



NATIONAL FOOTBALL BODY LICENSING STANDARD

National Football Body Licensing Standard

Produced at the request of UEFA

Identification of the standard

N°RE/OLC/01



NATIONAL FOOTBALL BODY LICENSING STANDARD

PREFACE

We are pleased to welcome you to this “National Football Body Licensing Standard”. It defines the activities by which the national associations or affiliated leagues (licensors) will manage the UEFA club licensing system.

The “UEFA club licensing manual” defines the criteria that clubs have to fulfil to enter UEFA club competitions for the first time from the 2004/2005 season.

This “National Football Body Licensing Standard” defines the minimum requirements which licensors have to comply with to assess the clubs qualified on sporting merit for UEFA club competitions. The first assessments of clubs will therefore be made in 2003/2004 season (winter championship) or 2003 seasons (summer championship). Compliance with the standard requirements is therefore required for the first time from the 2003 or 2003/2004 season respectively and will be assessed on an annual basis by an independent certification body.

The Standard provides for equal treatment of all clubs at European level and is the basis for ensuring credibility and transparency of the UEFA club licensing system. The minimum requirements to be met by the licensors are explained one by one.

In this way, the Standard aims to help licensors to

- evaluate in a consistent and equitable manner applicant clubs all over Europe.
- constantly optimise the efficiency of the UEFA club licensing procedure and the quality of the services provided.

We invite all member associations and leagues responsible for running the licensing system to comply with the minimum requirements defined in this Standard, which have been designed to contribute towards continual improvement for the benefit of football.

Finally, we would like to thank all those involved in the development of this Standard. We are sure that a solid basis has been established for the future management of the club licensing system.

A handwritten signature in black ink, which appears to read 'Lennart Johansson', is positioned above the printed name.

Lennart Johansson
UEFA President



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1. GLOSSARY

1.1 ABBREVIATIONS

FIB:	First instance body
LA:	Licensor's administration
LM:	Licensing manager within licensor
NA:	National association
SM:	Senior manager of licensor
UEFA:	Union of European Football Associations
UEFA EXCO:	UEFA Executive Committee

1.2 GENERAL TERMS

Accreditation:	The accreditation procedure is the procedure whereby UEFA approves the final version of the "National club licensing manual" prepared by the licensor, in which all exceptions approved by UEFA and national specificities and objectives are taken into account.
Appeals body	Decision-making body independent of the first instance body. It shall decide on appeals from licence applicants and take the final decision as to whether a licence should be granted. Its decisions are binding.
Authority:	Permission given to a person or body to enable that person or body to effectively carry out a particular task.
Calibration:	Comparison between a calibrated device and a non-calibrated device to make sure that the latter is in accordance with the original specification (e.g.: light-meter for floodlighting)..
Certification audit:	External control performed by the certification body in order to verify the compliance of the national football body's



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services with the National Football Body Licensing Standard and giving raise to a service certification, which has a 3 years validity.

Certification body:	The body conducting independent assessment of the licensor and which is authorised to issue a service certificate on the basis of the National Football Body Licensing Standard with regard to the results of the audit.
Core process:	The core process as described in chapter 5 of the UEFA Club licensing manual V1.0. It describes the minimum requirements (core steps) that each licensor will complete during the licensing activity to control the issue of a licence to a licence applicant. So long as the licensor provides proof that the minimum requirements of each step are met, the licensor can make local adaptations, providing they are documented and communicated to UEFA.
Core steps:	Minimum requirements defined by the core process.
Criteria:	Minimum requirements defined within the UEFA club licensing manual which licence applicants have to meet in order to obtain a licence to enter UEFA club competitions. The licence will be issued through the national association.
Customer:	In this case the customers are: <ul style="list-style-type: none">• Clubs• UEFA• Other licensors
Decision making bodies:	These are the first instance body and the appeals body established by the licensor for club licensing.
Document:	Information and any supporting medium. (Documents can be in any form, e.g. hard copy on paper, electronic).
Expert:	This will be a person who has appropriate knowledge to assess the criteria in their particular field of expertise.



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Extranet:	An IT network accessible to authorised users to ensure communication between the licensor and UEFA.
Internal control / internal audit:	Regular control to determine whether activities and related results comply with planned arrangements and whether these arrangements are implemented effectively and are able to achieve the objectives. The internal control (or internal audit) typically applies to, but is not limited to, the quality system or other elements, such as processes, products or services.
Job description:	A document that describes the purpose of the job and the tasks that the jobholder has to perform, within the licensing scheme.
Licence applicant:	Member of national association or affiliated league who requires a licence for the purpose of participation in UEFA club competitions.
Licensee:	The legal entity being granted a licence, which is responsible for all football related matters according to the UEFA club licensing manual (chapter 4).
Licensor:	The legal entity authorised to issue the national club licence in accordance with UEFA (national association or its affiliated league).
Local authority:	<p>This is a body that has responsibility for the local area, and has the authority to approve certain aspects of the football club. The local authority can include:</p> <ul style="list-style-type: none">• Police• Mayors office• Fire services• Health services• Environment services• Transport services• Construction services• All other administrative services of the local community



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National document:	A document or series of documents that contain the criteria which clubs have to meet in order to obtain a licence to take part in European or national competitions and which have been accredited by UEFA (see also UEFA club licensing manual).
National football body:	Will be the licensor accredited by UEFA (see also Licensor).
Procedure:	Specified way to perform an activity or a process.
Requirements:	Minimum conditions defined within the National Football Body Licensing Standard which licensors have to meet in order to assess licence applicants wishing to take part in UEFA club competitions.
Responsibility:	A task for which one is responsible.
Review:	Formal assessment held by the licensor at least once a year on the status of the club licensing process regarding the objectives and commitments.
Self-assessment:	Activity carried out by the licensor to determine if the relevant requirements are fulfilled.
Senior manager:	The most senior person within the licensor with responsibility for the running of the administration; e.g. General Secretary, Board of Directors. (This must be shown through an organisation chart of the administration).
Service certification:	The service certification is a voluntary step that enables each service provider to have its services certified by a third party organisation (certification body). This body gives the evidence that the provider's services are in accordance with the requirements described in a service standard.
Services standard:	Technical document including the detailed service characteristics - which shall be specific, measurable, accurate and feasible at all times – and the necessary resources to be implemented, prepared by the applicant for



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	the service certification standard and validated by the Standardisation Committee.
Standard:	See above (Services standard)
Services	See "Requirements"
Stakeholder:	An organisation or person with an interest in the club licensing scheme.
Surveillance control:	External control carried out by the certification body to insure that the national football body that holds the service certification is still in compliance with the standard (cf. certification audit)
Traceability:	The ability to trace the history, application or location of documents that apply to an application for a licence.
UEFA	<p>The Union des Associations Européennes de Football is together with the Asian Football Confederation (AFC), the African Football Confederation (CAF), the Confederation of North, Central American & Caribbean Association Football (CONCACAF), the Confederación Sudamericana de Fútbol (CONMEBOL) and the Oceania Football Confederation (OFC) one of the six continental confederations of the world football's governing body FIFA.</p> <p>UEFA acts on behalf of Europe's national football associations to promote football in a spirit of peace, understanding and fair play without any discrimination as to politics, gender, religion or race. UEFA is the European football authority, which does not have the powers of a government; it represents 52 European national football associations, and can only act in accordance with the wishes of these associations.</p>
UEFA club licensing manual:	Document published by UEFA including criteria specification that licensors have to integrate in to a national document(s) and that clubs have to meet to enter UEFA club competitions. (see also national document(s))



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2. CONTEXT AND OBJECTIVES

2.1 INTRODUCTION

Why club licensing?

With the arrival of additional income into the game, new competition formats have been successfully introduced and the game's infrastructure has been improved in many areas.

However, the cost pressures on clubs have also increased dramatically, wealth has become much more concentrated in a few markets and youth development has suffered in the wake of the Bosman judgment.

The intensity of the challenges presented by these different trends is, if anything, increasing.

Many clubs face turbulent times ahead, particularly as the rising tide of income from television and commercial partners is likely to turn while at the same time players' salaries seem to be in an endless upward spiral.

The expectations placed on a football club by supporters, members, players, coaches, sponsors, the media, the general public and civil authorities/governments are no longer of a purely sporting nature. The activities of the clubs involved in top-class football are moving increasingly in the direction of service enterprises. It is the interest of all these different stakeholders that clubs comply with certain standards and compete on an equal basis.

UEFA is concerned with supporting the member associations in achieving higher standards for all people connected with the football family. To deal with the above UEFA decided to introduce a club licensing system (starting in the season 2004-2005) that is designed to provide solid foundations for European football's wellbeing.

The objectives of the UEFA club licensing system are:

- promoting and improving sporting standards in European football
- increasing the focus on the training and care of young players in each club
- strengthening the economic and financial capacity of clubs, increasing their transparency and credibility, and placing the necessary importance on the protection of creditors
- adapting sporting infrastructures to future requirements so that spectators and the media can visit well-appointed, well-equipped and safe stadia
- improving the quality of the administration in club football; and providing the necessary help, support and education to the national associations, leagues and clubs operating the licensing system.



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To achieve these aims UEFA has adopted and approved the UEFA club licensing Manual, which describes the minimum criteria to be met by the clubs entering in UEFA club competitions and the minimum requirements (core process) to be followed by the national associations and affiliated leagues to assess the clubs.

The minimum criteria to be met by the clubs are categorised as follows: sporting, infrastructural, personnel and administrative, and legal and financial.

To ensure that the clubs meet the criteria laid down by UEFA in the club licensing manual the national associations or affiliated leagues have been charged with the responsibility for assessing clubs to determine their compliance with the club licensing criteria.

To ensure that the system is applied consistently, national associations and affiliated leagues will have to introduce the core process for the assessment and issuing of licences to the clubs to enable them to enter UEFA club competitions.

To support national associations and affiliated Leagues in the introduction and management of the UEFA club licensing procedure, this standard specifies the requirements in terms of verification, assessment and issue of licenses to clubs, to be complied with by the national associations and their affiliated leagues.

To ensure consistency in the methods of assessing the clubs, the national associations and affiliated leagues will be audited against this standard by an independent certification body, authorised to issue a service certificate attesting the accordance with the requirements on the basis of the results of the audit.

Whilst the requirements (services) specified must be met by all licensors, UEFA recognise the variety in size and nature of the licensors and understand that the way in which the requirements are met may differ accordingly e.g., one person will carry out several jobs in smaller licensors.

The “National Football Body Licensing Standard” is aimed at the following customers:

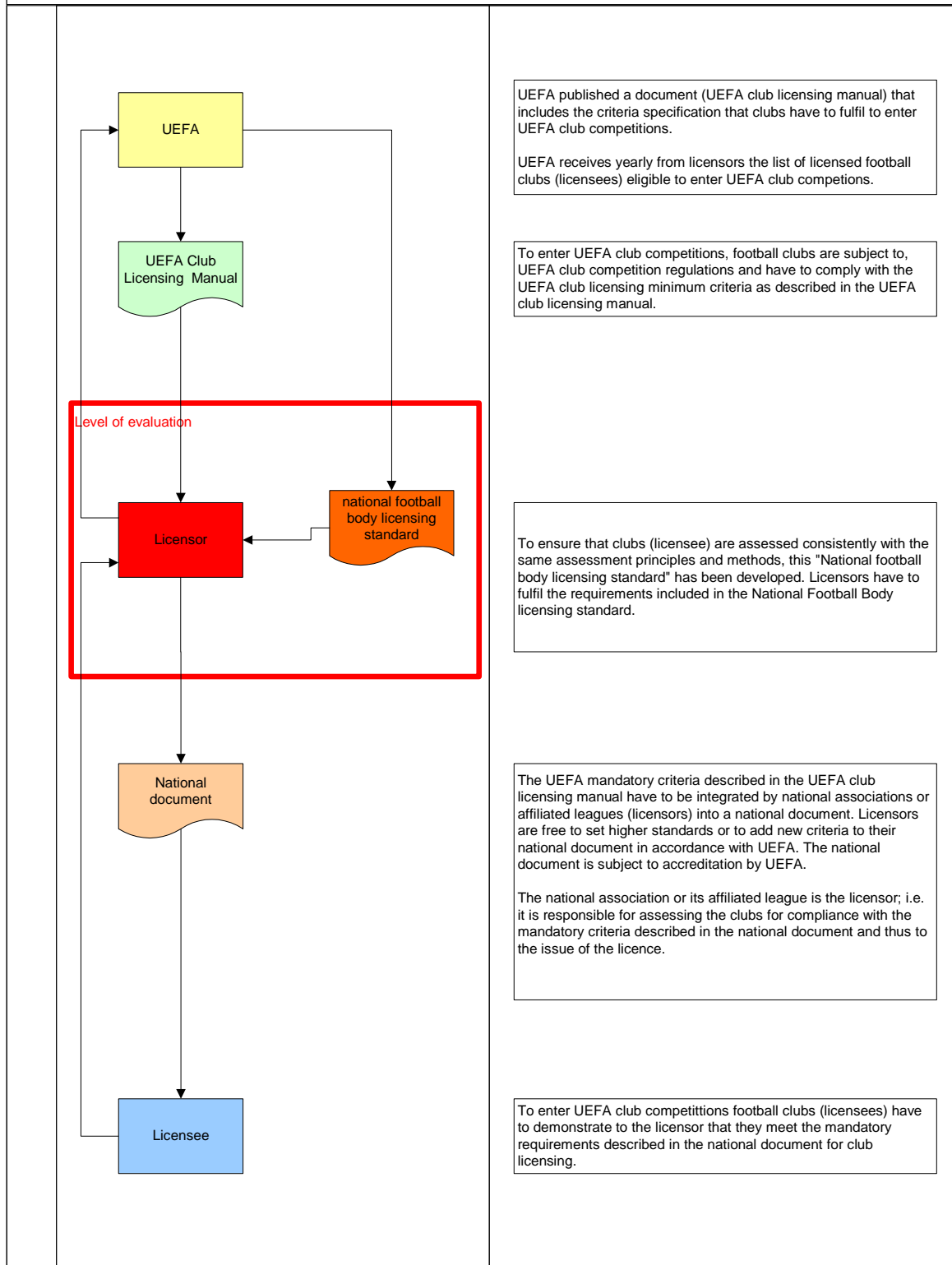
- UEFA: it is in the interests of UEFA as organizer of European club competitions that the UEFA club licensing system should be applied consistently within all members associations from the 2004/2005 season.
- Licensees: it is in the interests of the licensees (clubs) taking part in UEFA club competitions that clubs against which they compete should have undergone an equitable and transparent assessment processes.
- Licensors: it is in the interests of those bodies assessing licence applicants for entry in UEFA club competitions that other licensors should consistently comply with the same licensing rules at European level.

The relationship is illustrated by the following chart:



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Relationship chart



UEFA published a document (UEFA club licensing manual) that includes the criteria specification that clubs have to fulfil to enter UEFA club competitions.

UEFA receives yearly from licensors the list of licensed football clubs (licensees) eligible to enter UEFA club competitions.

To enter UEFA club competitions, football clubs are subject to, UEFA club competition regulations and have to comply with the UEFA club licensing minimum criteria as described in the UEFA club licensing manual.

To ensure that clubs (licensee) are assessed consistently with the same assessment principles and methods, this "National football body licensing standard" has been developed. Licensors have to fulfil the requirements included in the National Football Body licensing standard.

The UEFA mandatory criteria described in the UEFA club licensing manual have to be integrated by national associations or affiliated leagues (licensors) into a national document. Licensors are free to set higher standards or to add new criteria to their national document in accordance with UEFA. The national document is subject to accreditation by UEFA.

The national association or its affiliated league is the licensor; i.e. it is responsible for assessing the clubs for compliance with the mandatory criteria described in the national document and thus to the issue of the licence.

To enter UEFA club competitions football clubs (licensees) have to demonstrate to the licensor that they meet the mandatory requirements described in the national document for club licensing.



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2.2 THE PURPOSE AND STRUCTURE OF THE NATIONAL FOOTBALL BODY CLUB LICENSING SERVICES STANDARD

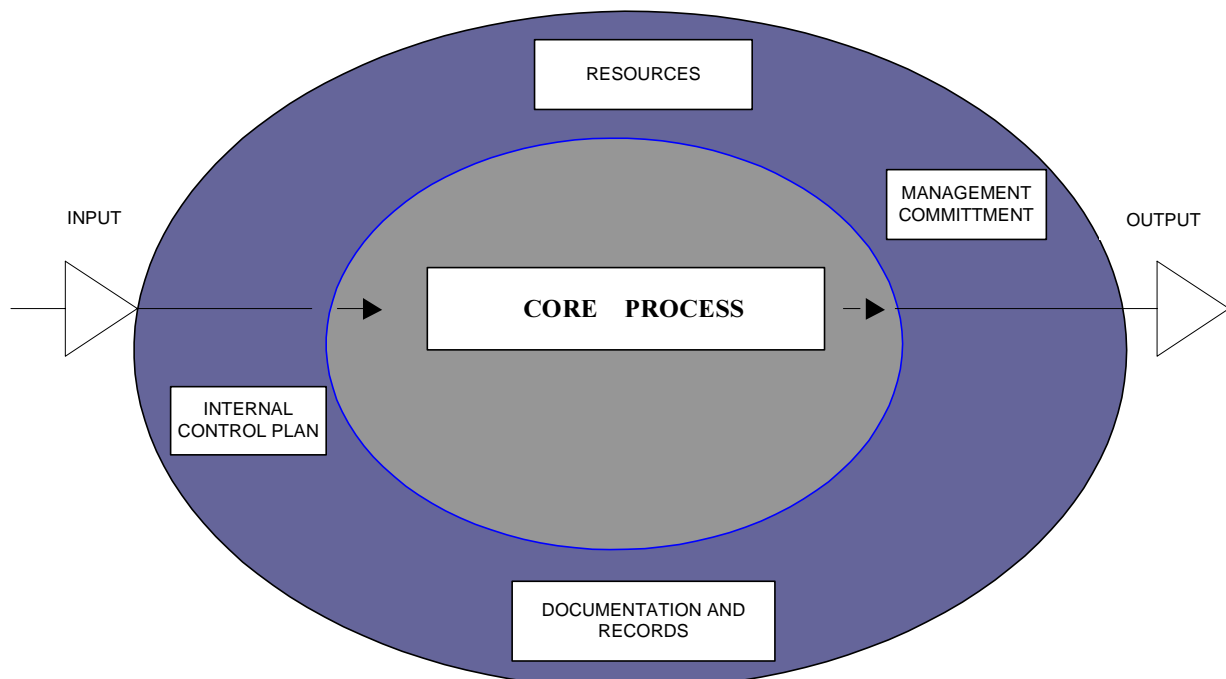
The purpose of the present standard is to provide licensors with:

- a management framework or structure in order to carry out the UEFA club licensing system,
- a set of requirements against which licensors can be independently assessed for compliance,
- a framework by which they can continually improve their services to licensees.

The present standard is structured in two parts:

1. The management processes, which support and maintain effective operation of the core process defined below. The management principles upon which these are based have been taken from internationally recognised quality management standards and frameworks.
2. The core process, which defines the specific steps that the licensor has to follow and the documents that the licensor has to collect to assess licence applicants.

This is expressed in the diagram below:



INPUTS are:

- UEFA club licensing criteria
- National Football Body Licensing requirements
- Licence application

OUTPUTS are:

- Licensed clubs
- Licence application feedback to UEFA



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2.3 **OBJECTIVES**

The objectives for the present “National Football Body Licensing Standard” are:

- to specify the requirements that the licensor has to comply with to issue to the clubs concerned the licence necessary for entering UEFA club competitions,
- transparency and independence of the decision-making process,
- that the decision-making bodies receive adequate support from the licensing administration of the licensor,
- commitment at all levels of the licensor management,
- commitment to quality and continual improvement,
- that the club assessment is conducted by people with the right skills and competencies,
- that all clubs entering in UEFA club competitions have been assessed following the same principles and methods,
- clear communication between national associations and/or affiliated leagues, clubs and UEFA.

2.4 **BENEFITS**

The minimum requirements described in this standard are objective measures to ensure the future development and success of European football.

The benefits of introducing this standard are as follows:

- it encourages focus on the customer’s expectations
- it outlines a clear assessment process that will help to provide benefits to the licensee
- it describes a management system that will help the licensor to operate the club licensing system
- it provides the licensor with the foundations for extending good management practices to the whole of the licensor administration
- it guarantees an independent and transparent final decision with regard to the issue of licences in every UEFA member association or affiliated league
- it contributes towards continual improvement of customer satisfaction



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3. SCOPE AND AREA OF APPLICATION

3.1 SERVICE CERTIFICATION SCOPE

The aim of the service certification refers to the issuing of club licences by the national entities with respect of the minimum requirements defined in the National Football Body Licensing Standard.

The service certification allows the verifying and securing of a correct application of the minimum requirements described in the present standard within the 52 licensors by the means of predefined methods. If the minimum requirements are respected, a certificate will be issued.

3.2 AREA OF APPLICATION

The certification will cover all national entities (licensors) of football clubs with regard to national licensing schemes approved by UEFA.

This standard does not cover the assessment of the criteria that licence applicants (clubs) have to comply with to enter UEFA club competitions. The assessment of licence applicants (clubs) is regulated by the National licensing document(s) that incorporate the minimum criteria described in the UEFA club licensing manual.

3.3 IMPLICATIONS OF SERVICE CERTIFICATION

Service certification, a sign of quality issued by an independent third party organisation, enables customers to identify and differentiate organisations offering recognised and certified services in accordance with pre-defined commitments.

It enables:

- A relationship of trust to be established between the licensor and the licence applicant/licensee on all matters relating to the issue of the licence to enter UEFA club competitions.
- A relationship of trust to be established between the licensors and UEFA on all matters relating to the issue of the licence to enter UEFA club competitions.
- Customers are given guarantees as to the quality of the service offered by licensors.
- The image of football to be enhanced vis-à-vis all stakeholders.



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4. LEGAL CONTEXT AND OTHER REFERENCE TEXTS

To enter UEFA club competitions, in addition to the relevant UEFA club competition regulations, football clubs are subject to compliance with the UEFA club licensing minimum criteria as described in the UEFA club licensing manual.

Every football club must have a licence, issued by the licensor, to enter UEFA club competitions. This licence is based on the fulfilment of five categories of criteria (sporting, infrastructure, administrative and personnel, legal and financial). In this regard every licence applicant (club) is subject to the national licensing system (that incorporates the UEFA minimum licensing criteria) and to the control of the licensor responsible for running the licensing scheme and the issue of the licence.

The aim of the certification scheme is to make the assessment procedures of all licensors more uniform Europe-wide, by placing particular emphasis on the sensitive points developed within this Standard.

Other reference documents:

- UEFA club licensing manual
- National association statutes and regulations
- League statutes and regulations
- Licensor's own rules and regulations
- UEFA competition regulations
- The relevant national laws that relate to:
 - Accounting standards
 - Data protection
 - Football ground safety
 - Health and safety
 - Child protection
 - Employment law



5. REQUIREMENTS (CERTIFIED CHARACTERISTICS)

5.1 INTRODUCTION

The requirements contained in this section will enable national associations or affiliated leagues responsible for assessing clubs wishing to enter UEFA club competitions to pursue continual improvement in performance, efficiency, and effectiveness. These requirements aim to meet and enhance customer satisfaction, first of all of the clubs, through the effective and transparent application of the system.

Five different categories of requirements are described in this section. These requirements have been selected to be objective, specific and measurable. They are:

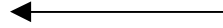
1. Management commitment
2. Resources
3. Documentation and records
4. Internal control plan
5. Core process

In the following, the requirements are explained one by one and are listed in a comprehensive and user-friendly table. The external control plan lays down the necessary evidences that each national entity must keep in order to prove that the evidence is fulfilled and the means by which the auditors of the certification body will assess the accordance of each certified requirement. The following definitions will help the reader in using the table.

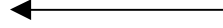


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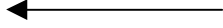
Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
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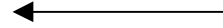
These are the requirements that have to be met in whatever way the licensor decides, provided that the minimum requirements are met.



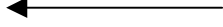
This explains to the licensor what must be done to meet the requirement or defines the requirement more precisely if necessary..



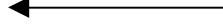
This is the person or body in the licensor who is responsible for ensuring that the licensor requirement is met. The action may be delegated, but the responsibility remains with the person named.



This is the evidence that will help to show that the requirements have been met and that should be produced to enable control of that requirement.



The 'external control plan' is used by the certification body to assess the licensor. It may be used by the licensor as well to see how effective the management system is.

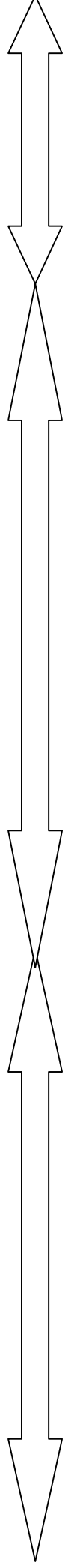


Useful information that may help the user.

Standard

External control plan

Standard





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By way of introduction, this table lists all the requirements (characteristics):

CHAPTER 5	N°	Ref.	6. REQUIREMENTS (CERTIFIED CHARACTERISTICS)
5.1. Introduction			
5.2. Management commitment	1	M01	The licensor communicates commitment to the UEFA licensing scheme.
	2	M02	The licensor produces (a) national document(s), containing at least the UEFA mandatory criteria described in the club licensing manual and a known point of contact (manager responsible for club licensing).
	3	M03	The licensor ensures that the exceptions list is reviewed annually.
	4	M04	The licensor has documented policies and objectives in relation to club licensing.
	5	M05	The licensor shows the licensing administration in an organisation chart.
	6	M06	The licensor has, as a minimum, clear job descriptions for the following staff or external advisers: <ul style="list-style-type: none"> • LM • FIB members • Appeals body members • Experts for: <ul style="list-style-type: none"> • Financial criteria • Infrastructure criteria • Sporting criteria • Personnel and administrative criteria • Legal criteria • Manager responsible for communication to media, clubs and staff.
	7	M07	A deputy is available to take over the tasks of the jobholder in case of absence.
	8	M08	The licensor establishes a two-step decision-making procedure to decide on the granting of the licence, involving two bodies. The establishment of these bodies needs to be approved by the Executive Committee (national association) or General Assembly (league) of the licensor- according to their statutes.
	9	M09	The licensor conducts reviews of the club licensing system at least once a year.
	10	M10	The licensor communicates on the club licensing scheme within and outside the licensor.



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5.3. Resources	11	R01	Every person involved in the club licensing scheme engaged by the licensor or working for the licensor on a voluntary or contractual basis signs a confidentiality agreement before starting his or her tasks.
	12	R02	All people involved in the licensing scheme sign an agreement which covers independence.
	13	R03	The licensor issues a report to the Executive Committee (national association) or Board of Directors (league) on the independence of the decision-making bodies.
	14	R04	The licensor checks the independence of the members of the decision-making bodies at each meeting.
	15	R05	The licensor must ensure that all those involved in the club licensing scheme understand their duties and how they contribute to the overall scheme.
	16	R06	The licensor assesses annually the competencies of the staff involved in the scheme.
	17	R07	The licensor assesses annually the training needs for all persons involved in the club licensing scheme.
	18	R08	The licensor evaluates any training or development action taken for its effectiveness.
	19	R09	The licensor maintains records of actions such as training.
	20	R10	The licensor has access to the UEFA extranet for communication and access to information.
	21	R11	The licensor maintains and updates regularly a list of external organisations or people to be called upon for the assessment of compliance with technical criteria.
5.4. Documentation and records	22	D01	The licensor maintains and updates a master list of all procedures.
	23	D02	The licensor has a procedure for filing and archiving of the documents.
	24	D03	The licensor must have a filing system containing a file for each club with at least the following: <ul style="list-style-type: none"> • The application. • Correspondence. • All records and certificates identified in the core process. • Reference to where evidence is held in the Licensor if not in the club's file. • Confirmation of licence decision.
	25	D04	The licensor ensures that all documents used for the club licensing scheme show an issue status.
	26	D05	The licensor ensures that original documents provided by clubs as part of the application are returned in the same condition that they were received.
5.5. Internal control plan	27	ICP01	The licensor obtains feedback on the effectiveness of the system from licensees.
	28	ICP02	The licensor evaluates through internal audits the effectiveness of his procedures for the club licensing system, i.e.: the achievement of the stated objectives.



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	29	ICP03	The licensor has a method of collecting, analysing and reviewing all data from the club licensing system in order to increase its efficiency taking into account the policies and objectives.
	30	ICP04	The licensor conducts risk assessment against the scheme and core process to see where problems may arise.
	31	ICP05	The licensor establishes a record of all criteria that require calibration together with calibration test results.
5.6. Core process	32	CP01	There is a club licensing process including the minimum requirements defined in the core process.
	33	CP02	The licensor produces documents for distribution to licence applicants.
	34	CP03	The licensor distributes documents to licence applicants.
	35	CP04	The licensor receives application from licence applicants in return.
	36	CP05	The licensor checks the documents received from the licence applicant.
	37	CP06	The LM decides whether the documents received from the licence applicants shall be allocated to the experts or whether additional information must be given by the licence applicants.
	38	CP07	The LM sorts the documents and allocates them to the experts.
	39	CP08	The experts check the documents from licence applicants
	40	CP09	The experts evaluate the necessity to get more information from the licence applicants and communicate their report to the LM.
	41	CP10	The LM reviews the reports and the opinions of the experts.
	42	CP11	The LM prepares a report for the FIB on the outcome of the assessment.
	43	CP12	The FIB decides on granting of the licence
	44	CP13	The LM informs the appeals body about refusal of the licence.
	45	CP14	The LM dispatches the FIB's decision to the appeals body.
	46	CP15	The appeals body decides on granting of the licence.
	47	CP16	The licensor issues the licence.
	48	CP17	The licensor refuses the issue of the licence.
	49	CP18	The licensor notifies UEFA of the list of licensed clubs within the agreed deadline set by UEFA.



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5.2 MANAGEMENT COMMITMENT

5.2.1 INTRODUCTION

For a licensor to operate effectively there must be a clear message given by the senior manager (SM) to show that they are committed not only to providing a service that fulfils the customers requirements and expectations but in some cases actually exceeding their requirements.

5.2.2 OBJECTIVES

The SM must demonstrate commitment to the club licensing system by:

- Communicating regularly both inside and outside the organisation.
- Providing adequate resources for the licensing scheme.

5.2.3 BENEFITS

Showing commitment through an open culture will provide the following benefits:

- Improved morale and motivation.
- Transparency concerning the licensing scheme.
- Understanding the clubs' needs and acting upon these where appropriate.



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5.2.4 REQUIREMENTS

No.	Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
M.01	The licensor communicates commitment to the UEFA club licensing scheme.	<p>The licensor must demonstrate commitment by:</p> <ul style="list-style-type: none"> • confirmation given to UEFA of their support for the scheme. • evidence of internal communication of the importance of the scheme. 	Senior manager (SM)	<p>Written confirmation to UEFA of the licensor's commitment.</p> <ul style="list-style-type: none"> • UEFA Executive Committee notice of approval (only in case of delegation) <p>Clear evidence that their commitment has been communicated within the licensor.</p>	<p>Check confirmation sent to UEFA and existence of internal communications such as:</p> <ul style="list-style-type: none"> • e-mail • staff notice • internal publications 	



NATIONAL FOOTBALL BODY LICENSING STANDARD

No.	Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
M.02	The licensor produces (a) national document(s), containing at least the UEFA mandatory criteria described in the club licensing manual and a known point of contact (manager responsible for club licensing).	The national document(s) is/are (approved) accredited by UEFA. Each new version of the national document(s) is approved (accreditation process) by UEFA before implementation on national level.	SM	National document(s) that contain(s) the mandatory criteria described in the UEFA club licensing manual. Approval (accreditation) letter from UEFA referring to the last version of the national document(s).	Visual check of current mandatory national criteria and latest accreditation letter (approval) from UEFA.	



NATIONAL FOOTBALL BODY LICENSING STANDARD

No.	Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
M.03	<p>The licensor ensures that the exceptions list is reviewed annually.</p>	<p>The UEFA club licensing system allows there to be national exceptions to the criteria contained with the UEFA club licensing manual. The licensor reviews its club licensing scheme annually to ensure that, where exceptions have been granted, these are still applicable and, if there are changes, these are submitted to UEFA for approval by the agreed date.</p> <p>The duration of the exception granted is limited to a single football season. The exception can be renewed on condition that a new application to that effect has been made.</p> <p>Each exception gives rise to an improvement plan (except in cases where national regulations prevail). This must be revised and validated every year inasmuch as a renewal of the exception is granted.</p>	SM	<p>List of exceptions. Approval letter from UEFA. Improvement plan.</p>	<p>Check to see that there is a list of approved exceptions and that this is reviewed and acted upon annually.</p> <p>Check that each exception is underpinned by an improvement plan (except where national legislation prevails).</p>	



NATIONAL FOOTBALL BODY LICENSING STANDARD

No.	Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
M.04	<p>The licensor has documented policies and objectives in relation to club licensing.</p>	<p>The licensor produces a policy document (e.g. mission statement) that includes the following requirements:</p> <ul style="list-style-type: none"> • a commitment to comply with the requirements of the UEFA club licensing scheme. • commitment to the aims and objectives of club licensing. • objectives by which the licensor can review its performance. <p>That the policy is communicated to all those involved in the club licensing scheme.</p>	SM	<p>Document defining the national club licensing policy and setting out the stated requirements communicated to the persons involved in the licensing scheme.</p>	<p>Check to see that there is a policy document that contains the stated requirements.</p>	<p>Ref. M.01 Ref. R.05</p>



NATIONAL FOOTBALL BODY LICENSING STANDARD

No.	Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
M.05	<p>The licensor shows the club licensing administration in an organisation chart</p>	<p>The licensor shows its organisation for handling the club licensing scheme in the form of an organisation chart illustrating the management structure and identifying the people that have been appointed to the positions below.</p> <p>The organisation chart must show at least the roles of:</p> <ul style="list-style-type: none"> • Licensing manager • FIB members • Appeal body members • Experts for: <ul style="list-style-type: none"> • Financial criteria • Infrastructure criteria • Sporting criteria • Personnel and administrative criteria • Legal criteria • Manager responsible for communication to media, clubs and staff. 	SM	<p>Organisation chart showing clearly the structure of the licensor, and who is responsible for different activities in the implementation of the procedure.</p>	<p>The auditor shall verify, as a minimum, that the chart exists and make sure that all of those at least expressly involved are identified on the chart.</p>	<p>Ref. M.04 Ref. R.05</p>



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No.	Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
M.06	<p>The licensor has, as a minimum, clear job descriptions for the following staff or external advisers:</p> <ul style="list-style-type: none"> • LM • FIB members • Appeals body members • Experts for: <ul style="list-style-type: none"> • Financial criteria • Infrastructure criteria • Sporting criteria • Personnel and administrative criteria • Legal criteria • Manager responsible for communication to media, clubs and staff. 	<p>The licensor has job descriptions for key positions.</p> <p>As a minimum staff or external adviser have to comply with the requirements listed below:</p> <p>Licensing Administration</p> <ul style="list-style-type: none"> • Financial expert: a recognised diploma in accountancy or auditing or must have three years experience in these matters (financial criteria). • Legal expert: a recognised law diploma from a recognised university and must have at least three years experience (not necessarily within the licensor). <p>Decision-making bodies</p> <ul style="list-style-type: none"> • FIB: has at least one qualified lawyer and accountant recognised by the appropriate national body. • Appeals body: has at least one qualified lawyer and accountant recognised by the appropriate national body. 	SM	<p>A clear job description that states competencies, responsibilities and authorities for those listed and which identifies the person to whom the task may be delegated.</p>	<p>The auditor shall check to see that there is:</p> <ul style="list-style-type: none"> • a clear job description for each of those listed in the present service requirement. • documentary evidence of the required qualifications and competencies. <p>The auditor shall also carry out a check by interviews with the staff concerned and the management.</p>	



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No.	Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
M.07	A deputy is available to take over the tasks of the jobholder in case of absence.	The staff members responsible for the various tasks have the necessary time to perform their functions. Where for any reason (illness, holiday, etc.) the jobholder is unable to perform his/her tasks, he/she can delegate them to another person involved in the licensing scheme.	SM	Communication of delegation (e.g. letter, e-mail, planning, job description, etc.)	Check documentary evidence.	
M.08	The licensor establishes a two-step decision-making procedure to decide on the granting of the licence, involving two bodies. The establishment of these bodies needs to be approved by the Executive Committee (national association) or General Assembly (league) of the licensor, according to its statutes.	The licensor must establish two decision making bodies, the names of which it must determine: <ul style="list-style-type: none"> • FIB • Appeals body 	SM	Organisation chart showing decision-making bodies and how they fit within the structure of the licensor, together with their responsibilities and authorities. Approval by the Executive Committee (national association) or General Assembly (league)	The auditor shall check that the organisation chart is in place. He shall also check the minutes of the Executive Committee or General Assembly covering the appointment of the decision-making bodies.	



NATIONAL FOOTBALL BODY LICENSING STANDARD

No.	Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
M.09	<p>The licensor conducts reviews of the club licensing system at least once a year.</p>	<p>The licensor holds a review meeting at least once a year to discuss the effectiveness of the system through audits and feedback obtained from the clubs.</p> <p>As a minimum the agenda must cover:</p> <ul style="list-style-type: none"> • Review of the licensing season. • UEFA club licensing requirements. 	SM	Agendas and minutes of meetings.	Check agendas and minutes of meetings as well as the actions that were decided on this occasion.	



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No.	Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
M.10	<p>The licensor communicates on the club licensing scheme within and outside the licensor.</p>	<p>The licensor communicates internally and externally on the club licensing scheme.</p> <p>Matters which must be communicated include at least:</p> <ul style="list-style-type: none"> • Appointment of personnel involved in club licensing. • Changes in national criteria • Approved licensees • Change of responsibilities • A list of contact points for the licensor and the clubs. 	SM	<p>Internal and external communications which may include:</p> <ul style="list-style-type: none"> • Information pack for clubs. • Records of correspondence. • Brochures. • Emails. • Newsletters. • Communications with the community. • Internet and extranet. 	<p>Look for evidence of internal and external communications that cover the matters listed in the description.</p>	



NATIONAL FOOTBALL BODY LICENSING STANDARD

5.3 RESOURCES

5.3.1 INTRODUCTION

For the licensor to operate the club licensing scheme effectively there have to be adequate resources in terms of people, equipment and infrastructure.

5.3.2 OBJECTIVES

There needs to be a review of the resources required to operate the club licensing scheme. On the basis of this review, the resources required for the scheme should be effectively introduced and monitored.

5.3.3 BENEFITS

The benefits are as follows:

- Having adequate resources in place will ensure that the scheme is effectively operated.
- The people within the licensor will have the correct skills and therefore be able to operate more effectively.
- Having the correct infrastructure will allow the clubs and other relevant parties to communicate effectively with the licensor and vice versa.



NATIONAL FOOTBALL BODY LICENSING STANDARD

5.3.4 REQUIREMENTS

No.	Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
R.01	Every person involved in the club licensing scheme engaged by the licensor or working for the licensor on a voluntary or contractual basis signs a confidentiality agreement before starting his or her tasks.	<p>Anyone involved in the club licensing scheme including the members of the decision making bodies signs:</p> <ul style="list-style-type: none"> • a confidentiality agreement before starting his or her tasks or • this can be included in the individual contract of employment (for internal people) or mandate contract (for external people). <p>The confidentiality agreements are to be reviewed once a year in order to integrate possible changes having occurred in the meantime.</p>	SM	Confidentiality agreement.	<p>Check that there is a confidentiality agreement signed by everyone involved in the licensing scheme</p> <p>This may be incorporated in a contract of employment or mandate contract</p> <p>Verify that the confidentiality agreements are reviewed annually for accuracy and ongoing relevance.</p>	



NATIONAL FOOTBALL BODY LICENSING STANDARD

No.	Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
R.02	<p>All people involved in the club licensing scheme sign an agreement which covers independence.</p>	<p>The independence of a person * involved in the club licensing scheme may not be guaranteed if he or she or any member of his or her family (spouse, children, parents, siblings) is a</p> <ul style="list-style-type: none"> • Member • Shareholder • Business partner • Sponsor • Consultant <p>of the licence applicant.</p> <p>If he or she holds or trades shares within the assessed club.</p> <p>This declaration of independence must mention the names of clubs in which they have an interest.</p> <p>*This covers:</p> <ul style="list-style-type: none"> • Licensor employees. • External experts • FIB and Appeals body members. <p>This declaration of independence is reviewed annually.</p>	SM	Declaration of independence signed by the person involved in the club licensing scheme.	<p>Check that for people involved in the club licensing scheme there is an independence agreement.</p> <p>Check that there is an annual review of the agreements.</p>	



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No.	Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
R.03	The licensor issues a report to the Executive Committee (national association) or Board of Directors (league) on the independence of the decision-making bodies.	An annual report to the Executive Committee or Board of Directors signed by the SM.	SM	Report to the Executive Committee (national association) or Board of Directors (league). Approval by the Executive Committee (national association) or Board of Directors (league).	Check the report and approval.	
R.04	The licensor checks the independence of the members of the decision-making bodies at each meeting.	The licensor provides the chairman of the decision-making body (FIB or appeals body) with a clear job description that includes the obligation to review the independence of the members when opening a meeting.	SM	Terms of reference of the chairman and minutes of the meeting.	Review minutes to ensure that the proceedings were in line with the procedure.	



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No.	Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
R.05	The licensor must ensure that all those involved in the club licensing scheme understand their duties and how they contribute to the overall scheme.	Those involved in the club licensing scheme must be aware of the relevance and importance of their activities and how they contribute to the achievement of meeting the objectives.	SM	Communication of: <ul style="list-style-type: none"> • policy document as under M.04 • organisation chart as under M.05 	Check records to ensure that the policy document and the organisation chart have been communicated to the persons involved in the scheme. Evidence of the distribution of these documents. The auditor shall also check by interview with the staff members concerned and the management.	Ref. M.04 Ref. M.05
R.06	The licensor assesses annually the competencies of the staff involved in the club licensing scheme.	The licensor fixes the competencies/skills for each of the people involved in the club licensing scheme. The licensor ensures that each post has a job description setting out the tasks and responsibilities (see M.06). The people involved in the club licensing scheme fulfil certain competencies/skills. The persons involved are at least the following:	SM	As a minimum, records of evaluations carried out for all those involved. Evidence of the actions taken.	Records of performance evaluations carried out for all those involved, as a minimum.	Ref. M.06



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No.	Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
		<ul style="list-style-type: none"> • LM • Experts for the following criteria: <ul style="list-style-type: none"> • Financial • Infrastructure • Sporting • Personnel and administrative • Legal • Person responsible for internal and external communication <p>Within the decision-making bodies:</p> <ul style="list-style-type: none"> • FIB members • Appeal body members 				



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No.	Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
R.07	The licensor assesses annually the training needs for all persons involved in the club licensing scheme.	The licensor must set up a system whereby each person, internal or external, who is involved in the club licensing procedure must have his or her training needs evaluated according to his or her tasks. One possible method is through performance reviews. Records of these evaluations must be kept	SM	Records of reviews carried out.	Check to see that there is a system in place to ensure that evaluations are carried out and that, where training needs are identified, the appropriate training is planned and then implemented.	
R.08	The licensor evaluates any training or development action taken for its effectiveness.	Where action has been taken to meet competency needs, an evaluation must be made regularly (at least once a year) to ensure that it has been effective.	LM	Records of reviews carried out and discussions with individuals.	Check to see that there is a system whereby training results are verified.	
R.09	The licensor maintains records of actions such as training.	Each person involved in the scheme must have a record of training undertaken.	SM	Personnel files available.	Personnel files available.	Check with the person involved that they have no objection to the assessor looking at their personnel file.



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No.	Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
R.10	The licensor has access to the UEFA extranet for communication and access to information.	UEFA extranet agreement and access are in place. The LM checks the extranet for new information.	LM	UEFA extranet in place.	Check that the LM can access the extranet and that he understands the protocols.	
R.11	The licensor maintains and updates regularly a list of external organisations or people to be called upon for the assessment of compliance with technical criteria.	Where external suppliers are used for the assessment of an applicant's compliance with the criteria in the club licensing manual or national document(s) then they must be chosen from a list maintained by the licensor. Example: the technical expert in charge of calibration.	LM	Up-to-date list of external suppliers for the calibration.	Look to see that external suppliers of services used in the assessment of a club appear on the list.	Also take into account ICP.05



NATIONAL FOOTBALL BODY LICENSING STANDARD

5.4 DOCUMENTATION AND RECORDS

5.4.1 INTRODUCTION

For the club licensing scheme to operate there needs to be control over the documents and records used by the licensor.

5.4.2 OBJECTIVES

All documents must have an identity and issue status so that only the most up to date documents are used. For the scheme to be operated effectively all the records generated must be adequately filed and stored.

5.4.3 BENEFITS

Benefits are:

- Staff have the confidence that they are not working with out of date and obsolete documentation.
- Records are easy to locate and are legible and traceable.



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5.4.4 REQUIREMENTS

No.	Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
D.01	The licensor maintains and updates a master list of all procedures.	<p>Local processes, work instructions and procedures relating to club licensing are established and controlled to ensure that the latest issue is available and validated.</p> <p>As a minimum the following procedures are documented:</p> <ul style="list-style-type: none"> • Procedure for reviewing of licensing system (M.09). • Procedure for communicating internally and externally (M.10). • Procedure for regarding the confidentiality agreements (R.01). • Procedure for reviewing independence (R.02, R.03). • Procedure for FIB and appeals body management (R.04). • Procedure for job descriptions (R.06). • Procedure for training (R.07, R.08, R.09). 	LM	<p>Controlled master list of all procedures and work instructions used in the scheme.</p> <p>Listed procedures and evidence of their formal validation (minutes, signature on the original procedure, validation date, etc.)</p>	<p>Review of procedure master list and random check of local procedures. Check to see if the documents used by the collaborators agree with the the content figuring on the master list</p>	



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No.	Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
D.02	The licensor has a procedure for filing and archiving of documents.	<ul style="list-style-type: none"> • Procedure for filing and tracing licence application documents (D.02, D.03). • Procedure for review of performance and for dealing with system problems (ICP.01, ICP.02, ICP.03). <p>There is regular control of the records of the club-licensing scheme. These records are kept in accordance with each country's requirements. This must be for a minimum of 3 years.</p> <p>The decisions taken by the FIB or appeals body are kept for 10 years</p>	LM	<p>Evidence that records are kept in line with the procedure for filing and archiving.</p> <p>All documents relating to an application are kept for a minimum of 3 years or longer if so required by local legislation.</p> <p>All decisions by the decision-making bodies are kept for 10 years as a minimum.</p>	<p>Check for evidence that records are kept in line with the procedure for filing and archiving.</p> <p>Check by interview with the staff members concerned and the management of the national entity.</p>	



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No.	Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
D.03	<p>The licensor must have a filing system containing a file for each club with at least the following:</p> <ul style="list-style-type: none"> • The application. • Correspondence. • All records and certificates identified in the core process. • Reference to where evidence is held in the Licensor if not in the club's file. • Confirmation of licence decision. 	<p>Establish methods for identifying and where applicable ensuring traceability of documentation through the recording and storing of documentation relating to licensed clubs.</p> <p>Customer files and documents must show:</p> <ul style="list-style-type: none"> • Name of licence applicant. • Date or version. 	LM	<p>Check files for:</p> <ul style="list-style-type: none"> • The application. • Correspondence. • All records and certificates identified in the core process. • Reference to where evidence is held in the licensor if not in the file. • Confirmation of licence decision. 	<p>Random selection of two dossiers of applicant clubs and check if they are complete.</p> <p>Follow through an application to licence issue or rejection to see if all the relevant documentation is identified and where applicable traceable.</p> <p>Check that applications made during the last three years are available and complete.</p>	



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No.	Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
D.04	The licensor ensures that all documents used for the club licensing scheme show an issue status.	Each document in the system must be marked either with an issue status and/or date of issue. Make sure that where documents that are out of date or no longer valid are kept, that they are identified as being out of date.	LM	The documents used in the club licensing scheme.	Check to see that the documents show an issue status and that possible out-of-date documents are clearly identified as such and that there is no risk of them being used in the club licensing scheme.	
D.05	The licensor ensures that original documents provided by clubs as part of the application are returned in the same condition that they were received.	The licensor creates and regularly updates a list of original documents received, copies them (with mentioning of the date on which the copy has been made) and returns the originals by a secure method such as registered mail. The date on which they have been returned must be registered. Copies retained are identified on the dossier that the original was seen.	LM	Document list Copies of documents are identified as such Record of the dates of receipt and return of the originals.	Review the different applicant files and check that copy documents are identified as such. i.e. date of copying shown. Record of return of originals to the applicant clubs to be on their respective file.	



NATIONAL FOOTBALL BODY LICENSING STANDARD

5.5 INTERNAL CONTROL PLAN

5.5.1 INTRODUCTION

In order for the club licensing to be effective checks as to its effectiveness and efficiency must be made regularly.

5.5.2. OBJECTIVES

To check periodically to see if the system is operating correctly and take action necessary to ensure that the requirements of the present standard are met.

There is also a need to look at the risks that the club licensing system may encounter and ensure that these risks are kept to a minimum with regard to the objectives.

5.5.3 BENEFITS

Benefits are:

- Periodic checks on the system to ensure that there is no gap between the conditions of issuing licences to the clubs and the minimum requirements defined in the present standard.
- On the basis of the findings of the checks, improvements can be made.
- A clear understanding of the clubs' satisfaction with the scheme and an efficient basis for improving their satisfaction where appropriate.

Internal controls as well as the follow-up of corrective and preventive actions are examined and taken into consideration by the certifying body during the yearly verification. They are to be implemented before the certifying body comes and to be presented to him.



NATIONAL FOOTBALL BODY LICENSING STANDARD

5.5.4 REQUIREMENTS

No.	Licensor requirement	Description on how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
ICP.01	The licensor obtains feedback on the effectiveness of the system from the licensees.	Establish a method for obtaining periodic feedback from licensees. This must include a method of recording and resolving complaints.	LM	<p>Evidence of gathering of feedback from the licensees and data on complaints e.g.:</p> <ul style="list-style-type: none"> • Questionnaire • Correspondence from the clubs (or other relevant parties) regarding their feedback (positive or negative) • Minutes and/or action lists of meetings. 	<p>Review of evidence and sample complaints as well as how they are dealt with.</p>	



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No.	Licensor requirement	Description on how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
ICP.02	The licensor evaluates through internal audits the effectiveness of his procedures for the club licensing system, i.e.: the achievement of the stated objectives.	<p>Establish a plan for carrying out internal audits for the complete club licensing system. Provide training for the auditors on how to conduct the audits and ensure that there is a system for dealing with problems arising from the audits, in order to ensure that, where there are problems, these are adequately resolved.</p> <p>The auditors must not review their own work.</p> <p>For guidance refer to "External control plan" heading.</p> <p>See also requirement M.09: "The licensor must conduct reviews of the club licensing system at least once a year"</p>	LM	<p>Audit plan.</p> <p>Audit records.</p> <p>Actions taken from audit records.</p>	<p>Check that there is an audit plan. Check records of the audits to see that they are on schedule and that where problems have been identified by this occasion, the latter were thoroughly analysed and actions for improving or resolving have been decided.</p> <p>Control the follow-up on possible actions of improvement.</p>	Ref. M.09
ICP.03	The licensor has a method of collecting, analysing and reviewing all data from the club licensing system in order to increase its efficiency taking into account the policies and objectives.	<p>The data that is collected through audits, licensee feedback and in response to problems must be analysed and evaluated to establish the effectiveness of the systems and with a view to continual improvements.</p> <p>See also M.09: "The licensor must conduct reviews of the club licensing system at least once a year".</p>	LM	Evidence of the analysis carried out and any improvements made.	<p>Check to see that there is evidence of the analysis carried out and any improvements made and followed-up.</p>	Ref. M.09



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No.	Licensor requirement	Description on how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
ICP.04	The licensor conducts risk assessment against the scheme and core process to see where problems may arise.	<p>The licensor must provide evidence of that a risk assessment has been carried out on the club licensing scheme and that mitigating action to reduce to an acceptable level the likelihood of the identified risk occurring was taken.</p> <p>On the basis of this analysis, action is to be taken to make sure that the identified risks are under control and/or remain on an acceptable level..</p>	LM	Reports of both risk assessment and actions taken on the basis of the risk assessment.	<p>Check risk assessment output and establish whether actions have been taken.</p> <p>Check that the latter were recorded and followed-up.</p>	<p>Remarks:</p> <ul style="list-style-type: none"> • Risk of failure. • Misuse of power. • Bribery.
ICP.05	The licensor establishes a record of all criteria that require calibration together with calibration test results (e.g. tape measures and light meters).	The licensor ensures that measuring devices are calibrated to national standards and records kept	LM	Records of calibration covering items together with recalibration times. List of external calibration deliverers.	Review of records of calibration and measuring devices.	



NATIONAL FOOTBALL BODY LICENSING STANDARD

5.6 CORE PROCESS

5.6.1 INTRODUCTION

The core process lays down the minimum requirements for the licensor to operate the club licensing scheme.

5.6.2 OBJECTIVES

For all licensors to have a base process to work from will give the clubs confidence that they are all being dealt with in an equitable way.

5.6.3 BENEFITS

Benefits are:

- Consistency and transparency across all licensors concerning the minimum requirements for the club licensing process.
- A flexible process that the licensor can easily adapt and supplement within the framework of its national club licensing manual, internal organisation and needs, in order to run it as a system that provides licence applicants with efficient and value-added services (e.g. benchmarking).
- Process already agreed on by all parties.



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5.6.4 REQUIREMENTS

No.	Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
CP.01	There is a club licensing process including the minimum requirements defined in the core process.	The licensor produces a description and/or a chart (flowchart) explaining how the licensing process is managed. The licensing process includes the minimum requirements of the UEFA core process shown in the table of the core process(see Appendix II)	LM	Licensing process description and/or chart showing the modalities of running of the club licensing scheme..	Check that the national entity has a description and/or chart showing the modalities of the running of the club licensing scheme.	Ref Appendix II



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No.	Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
CP.02	The licensor produces documents for distribution to licence applicants.	<p>1) The licensor prepares documents for distribution which include as a minimum:</p> <ul style="list-style-type: none"> • The national accredited club criteria. • Guidance notes including checklists for the clubs on how to meet the criteria. • Person for the clubs to contact (LM). • Confidentiality commitment from the licensor to the licensee. • Timetable according to which clubs must provide evidence with criteria (see Appendix I) 		<p>Documents for distribution including as a minimum:</p> <ul style="list-style-type: none"> • The national accredited club criteria. • Guidance notes including checklists for the clubs on how to meet the criteria. • Person for the clubs to contact (LM). • Confidentiality commitment from the licensor to the licensee. • Timetable by which clubs must provide evidence with criteria (see Appendix I) 	Check the existence of the relevant documents and the date on which they were really sent to the applicant clubs.	Ref. Appendix I



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No.	Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
CP.03	The licensor distributes documents to licence applicants.	2) The licensor sends prepared documents to licence applicants. The copy of what has been sent to each licence applicant is kept together with the name, the date and the method of transmittal as well as the acknowledgment of receipt from the club.	LM	Copy of documents that were sent to the applicants, stating name, date and method of transmittal the acknowledgement of receipt from the club.	Look for copy of communication with the correct content.	
CP.04	The licensor receives application from licence applicant in return.	3) Licence applicant completes and returns application together with the evidence. <ul style="list-style-type: none"> LM records date of receipt. 	LM	Correctly completed application and date of receipt.	Check for correctly completed application and date of receipt. Check if date of receipt is in line with communicated timetable.	
CP.05	The licensor checks the documents received from the licence applicant.	4) LM checks that documents are complete according to the "table of club evidence" (see Appendix I)	LM	Complete set of documentation in accordance with the "table of club evidence" (see Appendix I)	Look for confirmation of the completeness of the documentation.	Ref. Appendix I



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No.	Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
CP.06	The LM decides whether the documents received from the licence applicants shall be allocated to the experts or whether additional information must be given by the licence applicants.	5) The LM documents the outcome of the decision and the actions taken.	LM	Documented outcome.	Look for evidence of a documented outcome..	
CP.07	The LM sorts the documents and allocates them to the experts.	6) Documents received from licence applicants are sorted and allocated to the different experts. Experts with the necessary competencies are allocated the documents that apply to their expertise. Check competencies as covered under M.06	LM and/or experts with the necessary competencies.	Records of document logging. Staff with the necessary competencies are allocated the documents that require their expertise. Allocation list	Check records of document logging. Check to whom the documents have been allocated. Do these people have the necessary competencies to carry out the checking task? If they do not, what action has been taken to enable them to have the necessary competencies?	Ref. M.06



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No.	Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
CP.08	The experts check the documents from licence applicants	7) The nominated experts receive the licence applicants' documents from the LM, review the documents, check compliance with the criteria and then report back to the LM within the agreed deadline and according to prepared forms (checklists, reports etc.). The checks have to be justified by supporting evidence. Experts must perform site visits to corroborate the clubs' information and collect evidence that the criteria have been met. Record the outcome from the reports from the experts showing their reasons for the outcome.	Experts	Records of reports from the experts showing their reasons for the outcome. Site visit report signed by licensor and licence applicant.	Check the reports from the experts and the outcome. Check the report from the site visit and verify that it contains the necessary signatures.	
CP.09	The experts evaluate the necessity to get more information from the licence applicants and communicate their report to the LM.	8) The experts document the result of the decision and communicate it to the LM. Actions taken on the outcome of the decision in accordance with the core process.	Experts	Documented decision.	Check the result of the decision. Check that the result of the decision is recorded on the dossier.	



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No.	Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
CP.10	The LM reviews the reports and the opinions of the experts.	<p>9, 10, 11) The LM verifies that the reports of the experts are complete and returned within the agreed deadline.</p> <p>The LM assesses the licence applicant. On the basis of the reports of the experts he may identify areas of concern that require further investigation.</p>	LM	<p>Reports of the expert and approval by LM</p> <p>Assessment report prepared by the LM.</p> <p>Where adverse findings have been noted, reasons for this decision should be clearly given.</p> <p>Report to the club including suggestion for improvement (if required)</p>	<p>On the basis of sample selection of two dossiers:</p> <p>Check that the assessment records from the experts are approved by the LM. Check for the records of the assessment and the decision made and of discussions with the club if any.</p>	
CP.11	The LM prepares a report for FIB on the outcome of the assessment.	12) The LM prepares for each licence applicant a file including the reports and opinions of the experts, and a recommendation as to whether or not to grant the licence. The file is distributed to the FIB .	LM	<p>Report available from assessment, or action plan.</p> <p>Copy of communication, stating name date and method of transmittal, to be conserved together with acknowledgement of receipt from the FIB.</p>	<p>Check to ensure that the FIB composition up is in accordance with UEFA requirements and that they have been provided with the correct information.</p> <p>Look for copy of communication with the correct content.</p>	



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No.	Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
CP.12	FIB decides on granting of the licence	13, 14) The FIB conducts a review of the report and takes the decision whether or not to grant the licence. The FIB produces a reasoned decision detailing areas of concern and, if the licence is refused, the reasons for the refusal.	LM	Records available clearly showing the final decision that has been made.	Look to make sure that the decision of the FIB has been received. Look if it has been received within the agreed deadline (according to the club licensing process as defined under CP.01)	
CP.13	The LM informs the appeals body about refusal of the licence.	D, E) Where the licence application has been refused by the FIB and an appeal has been lodged with the appeals body , the appeals body is notified. The meeting date is communicated to the club lodging the appeal.	LM	.Notification of the appeal. Copy of decision of the FIB. Copy of the correspondence to the club giving the date of the meeting (stating the date and the method of transmittal).	Check that the decision of the FIB has been notified to the appeals body. Check the other documents of evidence.	
CP.14	The LM dispatches the FIB decision to the appeals body.	F) The LM delivers decision to the appeals body and gives confirmation regarding the formal respect of the procedure (e.g. respect of deadlines by licence applicant).	LM	Copy of communication stating name date and method of transmittal acknowledgement of receipt of the notification from the appeals body. Appeals body minutes.	Look for copy of minutes of appeals body. Check the other documents of evidence.	



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No.	Licensor requirement	Description of how the requirement must be met	Responsibility	Evidence	External control plan	Remarks and references
CP.15	The appeals body decides on granting of the licence.	G, H) The appeals body meets and considers the licence applicant's appeal and makes the final decision whether to grant the licence or not.	appeals body	All records will be conserved including the report to the appeals body and the minutes of that meeting with the result of the decision.	Look to make sure that the decision of the appeals body has been received. Look if it has been received within the agreed deadline (as per timetable).	
CP.16	The licensor issues the licence.	15) Licence issued together with clear guidelines on the use of the licence and the dates of its applicability.	LM	Records showing the issue of the licence.	Check that there are complete records showing the assessment and decision-making process.	
CP.17	The licensor refuses to issue the licence.	1) Licence refused. Reasons for the refusal are given.	LM	Records showing the refusal of the licence and reasons for the refusal.	Check that there are complete records showing the assessment and decision-making process.	
CP.18	The licensor notifies UEFA of the list of licensed clubs within the agreed deadline set by UEFA.	16) The LM notifies UEFA and all the clubs of the licences issued or refused.	LM	Records of correspondence from the LM to all the clubs and UEFA, giving full details of the clubs licensed and also of those that have not been licensed, within the agreed UEFA deadline.	Check correspondence and files to ensure there has been correspondence to the clubs and to UEFA on those clubs that have applied for the licence. Check that it has been communicated within the UEFA deadline.	



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6. ANNUAL REVIEW (REF. M.09)

Note: Be aware that the absence of an annual review will be considered as major nonconformity during the surveillance audits.

THEMES	CHECKPOINTS
<p data-bbox="339 763 861 831">IMPLEMENTATION OF THE ANNUAL REVIEW</p> <p data-bbox="339 949 858 1016">RESULT CHECK AND FOLLOW-UP OF CORRECTIVE ACTIONS</p>	<p data-bbox="887 763 1406 898">The national football bodies in charge of issuing club licences check at least once a year that they respect the requirements.</p> <p data-bbox="887 902 1406 1066">This review is registered in an audit report which is established, dated and signed before the audit conducted by the certification body authorised to issue a service certificate takes place.</p> <p data-bbox="887 1137 1406 1402">Should gaps be discovered between the defined requirements and the service really being offered by the national football bodies in charge of issuing club licences, the national football body implements actions in order to be in accordance with the standard.</p> <p data-bbox="887 1422 1406 1516">These gaps are being checked by the certifying body during their annual surveillance audits.</p>



NATIONAL FOOTBALL BODY LICENSING STANDARD

7. EXTERNAL CONTROL PLAN

7.1 OBJECTIVES AND AREA OF APPLICATION

The present external control plan falls within the framework of the «Certification of non-food services and products» provided for by articles R 115-1 to R 115-12 and L 115-27 to L 115-33 of the French Consumer Code.

Its purpose is to define the verification methods used by the certification body for the certification audit and the annual verification of the national football bodies in charge of issuing club licences on the basis of the National Football Body Licensing Standard.

The audit and the annual verification consist in checking the certified characteristics defined in the National Football Body Licensing Standard.

NB: the applicant national football body must comply with the rules and regulations in force that apply to it. The auditor's mission is to verify compliance with the characteristics certified by reference to the certification standard «National Football Body Licensing Standard». Nevertheless, if, on the occasion of such verifications, he observes a failure to comply with the rules and regulations, he records this compliance gap in his audit report.

7.2 CONDITIONS FOR ISSUE OF THE CERTIFICATE

The certificate is issued at the end of a documented certification procedure which comprises the following steps:

Examination of the application from the national football body applying for the service certification on the basis of the certification standard « National Football Body Licensing Standard »,

Conduct of an audit in order to verify the compliance of the services with the entire certification standard «National Football Body Licensing Standard » and giving rise to an audit report,

A decision by the Service Certification Multisector Committee, in the light of the application, the audit report, the auditors' opinion and the reporters' opinion.

7.2.1 EXAMINATION OF THE APPLICATION

Any national football body applying for a service certification must lodge with the certification body an application made up of a letter of application and an information sheet providing administrative information on the applicant national body.



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Following record and validation of the elements contained in the application, the certification body offers the applicant an audit date.

Important: On the date of the audit, the applicant national football body must be in a position to adduce evidence that it complies since at least 3 months with all the conditions defined in the standard, e.g.: by the means of records that must be accessible during this audit period..

7.2.2 CONDUCT OF THE CERTIFICATION AUDIT

- The certification audit is carried out by an **auditor** authorised to conduct audits on the basis of the certification standard « National football body club licensing services standard» by means of a **specific audit questionnaire** in which the elements appearing in the present “External Control Plan” are reflected. The audit of the applicant national football body consists in verifying that all the requirements of the standard are met. This phase consists of:
 - **interviews with the personnel in charge of issuing licences to clubs** and involved in the proper implementation of the service in accordance with the standard
 - **visual verifications,**
 - **documentary verifications,** concerning the documents and records necessary to demonstrate the proper respect of the standard by the national football body applying for the certificate.

7.3 MONITORING OF THE CERTIFICATE

The monitoring is carried out by the certification body so as to ensure that the national football body that holds the service certification is still in compliance with the standard. It consists of **a minimum of 2 audits (surveillance audits) of the national football entity over the period of validity of the certificate (3 years).**

The audit is carried out by an **auditor** authorised to conduct audits on the basis of the certification standard « National Football Body Licensing Standard » on the basis of a **specific audit questionnaire** in which the elements appearing in the present “External Control Plan” are reflected.

As with the certification audit, the audit consists of interviews with the personnel involved in the proper implementation of the service in accordance with the standard, visual verifications and documentary verifications.

The audit is more particularly focused on those elements or documents that are likely to have evolved since the certification audit or the previous audit.



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In addition to verifying compliance with the certified services, the audit also covers the following points:

implementation and efficacy of the internal controlling set up in accordance with the modalities set out in the chapter 5.5 of the standard entitled «Annual Review», and the corresponding corrective measures,

compliance with the communication rules relating to service certification and indicated in the certification standard «National Football Body Licensing Standard»,

where appropriate, **verification of the implementation of the corrective measures** decided on to remedy compliance gaps detected by **SGS-ICS** on the occasion of the certification audit or the previous audit.

In addition to the 2 audits provided for during the period of validity of the certificate (3 years), the certification body may ask for an additional audit to be conducted with a view to verifying the implementation of corrective measures to remedy compliance gaps detected during the previous audit or following complaints received by the SGS-ICS.

An annual synthesis of the results of the audits carried out on the basis of the certification standard «National Football Body Licensing Standard» is presented to the Service Certification Multisector Committee.



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8. INFORMATION FOR CUSTOMERS

The rules below are derived from article 10 of Decree n° 95-354 of 30 March 1995 (article R 115-10 of the French Consumer Code). The rules concerning optional communication supports are applicable subject to the positive opinion of the National Consumer Affairs Council on the certification of services (France).

The purpose of this set of rules is to ensure the clarity of the information concerning the scope of the service certification, which translates into rules to be complied with by the certified bodies in terms of their communication regarding the certified characteristics.

8.1 **COMPULSORY COMMUNICATION SUPPORTS**

Note: Be aware that the disrespect of the communication rules hereafter will be considered as major nonconformity during the surveillance audits.

COMPULSORY COMMUNICATION SUPPORTS	MINIMUM INFORMATION THAT MUST APPEAR ON THESE SUPPORTS
<p>1. The Qualicert certificate: it must be visibly displayed in the offices of the national football body. This document is prepared by the certification body.</p> <p>2. An information document on the service certification : this is conveyed to all applicants for a licence (clubs) and any other persons or bodies wishing to inform themselves about service certification.</p>	<ul style="list-style-type: none">• The details of the holder of the service certification for the requirements covered by the standard• The collective certification mark, namely: QUALICERT and its logotype,• The details of SGS-ICS : 191, Avenue Aristide Briand, FR-94237 Cachan cedex• The precise identification of the standard, namely: Qualicert codification indicated on the standard (RE/OLC/01) or « National Football Body Licensing Standard», in such a way as to avoid any confusion as to the scope of the certification• The list of requirements / certified characteristics communicated.



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8.2 OPTIONAL COMMUNICATION SUPPORTS

OPTIONAL COMMUNICATION SUPPORTS	MINIMUM INFORMATION THAT MUST APPEAR ON THESE SUPPORTS
<p>Advertising, commercial and contractual documents, any communication support intended for distribution (examples: calling cards, national guidelines, headed paper, invoices, Internet,...)</p>	<ul style="list-style-type: none"> • The details of the holder of the service certification for the requirements covered by the standard • The collective certification mark, namely: QUALICERT and its logotype, • The details of SGS-ICS : either the full address: 191, Avenue Aristide Briand, FR-94237 Cachan cedex – France) or as a minimum requirement the short form of the address (F-94237 Cachan cdx) or the telephone number (++33-(0)1-41-24-87-94). • The precise identification of the standard, namely: « National Football Body Licensing Standard» or “RE/OLC/01” in such a way as to avoid any confusion as to the scope of the certification • An indication of the type: «the essential requirements / certified characteristics will be provided on request».

Important: No communication must give rise to the supposition that the body is certified for an activity other than the one for which the certification is granted.



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8.3 LIST OF ESSENTIAL REQUIREMENTS COMMUNICATED

Of the 49 requirements identified in the present standard, the main requirements delivered by the national football associations are:

M01	The licensor communicates commitment to the UEFA licensing scheme.
M02	The licensor produces (a) national document(s), containing at least the UEFA mandatory criteria described in the club licensing manual and a known point of contact (manager responsible for club licensing).
M03	The licensor ensures that the exceptions list is reviewed annually.
M04	The licensor has documented policies and objectives in relation to club licensing.
M05	The licensor shows the licensing administration in an organisation chart
M08	The licensor establishes a two-step decision-making procedure to decide on the granting of the licence. The establishment of these bodies needs to be approved by the Executive Committee (national association) or General Assembly (league) of the licensor, according to its statutes.
R01	Every person involved in the club licensing scheme engaged by the licensor or working for the licensor on a voluntary or contractual basis signs a confidentiality agreement before starting his or her tasks.
R02	All people involved in the club licensing scheme sign an agreement which covers independence.
R03	The licensor issues a report to the Executive Committee (national association) or Board of Directors (league) on the independence of the decision-making bodies.
R04	The licensor checks the independence of the members of the decision-making bodies at each meeting.
R10	The licensor has access to the UEFA extranet for communication and access to information.
D02	The licensor has a procedure for filing and archiving of the documents.
ICP02	The licensor evaluates through internal audits the effectiveness of his procedures for the club licensing system, i.e.: the achievement of the stated objectives.
CP01	There is a club licensing process including the minimum requirements defined in the core process..
CP18	The licensor notifies UEFA of the list of licensed clubs within the agreed deadline set by UEFA



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APPENDIX I

The following table provides the reader with information on the documents that the licensor must obtain from the licence applicant to assess whether it fulfils the UEFA mandatory criteria (as described in the UEFA licensing manual) and thus to the issue of the licence.

In some circumstances where exceptions have been granted by UEFA documentation will not be available to verify some of the requirements below. Cross-checking with the list of exceptions approved by UEFA has to be carried out by the assessor (see M.03).

There may also be a situation where the assessor will not find some of the documentation from the clubs due to the time of the assessment. In this case then the assessor will have to refer to the previous years records e.g. where the assessment is carried out in October and the financial check of the clubs by the licensor is carried out only in the following March, then financial documentation will not be available and reference will have to be made to the documentation of the previous year.

The following definitions will help the reader in using this table:

Criteria	Grade	Licensor requirement	Guidance	Evidence
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Criteria: This refers to the criteria to be fulfilled by the licence applicant as shown in the UEFA club licensing manual

Grade: This refers to the grading of the criteria to be fulfilled by the licence applicant as shown in the UEFA club licensing manual.

A, B and C criteria are **MUST** criteria, thus the reference document related to these criteria must be kept by the licensor and must be verified by the assessor.



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D criteria are best practice recommendations, thus the reference document related to these criteria may be kept by the licensor. However, as these criteria are not mandatory they do not appear in this standard and do not have to be verified by the assessor.

Licensor requirement:

These are the requirements that have to be met in whatever way the licensor decides, provided that the minimum requirements are met.

Guidance:

This explains the criteria in terms relevant to the licensee.

Evidence:

These are the documents that will help to show that the requirements are met. If any of the documents that are mandatory are not available for a licence applicant by the licensor, then the licensor must be able to provide to the assessor the evidence of the actions taken in accordance with the requirement CP.01 (e.g. request to receive the missing document from the licence applicant; refusal of the licence if documents refer to grade A or B; fine, sanctions or caution if documents refer to grade C).



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Criteria	Grade	Licensor requirement	Guidance	Evidence
Sporting criteria				
S.01 Approved youth development programme.	A	The licensor checks that each licence applicant has a youth development programme.	Refers to the number of youth teams and youth players at a variety of age levels directly under the control of the club.	<ul style="list-style-type: none"> • Documented youth development programme. • List of teams within the club or list of affiliated clubs. • Register of players. • Register of clubs. • List of youth competitions/programmes.
S.02 Sporting merit – first squad.	A	The licensor checks which clubs are qualified on sporting merit for UEFA club competitions.	Refers to clubs qualified on sporting merit to enter UEFA club competitions.	<ul style="list-style-type: none"> • List of teams qualified for UEFA club competitions on sporting merit. • Official national championship ranking / cup competitions.



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Criteria	Grade	Licensor requirement	Guidance	Evidence
Infrastructure Criteria (<i>apply to each stadium used for UEFA club competitions</i>)				
I.01 Stadium certification I.02 Stadium - Safety	A	The licensor checks stadium safety status.	Refers to a Safety Certificate for the ground that is issued by the local authority in accordance with local and national legislation.	Stadium certification (not older than two years at the beginning of the UEFA season) approved by authorised national body stating: <ul style="list-style-type: none"> • Safety status. • Compliance with safety/security national rules. • Capacity approval. • Safety and security strategy.
I.03 Stadium – Approved evacuation plan	A	The licensor checks the stadium evacuation plan	Refers to a safety policy for spectators and a contingency plan aimed at safely evacuating the ground in an emergency situation.	Evacuation plan (not older than one year at the beginning of the UEFA season) approved by appropriate national body.
I.04 Stadium – Control room	A	The licensor checks the stadium control room	This refers to the control facilities available within the ground as a means of addressing safety issues and refers where relevant to the provision of a control point or room.	Site visit report and verification of the criteria. The site visit report must contain verification by the licensor, the local authority and the licensee.



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Criteria	Grade	Licensor requirement	Guidance	Evidence
I.05 Stadium - Capacity	A	The licensor checks the stadium capacity.	This refers to the seat capacity of the stadium.	Site visit report and verification of the criteria. The site visit report must contain verification by the licensor, the local authority and the licensee.
I.06 Stadium – Individual seats	A	The licensor checks the stadium seats.	Refers to the arrangement of seating.	Site visit report and verification of the criteria. The site visit report must contain verification by the licensor, the local authority and the licensee.
I.07 Stadium - Floodlighting	A	The licensor checks the stadium floodlighting	Refers to the provision of floodlights and any back-up system within the ground, together with the appropriate lighting levels or lux level.	Site visit report and verification of the criteria. The site visit report must contain verification by the licensor, the local expert (e.g. electrician) and the licensee.
I.08 Stadium – Spectator Areas	A	The licensor checks the spectator areas	Refers to the areas where spectators are accommodated during the match and includes the possibility of being divided into separate sectors.	Site visit report and verification of the criteria. The site visit report must contain verification by the licensor, the local authority and the licensee.
I.09 Stadium – First-Aid rooms	A	The licensor checks the stadium first aid room.	Refers to the medical assistance available within the stadia.	Site visit report and verification of the criteria. The site visit report must contain verification by the licensor, the local authority and the licensee.



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Criteria	Grade	Licensor requirement	Guidance	Evidence
I.10 Stadium – Availability I.13 Training facilities - Availability	B	The licensor checks the stadium and the training facilities availability.	Refers to the act of property and/or copy of the property register which must be valid and up-to-date. Loan contracts are reviewed yearly by legal experts for ongoing pertinence and validity	<ul style="list-style-type: none"> Act of property / property register or <ul style="list-style-type: none"> written contract with the owner of the ground.
I.11 Field of play – Specification	B	The licensor checks the stadium playing field.	This criteria deals with the playing field within the ground including the field surface.	Site visit report and verification of the criteria. The site visit report must contain verification by the licensor and the licensee.
I.12 Size of field of play	B	The licensor checks the stadium size of field of play	This criteria deals with the playing field within the ground including the field dimensions.	Site visit report and verification of the criteria. The site visit report must contain verification by the licensor, the local expert and the licensee.
I.14 Stadium – Ground rules	C	The licensor checks the stadium ground rules and how these are communicated to spectators.	Refers to the regulations applicable within the ground and the means by which the club communicates these to spectators.	Site visit report and verification of the criteria. The site visit report must contain verification by the licensor, the local authority and the licensee.



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Criteria	Grade	Licensor requirement	Guidance	Evidence
I.15 Stadium – covered seats I.16 Stadium – accommodation of visiting supporters	C	The licensor checks if number of covered seats and % of stadium capacity for visiting supporters are in accordance with licensor's regulation	Refers to the areas where spectators are accommodated during the match.	Licensor's regulation fixing: <ul style="list-style-type: none"> • number of covered seats • % of stadium capacity for visiting supporters Site visit report and verification of the criteria. The site visit report must contain verification by the licensor, the local authority and the licensee.
I.17 Stadium – Sanitary facilities	C	The licensor checks the stadium sanitary facilities	Refers to toilet facilities available for spectators.	Site visit report and verification of the criteria. The site visit report must contain verification by the licensor, the local authority and the licensee.
I.18 Stadium – Signposting and directions on tickets	C	The licensor checks the stadium signposting and directions on tickets	This refers to directions to the stadium and information on the ticket.	Site visit report and verification of the criteria. The site visit report must contain verification by the licensor and the licensee.
I.19 Stadium – Media and press facilities	C	The licensor checks media and press facilities within the stadium.	This refers to facilities for the media.	Site visit report and verification of the criteria. The site visit report must contain verification by the licensor and the licensee.
I.20 Training facilities – approved infrastructure	C	The licensor checks the applicant's training facilities	Refers to the training facilities available to the club.	Licensor's approval of training grounds. Site visit report and verification of the criteria. The site visit report must contain verification by the licensor and the licensee.
I.21 Stadium – Drug testing room	C	The licensor checks the stadium the drug testing room	Refers to availability of drug testing facilities.	Site visit report and verification of the criteria. The site visit report must contain verification by the licensor and the licensee.



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Criteria	Grade	Licensor requirement	Guidance	Evidence
I.22 Stadium – Spectators with disabilities	C	The licensor checks the area reserved to spectators with disabilities	This refers to facilities for disabled persons.	Site visit report and verification of the criteria. The site visit report must contain verification by the licensor, the local authority and the licensee.



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Criteria	Grade	Licensor requirement	Guidance	Evidence
Personnel and Administrative criteria (Note clubs may not have person with exact job title listed below)				
P.01 Administration – General Manager	A	The licensor checks that licence applicant has a general manager responsible for the club administration.	Designated person with responsibility for the management of the club.	<ul style="list-style-type: none"> Job description or licensor's confirmation that job description has been verified. List of authorised signatures and type of signatures required
P.02 Administration – Club Secretariat	A	The licensor checks that licence applicant has a club secretariat	Designated person as immediate point of contact between club and licensor.	Job description or licensor's confirmation that job description has been verified.
P.03 Football staff – Head of youth development program	A	The licensor checks that licence applicant appoints a head of youth development program	Refers to the appointment of head of youth development program with defined duties.	Job description or licensor's confirmation that job description has been verified.
P.04 Administration – Finance Officer	B	The licensor checks that licence applicant appoints a finance officer.	Refers to the appointment of head of the finance officer with defined duties.	<ul style="list-style-type: none"> Job description or licensor's confirmation that job description has been verified. Certification of experience and/or Written contract or licensor's confirmation that contract or certification of experience has been verified



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Criteria	Grade	Licensor requirement	Guidance	Evidence
P.05 Football staff – Head Coach	B	The licensor checks that licence applicant appoints a head coach and a youth coach for each age category.	Refers to the appointment of head and youth coaches with defined duties.	<ul style="list-style-type: none"> Job description or licensor's confirmation that job description has been verified. Coaching certificate or licensor's confirmation that the coaching certificate has been verified.
P.06 Specialists – Security officer	B	The licensor checks that licence applicant appoints a security officer	Refers to the appointment of head of the security with duties in writing.	<ul style="list-style-type: none"> Job description or licensor's confirmation that job description has been verified. Written contract or licensor's confirmation that the contract has been verified.
P.07 Football staff – Medical staff	B	The licensor checks that licence applicant appoints at least one doctor and one physiotherapist.	Refers to the appointment of head of medical staff with duties in writing.	<ul style="list-style-type: none"> Job description or licensor's confirmation that job description has been verified. Written contract or licensor's confirmation that the contract has been verified. Recognition and certification by local health authorities.
P.09 Specialists – Media officer	C	The licensor checks that licence applicant appoints a media officer.	Refers to the appointment of head of media with defined duties in writing.	Job description or licensor's confirmation that job description has been verified.
P.10 Stewarding	C	The licensor checks that licence applicant appoints stewards or security personnel for UEFA home matches.	Refers to the appointment of stewards.	<p>List of appointed stewards whose number is approved by the local authority.</p> <p>Local authority rules fixing the number of necessary stewards.</p>



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Criteria	Grade	Licensor requirement	Guidance	Evidence
Legal criteria				
L.01 Documents and confirmations from the licence applicant	A	<p>The licensor checks licence applicants' statutes and confirmations from the licence applicant:</p> <ul style="list-style-type: none"> Confirmation to adhere to licensing system. Confirmation that all documents submitted to the licensor are complete and correct. Confirmation to authorise licensing authority to examine licensing documents. <p>The aforementioned confirmations must be validly executed by an authorised signature not more than three months prior to the date on which they are submitted.</p> <p>Membership of the N.A or league can be taken as acceptance of these 'confirmations'.</p>	Refers to documents and confirmations from the club.	<ul style="list-style-type: none"> Current version of club statutes. Applicant confirmation to adhere to licensing system. Confirmation that all documents submitted to the licensor are complete and correct. Confirmation to authorise licensing authority to examine licensing documents. <p>The aforementioned confirmations must be validly executed by an authorised signature not more than three months prior to the date on which they are submitted.</p> <p>Membership of the N.A or league can be taken as acceptance of these 'confirmations'.</p>
L.02 Membership and conditions of membership	A	The licensor checks membership of licence applicant.	Refers to membership of the clubs to the licensor.	<ul style="list-style-type: none"> List of licence applicants' members of the licensor Confirmation to adhere to FIFA/UEFA rules and to licensor's rules and statutes
L.03 Participation in competitions	B	The licensor checks licence applicants' confirmation to play in licensor's competitions through:	Refers to the confirmation to play in licensor's competitions.	<p>Licence applicants' confirmation to play in licensor's competitions through:</p> <ul style="list-style-type: none"> Provision in the national association or league statutes. <p>or</p> <ul style="list-style-type: none"> A written valid declaration.



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Criteria	Grade	Licensor requirement	Guidance	Evidence
L.04 Register Extract	B	The licensor checks licence applicants' public register extract or licensor's club register.	Refers to the public registration of the licence applicant.	Extract of licence applicant public register or Licensor's club register stating following data: name, legal form, headquarters address, list of authorised signatures and type of signatures required



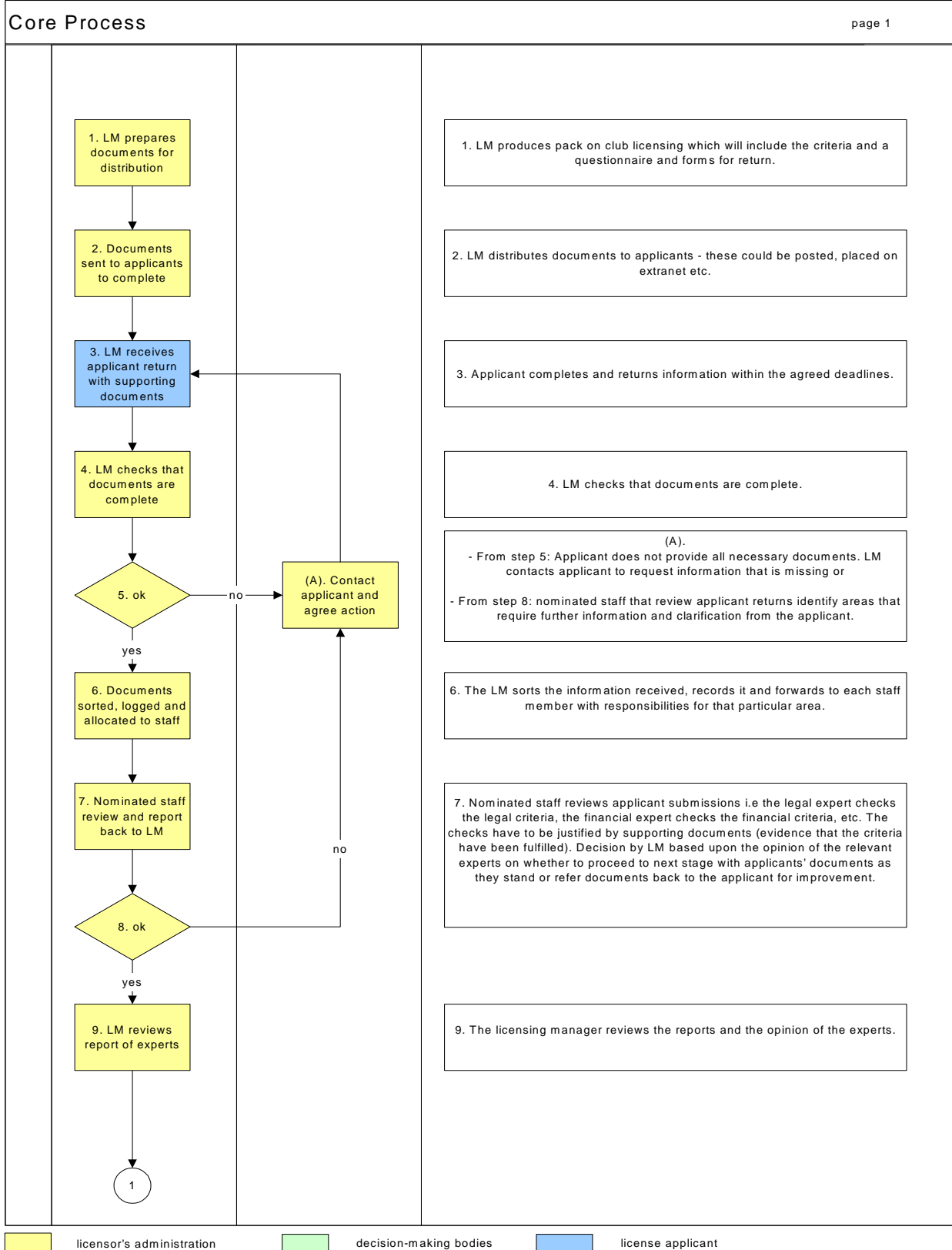
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Criteria	Grade	Control Objective	Guidance	Reference documentation
Financial criteria				
F.1.01 Audited financial statements	A	The licensor checks licence applicants audited financial statements.	Refers to the audited reported accounts.	Auditor's report (valid and signed, not older than one year from beginning of UEFA season) Acknowledgement of independence and qualification
F.1.02 Interim Financial statements	A	The licensor checks licence applicants Interim Financial statements	Refers to the interim management accounts.	Financial statements of the licence applicant for the interim period, if applicable.
F.1.03 No payables overdue from transfer activities	A	The licensor checks that licence applicants has	Refers to the protection of creditors.	Licensor policy stating how to check these criteria
F.1.04 No payables overdue towards employees		<ul style="list-style-type: none"> No payables overdue from transfer activities and No payables overdue towards employees 		



NATIONAL FOOTBALL BODY LICENSING STANDARD

APPENDIX II

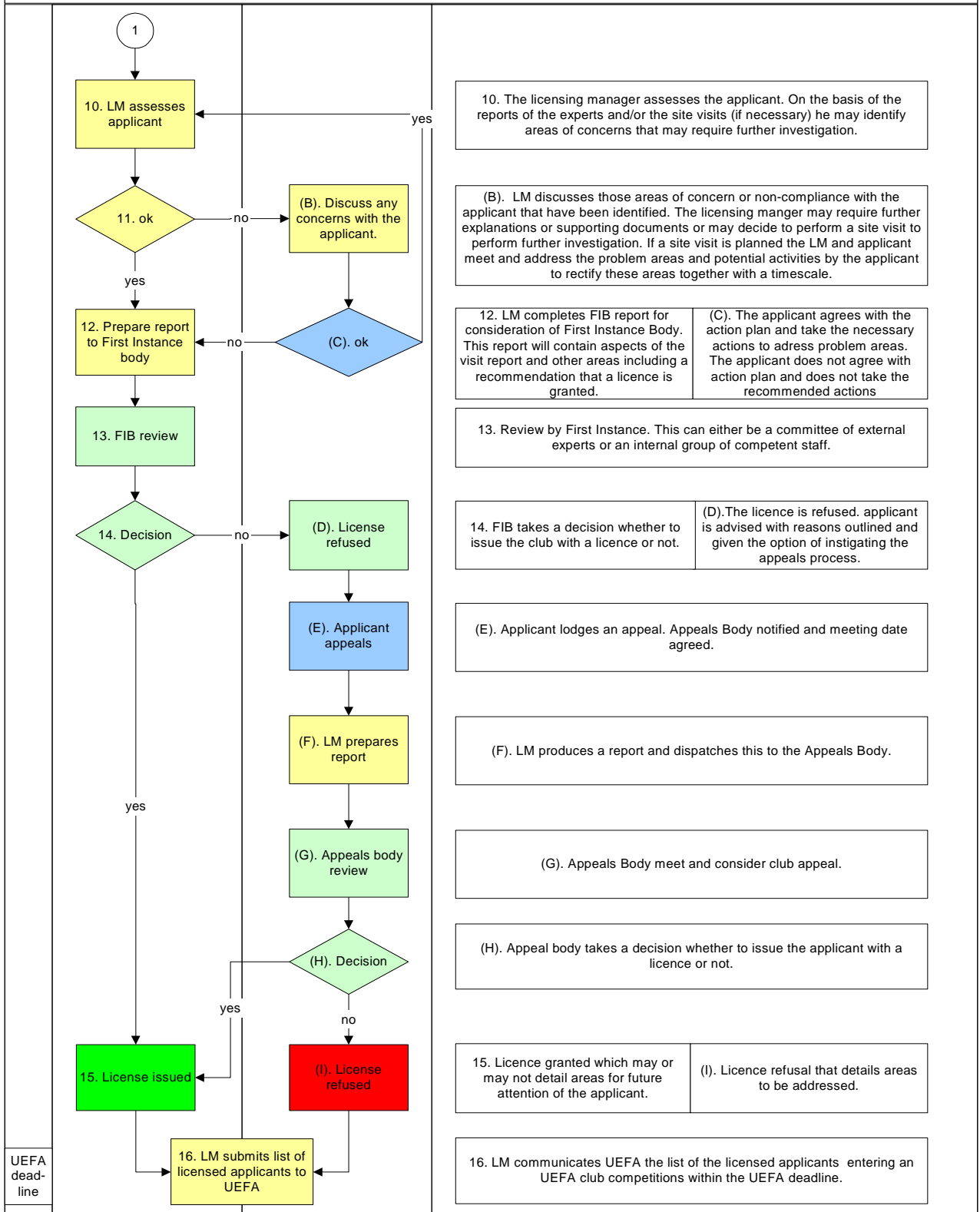




NATIONAL FOOTBALL BODY LICENSING STANDARD

Core Process

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licensor's administration
 decision-making bodies
 license applicant



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