthly and ensures that Rangers FC constantly challenges inappropriate behaviour at matches.

The committee has also been instrumental in an ongoing “Pride Over Prejudice” initiative, an official policy statement, a “Blue Guide” for fans to follow, internal and external ten-point codes of conduct, changes in terms and conditions for season ticket holders, poster advertising on internal concourses, trackside advertising, etc.

4.b Education through symbolic activities

Anti-racism and anti-discrimination activities are about education in the widest sense. People dislike, mistrust or abuse those that are different because of attitudes developed through popular misconceptions. Myths, fears and prejudices are all fuelled by external forces. Football provides unique opportunities to challenge racism inside stadiums and to contribute to the changing of attitudes at large.
Among the most successful ways of doing this are through action days, in which a club uses elements of the match day to send out messages in favour of diversity and against racism.

Activities with players will raise curiosity among fans and the media. These might include players warming up or entering the field of play wearing T-shirts with a message on them, players holding up red cards against racism (other messages can also be used here) or lining up behind a banner. All of these activities are easy to do and are effective.

In Norway, Scotland and Slovakia anti-racism day activities include players showing racism the red card.

During the FARE action week, two UEFA Champions League match days are dedicated to anti-racism. Young people wear Unite Against Racism T-shirts and line up in front of players just before kick-off.

The “Fair Play, Different Colours, One Game” campaign involving the Austrian Bundestoga produced anti-racism team posters with all 20 professional clubs. During the FARE action week an entire round highlighted the fight against racism in and through football.

Official club websites are among the most popular sources of information for fans, whether they attend games or not. A press release and other information should be prominently posted to highlight the game.

Where they are produced, match-day programmes should carry messages from the coach and players underlining the message.

Tannoy announcements play an important and highly effective role in explaining activities that are taking place.

Many clubs have encouraged and supported their fans to use choreographic displays to spell out anti-racism messages or hold up banners across a section of the stadium. Fans have also been involved in distributing leaflets or tannoy messages during the FARE action week. Initiatives of this kind should be supported and encouraged.

Some clubs organise multicultural half-time entertainment; if this is planned well crowds will be very supportive.

A fuller guide to organising anti-racism or anti-discrimination days is available from FARE.
4. Activities in school

Most NGOs active in the area of race and football produce resource materials for local schools. Clubs can either support these resources or work with education authorities to produce their own materials. They all draw on the appeal of the game through videos, DVDs or CD-ROMs to get a message across to young people in an accessible way.

Many also run school competitions that are enormously popular. Competitions are a regular feature in England, Germany, Norway and Scotland.

As part of the “dem ball is’ egal” project, the Schalker Fan Initiative has produced an innovative CD-ROM which has been extensively used by schools in the North Rhine-Westphalia region of Germany.

The “Show Racism the Red Card” campaigns in England, Norway and Scotland have used school competitions and resources such as videos to develop educational programmes in classrooms.
FARE has held six Europe-wide weeks of action against racism and discrimination during which the football family works with local partners, NGOs, fan groups and national associations to organise activities in professional and community football.

The 2006 week of action takes place from 17 to 30 October. In 2005, for example, FARE worked with representatives from 35 different countries. The activities increased, with new groups from Eastern and Central Europe, including those from the former Soviet Union and the Balkans.

Greater involvement with groups such as the Roma minority in Eastern Europe was an encouraging feature of the activities. One of the many successful stories was the partnership between the Mahatma Gandhi Human Rights Organisation and clubs in Hungary with a historical far-right following.

More fan groups are now organising themselves to challenge racism. In Spain, following a season in which racism in football hit the headlines, ultra groups have come together for the first time to plan joint activities. In France, the “Réseau Supporter de Résistance Antiraciste” organised highly visible activities. In Germany, groups from Bayern Munich, Werder Bremen, Hannover 96, Schalke 04, 1860 Munich and Fortuna Düsseldorf were active during home matches. In Italy, ultra groups across the country organised anti-racist choreographic displays.

Since 2003, FARE has worked with clubs and supporter groups in Serbia and Montenegro to organise regular anti-racism match days. In addition, thousands of leaflets are handed out by supporters of the clubs. In 2005, the highlight was the Red Star v Partizan Belgrade derby.

Full details of action weeks are available on www.farenet.org

5.a

Keeping the flag flying

Clubs should be proud of their stance against racism and maintain a high visual presence throughout the season. This can be done through banners and pitch-side boards, as recommended within the UEFA ten-point plan, or through messages in programmes, public announcements or on official stationery.
It is often said that supporters are the lifeblood of football, that the game would lose its appeal without them. In the area of anti-discrimination, fans are important for understanding racism in football stadiums.

The patterns of fan support differ across the continent – in some countries fan groups are the means through which individual supporters relate to their club, they have a major say in how fans respond to issues. In other countries fans consume the game on a more individual level.

As the perpetrators of overt racial abuse, fans are the cause of the problem, but they are also at the centre of a culture that offers solutions. For this reason alone, their involvement in your work is critical.

In countries such as England and Germany, many of the challenges to racist behaviour have been initiated by fans who wanted to stop the abuse they were hearing around them. They did so by running their own campaigns or urging their clubs to take action. The best anti-racist campaigns will work with supporters to spread ... the approach to be taken, the words to use, and the actions you are planning, are all important ingredients for success.

The stands are seen as the spaces inhabited by and belonging to fans. Peer pressure, whether it is led by organised terrace groups or simply through the shared bond of supporting the same team, runs through football.

The values and norms championed by the group identity is the most effective way of dealing with racist fans.

Initiate a culture in which fans understand why racism needs to be challenged and are active in doing so through peer pressure and self-policing takes over as the most effective way of doing so.

If you are setting up a working group, ensure that fans are involved. This can be done through individuals or through talking to group representatives. There may be resistance at first but if your message is clear and inclusive others will understand and begin to support your work.

The fanzines and websites of fan groups provide a useful barometer of the current debates taking place. Forward-thinking fans will often be involved in debating issues and ensuring they are doing all they can to make sure the message is being heard.
In a number of countries, the politics of the far right are being played out regularly inside football stadiums. This may take the form of fan groups affiliating themselves with far-right views or through individual fans who may be members of such groups attending matches. Paolo di Canio recently justified a right-hand salute given with a straight arm, known in Italy as the Roman salute, by saying that he was “a fascist but not a racist.”

If they are within the scope of the law, all individuals are entitled to their private political views. But we should recognise that some political views... minority groups. And some right-wing groups will also place the paraphernalia of neo-Nazis on a pedestal.

Far-right groups can often be identified through the symbols used on banners, T-shirts and badges. Some symbols may be well known – such as the Celtic cross or perversions of the swastika – but others can be esoteric and difficult to identify. For help in identifying these symbols contact FARE www.farenet.org

The most obvious symbols, such as the swastika, will be illegal in some countries, but regardless of legality, the UEFA ten-point plan asks clubs to be alert to these types of symbols and to erase them where they appear in graffiti.

Clubs have the right to confiscate materials with neo-Nazi symbolism, though some may wish to do so as much through dialogue and persuasion as through stewarding checks.

In England during the 1980s, fans challenged the presence of neo-Nazi groups by distributing their own anti-racism leaflets and simply physically occupied the spots normally frequented by the right-wing groups. English clubs have a firm policy of refusing far-right groups permission to congregate.

In 2005, Polish first division club Korona Kielce held meetings with fan groups before signing a Brazilian black player – Hernani. The groups consulted were opposed to the move on the basis of his race.

The player was signed and during the first game of the season Hernani was subjected to monkey chants from supporters, including the club’s own. The club took advice from a Polish NGO, the Never Again Association, and officials reacted immediately by criticising the incident, providing the police with pictures of neo-Nazi fans taken during the game and announcing that these fans would be banned from visiting Korona’s stadium.

The majority of Korona’s supporters agreed with the decision and supported the signing of the Brazilian player.

A month later, before the Korona Kielce v Odra Wodzislaw Slaski game, pictures of six recognised neo-Nazi fans were displayed at the ticket office and they were banned from the stadium when security officials stopped them at the gates. Korona’s players appeared on the pitch in T-shirts with the “Never Again” campaign logo, “Let’s kick racism out of the stadiums.” Hernani was loudly applauded by the crowd whenever he touched the ball.

In Hungary, the Mahatma Gandhi Human Rights Organisation, a community organisation working with asylum seekers, refugees and people of African descent, formed a partnership with several Hungarian professional football clubs to coordinate a series of anti-racism activities during the FARE action week in 2005. As a result, clubs which have historically had a major far-right following were involved in actively challenging their own supporters.
Stewarding and policing

While longer-term solutions to racism lie in strategies that draw on campaigning and education, the effective stewarding and policing of racism inside stadiums should also be a part of these wider strategies.

The culture and types of football support differ across Europe. In some countries fans might display banners, flags and scarves as they stand behind fences. In another, chants and songs echo out as supporters wearing replica shirts sit with an unobstructed view of the pitch.

The primary objective of all stewarding should be to ensure the safety of spectators and players. In doing so, stewarding practices should work with, and not against, fan cultures. Good stewarding allows fan cultures to flourish whilst effectively challenging racial abuse.

Stewarding and policing policies should reflect these different circumstances and include measures to ensure the effective policing of racism.

This may take the form of visible ground regulations and the training of stewards to recognise racism as it occurs through chants, symbols and banners. Operational protocols need to set out the action that should be taken where racism occurs.

In Germany, FC Sankt Pauli take a firm line against those involved in racism. The club sets out a clear policy with prominently displayed stadium regulations. Once identified, the individuals are banned and referred to the club’s fan project, whose officials work with them.

In England, a training programme for stewards has been drawn up by Kick It Out with the support of the governing body and leagues. The one-hour programme, which is delivered to every steward in England and Wales, covers problem recognition – such as listing offensive terms and the operational responses required when perpetrators are identified – and stewards’ responsibilities.

In addition, the club entered into an official protocol with its regional police force whereby the identities of persons arrested for football-related crimes are revealed and official warnings as well as indefinite and lifetime bans imposed and recorded by Rangers FC.

Glasgow Rangers in Scotland have plain-clothed stewards to sit in the crowd and identify offenders or confirm complaints previously received.

The Hungarian leagues have adopted the rule that in the event of racist behaviour in the crowd, the referee is obliged to stop the game and, in consultation with the match delegate, take a decision as to whether to continue with the match or abandon it immediately. Should the racist behaviour continue, the game will be abandoned. All these cases are then submitted to the disciplinary committee.

The names of referees who do not apply these rules are removed from the list.
Europe is changing. Patterns of immigration are making many places much more diverse and providing challenges for all of us. The Pakistani Italian, the Vietnamese Pole or the Senegalese Norwegian are helping to shape new cities infused with the economic and cultural energy that migrants bring.

Many professional football clubs, regardless of their size, will stand as beacons within their communities. The sheer physical presence of a stadium with thousands of visitors every two weeks gives it a presence within local communities that is unmatched by most other institutions.

It is often argued that clubs should be using the appeal of football to get involved in their local communities, working with young people, the disaffected and other marginalized groups. The ‘community capital’ that clubs can bring to effect social change in their environments is significant.

In England, professional clubs realised many years ago that community work and football go together, and a multitude of schemes now use stadium facilities and the appeal of the game to deliver community work.

As local populations change, it is important that clubs should be working with new communities that may be emerging. By working with ethnic minorities, you can show how your club can be open and welcoming, gaining the trust and cooperation of new residents.

German Bundesliga club Schalke 04 have shown the lead through the stated aim of “promoting the social integration of immigrant citizens”.

In Norway, SK Vard Haugesund visit schools to invite refugee families to join the club to help the young people integrate into local society more easily, make friends and learn the Norwegian language. Parents are also included in the process to assist integration into local society.

In Oslo, Vålerenga started the “Colourful” tournament for youngsters not formally involved in a club, so that minority children in particular would be invited to play. This tournament has now been taken up nationally by the Norwegian FA.

In Sheffield, the “Football Unites, Racism Divides” (FURD) project has been working with both Sheffield clubs to counter the exclusion of young people from local minority communities through football-themed activities. They recently celebrated ten years of showing how football, education and community involvement can bring about changes to the lives of young people.

In the Netherlands, all first and second division clubs are involved in an FA project called “Voetbal heeft meer dan twee doelen” (Football has more than two goals), through which clubs organise intercultural activities stressing that football is for all, irrespective of religion, colour or sex.

ADO Den Haag of the first division, for example, invited asylum seekers to participate in a workshop with players Geert den Ouden, Spira Grujic and Youssouf El Akchaoui and attend a match.

Other clubs, such as FC Utrecht and NEC Nijmegen, have a project called “The Hero”, within which players visit schools to talk about respect, equality and social responsibility with students.

Other notable projects in the Netherlands include that of VVV Venlo player Mohamed Allach, who is active with his foundation MaroquiStars. The foundation seeks to improve the image of Moroccans in the Netherlands by visiting schools and organising an annual match between Moroccan players and a Dutch team.
One of the most striking aspects of football in Europe is the discrepancy between the high number of black players on the field of play and the lack of black or ethnic minority faces in the crowd. Many minorities have a secondary involvement with the game, watching games on TV at home rather than attending live matches. Efforts to attract these supporters to stadiums are an important part of campaigns to eradicate racism.

In commercial terms, ethnic minorities have a growing economic influence. No commercially attuned professional club can ignore the potential benefits of extra gate receipts or revenue from sales of merchandise and refreshments to new fans.

The last decade has seen a growth in club football. Television and multimedia deals, the strength of the UEFA Cup and UEFA Champions League and international competitions have given most European leagues a higher profile and more cash to spend than ever before. To meet the demands of this new commercial era, many professional clubs have grown into multi-faceted operations performing a wide range of activities.

These developments provide new opportunities but also increase the clubs’ obligations – moral and legal. Many clubs will be employers and will need to recognise the importance of opening up employment opportunities to all sections of the community – including ethnic minorities, women and the disabled.

In administration and other non-playing areas, equality in employment can be achieved by operating fair practices and effective equal opportunities policies.

In playing areas too, all those who have an interest in the game should be given meaningful opportunities to play at the highest levels of the game. And despite the fact that many players within the top European leagues are black, opportunities are not being made available to coaches from those communities.

In effect, club chairmen are overlooking candidates from a minority background when appointing coaches. It is an area that is rarely looked at but is crucial when considering issues of fair representation.

In England, the “Racial Equality Standard for Professional Football Clubs” has encouraged many clubs to work towards a series of measures to ensure equality policies are implemented in all areas of their operation, from stewarding to the recruitment of young players.

The standard has been developed by Kick It Out with the support of the FA Premier League to move clubs forward in their understanding of the issues.

The document divides the areas of activity into three sections and grades achievement into three levels – preliminary, intermediate and advanced. All Premier League clubs are currently working to meet the first level of the standard, with many moving onto the intermediate level.
Football generates enormous amounts of broadcast and print coverage. Campaigners have found that the media can play a crucial role in highlighting both the problems of racist activity and the solutions.

The most successful campaigns have been able to create a dynamic in which the media play an active role in changing attitudes and expecting action and commitment from football authorities.

Clubs should use their extensive media contacts to gain coverage to get the message understood and to publicise their work.

The mainstream media have covered numerous anti-racist actions by fans and other groups, particularly when this has related to specific events such as an anti-racism action day at a club, the player-led launch of a publication, video or exhibition.

Many clubs already produce their own media – magazines, fanzines, newsletters and posters. Official websites are consulted by fans across the world and should be used wherever possible to underline the story.

Often the mainstream media will be willing supporters of initiatives to tackle racism and will give coverage to your activities.

In Romania, for instance, the popular magazine Pro Sport and the TV channel Pro TV joined the FARE action in April 2002 and printed 15,000 posters where high-profile players from the Bucharest teams FC Steaua, FC Dinamo and FC Rapid wore FARE T-shirts. During the live broadcast of the Rapid v FC Universitatea Craiova match, Pro Sport explained the background to the action.

Since October 2003, the leading sport newspapers A Bola, Record and O Jogo have joined the Portuguese players’ union to mark their annual week against racism. On the same day, the newspapers publish anti-racism statements by players and carry symbolic photographs of black and white team players. In 2005, the radio station Antena 3 ran a contest to support the campaign. Listeners had to present creative slogans against racism in football and were offered tickets for anti-racism matches in the Portuguese league.

In England and Wales, coaches wear an anti-racism badge throughout the week of action – pitch-side during games, and for media previews and post-match interviews.
UEFA and FARE
European football’s governing body has forged a close relationship with the Football Against Racism in Europe (FARE) network as its anti-discrimination partner. UEFA has given considerable financial support to FARE in recent years, and both bodies have cooperated in staging events, issuing publications, and using the platform of Europe’s biggest football matches to press home the message that racism must be challenged in all areas.

In 2002 UEFA issued a ten-point action plan (right) that sets out many of the basic areas of anti-racism action in football. The FARE network consists of representatives from across the football family, including fans’ groups, NGOs, national associations and player unions. FARE has said that it should be the right of every person to play, watch and discuss football freely, without fear of racism or discrimination.

Further information is available from www.farenet.org

UEFA’s ten-point plan

1. Issue a statement saying that racism or any other kind of discrimination will not be tolerated, spelling out the action that will be taken against those who engage in racist chanting. The statement should be printed in all match programmes and displayed permanently and prominently around the ground.

2. Make public address announcements condemning racist chanting at matches.

3. Make it a condition for season ticket holders that they do not take part in racist abuse.

4. Take action to prevent the sale of racist literature inside and around the ground.

5. Take disciplinary action against players who engage in racial abuse.

6. Contact other associations or clubs to make sure they understand the association’s or club’s policy on racism.

7. Encourage a common strategy between stewards and police for dealing with racist abuse.

8. Remove all racist graffiti from the ground as a matter of urgency.

9. Adopt an equal opportunities’ policy in relation to employment and service provision.

10. Work with all other groups and agencies, such as the players’ union, supporters, schools, voluntary organisations, youth clubs, sponsors, local authorities, local businesses and the police, to develop proactive programmes and make progress to raise awareness of campaigning to eliminate racial abuse and discrimination.