

Club Licensing Quality Standard

Version 2.0

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PREFACE

We are pleased to present you the Club Licensing Quality Standard Version 2.0, which defines the minimum requirements that the national associations or affiliated leagues (i.e. the “licensors”) must comply with to operate the national club licensing system.

The UEFA club licensing system was introduced in all UEFA member associations in the 2004/05 season, which represented a big step towards higher quality within the football family. The results achieved so far show that the system has not only helped the clubs achieve higher infrastructure standards, financial transparency and a more professional environment, but has also helped the licensors establish a club licensing system being effectively based on the principles of consistency and equal treatment.

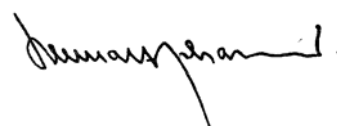
We thank everybody who contributed to these positive first results, which have proved to be beneficial for our football fans, the sponsors, the media and, last but not least, the clubs, leagues and national associations.

Based on the first assessment results, UEFA adapted the “UEFA Club Licensing Manual” with revised and additional criteria to better address the needs of football today. Accordingly, the Club Licensing Quality Standard Version 2.0 further promotes professional management and continual improvement in running the national club licensing system.

The Club Licensing Quality Standard Version 2.0 takes into account that the licensors have run the club licensing process several times now and thus acquired considerable experience. In order to give the licensors more flexibility in how to proceed to comply with the set quality management requirements and to bring in this experience, some of them have been made less prescriptive, which will help the licensors to adopt a more process-oriented approach to the running of the national club licensing system.

The following chapters explain the requirements to be complied with by the licensors in order to be certified. Compliance with the mandatory requirements will be requested starting with the assessment of the clubs applying for a licence for the 2007/08 season and the licensors will be annually assessed by an independent certification body. Finally, the document also outlines the additional requirements which must be met by those licensors who wish to be certified according to ISO 9001, the internationally recognised quality management standard.

UEFA firmly believes that this Club Licensing Quality Standard Version 2.0 represents a further step towards the achievement of high-quality management standards and professionalism within all UEFA member associations and leagues responsible for running the national club licensing system.



Lennart Johansson
UEFA President

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APPENDIX II: REFERENCE TABLE ISO STANDARD 9001:2000 – STANDARD V2.0

1. GLOSSARY

1.1 ABBREVIATIONS

AB	Club licensing appeals body
FIB	Club licensing first instance body
CH	Chairman of decision-making body
FIFA	<i>Fédération Internationale de Football Association</i>
LM	Licensing manager
TM	Top management
UEFA	<i>Union des associations européennes de football</i>
UEFA EXCO	UEFA Executive Committee

1.2 GENERAL TERMS

Term	Description
Accreditation	Procedure whereby UEFA approves the final version of the national club licensing regulations prepared by the licensor, which must include all mandatory provisions and criteria set out in the UEFA Club Licensing Manual V2.0.
Annual review	Formal assessment of the status of the national club licensing system conducted by the licensor at least once a year.
Appeals body	Second instance decision-making body, which decides on appeals from licence applicants and takes the final decision as to whether a licence is granted.
Certification audit	Assessment performed by the independent certification body to verify the compliance of the licensor with the Club Licensing Quality Standard V2.0 and approve certification.
Certification body	Body which conducts an independent assessment of the licensor and issues a certificate if all mandatory requirements are complied with.
Club Licensing Quality Standard Version 2.0	→ see Standard V2.0
Code of conduct	Form of self-regulation which defines the core values that all those involved in the national club licensing system are required to follow when carrying out their duties and when interacting with clubs, colleagues and other stakeholders.

Term	Description
Core process	Licensing process that the licensor must put in place for verifying the compliance of the criteria defined in the national club licensing regulations as the basis for issuing a licence to an applicant club.
Continual improvement	Recurring activity to increase the ability to fulfil requirements.
Corrective action	Action to prevent the recurrence of a detected non-conformity or other undesirable situation.
Client	The licensor's clients are the clubs, in particular those that apply for a licence, and UEFA.
Criteria	Requirements to be fulfilled by the licence applicant divided into five categories (sporting, infrastructure, personnel & administrative, legal and financial), each category being split into three grades, A and B (mandatory) and C (best practice recommendations).
Decision-making bodies	These are the first instance body and the appeals body, which are independent from each other and established by the licensor for the purpose of club licensing.
Document	A document contains information. It often refers to an actual product of writing and is usually intended to communicate or store collections of data. Examples: letter, guideline, procedure, manual.
Effectiveness	Extent to which planned activities are realised and planned results achieved.
Efficiency	Relationship between the result achieved and the resources used.
Executive body	Body responsible for strategic/political licensing matters, e.g. Executive Committee.
Expert	Person who has appropriate knowledge to assess the club licensing criteria in their particular field of expertise.
First instance body	First instance decision-making body that decides whether a licence is granted.
First party audit	→ see Internal control
Internal control	Systematic and documented assessment conducted by a person from the same organisation to determine whether activities and related results comply with planned arrangements and whether these arrangements are being implemented effectively and are capable of achieving the objectives. Example: IR.04 requirement: annual internal control. → see also Second party audit and Third party audit

Term	Description
ISO	International Organisation for Standardization, which is a worldwide federation of national standards bodies. A list of ISO members can be obtained from www.iso.org/isomembers .
ISO 9001:2000	Third edition of ISO 9001, the internationally recognised quality management system standard published by the ISO.
Job description	Document that describes the purpose of the job and the rights and duties of the incumbent for performing the tasks.
Level 1 requirement	Mandatory requirements for certification by the independent certification body.
Level 2 requirement	Best practice recommendations for the mandatory certification procedure, but mandatory for ISO Standard 9001:2000 certification.
Licence	Certificate confirming that the licence applicant fulfils all mandatory minimum requirements defined in the accredited national club licensing regulations and allowing the applicant embark on the admission procedure for the UEFA club competitions.
Licence applicant	Legal entity fully and solely responsible for the football club participating in national and international club competitions which is applying for a licence.
Licensee	Licence applicant who has been granted a licence by the licensor.
Licensing administration	Staff of the licensor that deals with club licensing matters.
Licensor	Body that runs the national club licensing system and takes licensing decisions.
National association	UEFA member association
National club licensing regulations	Regulations describing the national club licensing system in a particular country. It includes all minimum criteria and provisions set in the UEFA Club Licensing Manual as well as any national particularities and objectives and must be accredited by UEFA.
National club licensing system	System put in place by the licensor for the purpose of club licensing.
Preventive action	Action to prevent the occurrence of a potential non-conformity or other undesirable situation.
Procedure	Specific way of carrying out an activity or process.
Process	Set of interrelated or interacting activities which transform input into output.

Term	Description
Record	Documentary material such as a document or a phonograph or a photograph providing permanent evidence of or information about past events. Examples: CD, picture, meeting minutes, expert reports, list of licensed clubs.
Requirements	Minimum conditions defined in Standard V2.0 with which the licensor must comply. → see also Level 1 and Level 2 requirements
Second party audit	Systematic and documented assessment of an organisation's compliance with a set of requirements by an independent body. Example: annual compliance assessment of the level 1 requirements set out in Standard V2.0 carried out by the certification body. → see also First party audit and Third party audit
Standard V2.0	Club Licensing Quality Standard Version 2.0, which replaces the previous version 1.0. It contains the requirements to be met for certification by an independent certification body.
Surveillance audit	Assessment carried out by the independent certification body to verify whether the certified licensor is still in compliance with Standard V2.0. → see also Certification audit
Third party audit	Systematic and documented assessment of an organisation's compliance with an accredited set of requirements. Example: assessment of compliance with the requirements of ISO 9001:2000 carried out by an accredited certification body. → see also First party audit and Second party audit
Toolkit of Club Licensing Quality Standard Version 2.0	→ see Toolkit V2.0
Toolkit V2.0	Set of documents consisting of additional guidance, templates and best practice examples for the licensors to help them understand and comply with the requirements of Standard V2.0. In order to reflect the specific circumstances of the licensor, they will need to be adapted accordingly.
Top management	Management responsible for all operational licensing matters, e.g. Board of Directors or General Secretary.

Term	Description
UEFA	<p>The <i>Union des associations européennes de football</i> is the European football authority which 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.</p> <p>UEFA is one of the six continental confederations of the world football's governing body FIFA. The others are the Asian Football Confederation (AFC), the African Football Confederation (CAF), the Confederation of North, Central American & Caribbean Association Football (CONCACAF), the South American Football Confederation (CONMEBOL) and the Oceania Football Confederation (OFC).</p>
UEFA Club Licensing Manual	Working document which describes the UEFA club licensing system and includes the mandatory provisions and criteria to be integrated into national club licensing regulations by the licensor.
UEFA club licensing system	System put in place by UEFA which requires the clubs that qualify on sporting merit for the UEFA club competitions to undergo a licensing process operated by the licensor.
UEFA extranet	IT network accessible to authorised users to facilitate communication among licensors and between the licensors and the UEFA club licensing unit.
Validation committee	Panel of experts within the certification body which decides on certification.

2. CONTEXT AND OBJECTIVES

2.1 INTRODUCTION

The licensor is responsible for assessing licence applicants to determine whether they comply with the club licensing criteria and whether they can be granted a licence to participate in the UEFA club competitions.

The Club Licensing Quality Standard Version 2.0 (hereinafter “Standard V2.0”) replaces the previous version 1.0 introduced in 2003. It contains the requirements with which all 52 licensors must comply starting with the assessment of the clubs applying for a licence for the 2007/08 season.

The requirements are not limited to the assessment process of the applicant clubs (i.e. the licensors’ core business) but also contain more general requirements which are linked to quality management principles and process orientation. They are divided into five sections: “Management”, “Resources”, “Documentation”, “Review & Improvement” and “Core Process”.

To ensure that the club licensing system is applied consistently throughout Europe, all licensors will be audited against Standard V2.0 by an independent certification body. Based on the outcome of its annual audit, the certification body is authorised to issue certificates.

2.2 OBJECTIVES AND BENEFITS

The overall objective of Standard V2.0 is to continuously improve the club licensing system and to further promote quality management within the UEFA member associations.

The requirements of Standard V2.0 enable the licensors responsible for assessing the clubs’ fulfilment of the club licensing criteria to pursue continual improvement in performance, efficiency and effectiveness for the benefit of their clients, the clubs, and their own organisation. The focus in the revised requirements is on the management of the processes that make up the national club licensing system, the interactions between these processes and the input and output that bind these processes together.

The principles and structure of this document are based on the internationally recognised quality management system, ISO 9001:2000. This encourages a process approach to management and serves as a framework for continual improvement.

Standard V2.0 is aimed at the following clients.

Clubs

It is in the interest of the clubs that the licensor runs the national club licensing system in an effective, efficient and transparent way and that continuous improvement measures are undertaken. In addition, it is in the interest of the clubs (licensees) taking part in the UEFA club competitions that the clubs against which they compete have undergone an equitable assessment process.

Licensors

Complying with the defined requirements helps the licensors manage and further improve the national club licensing system. Furthermore, for licensors who wish to undergo certification according to ISO 9001, Standard V2.0 presents the additional requirements to be complied with. In addition, it is in the interest of the licensors assessing licence applicants that the other licensors have to comply with the same requirements to be certified by the independent certification body.

UEFA

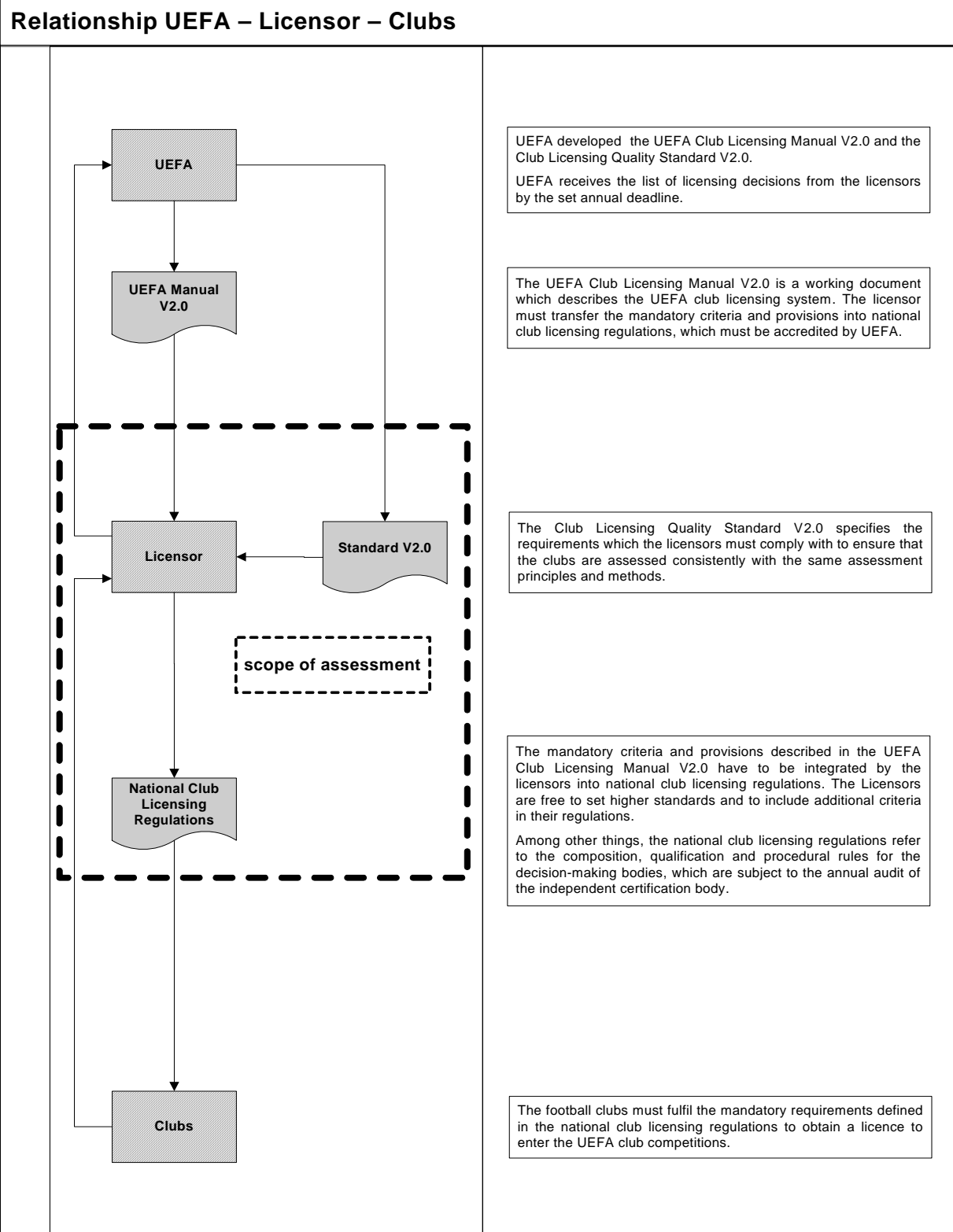
It is in the interest of UEFA, as the governing body of European football and organiser of the European club competitions, that the UEFA club licensing system is applied consistently within all licensors and run in an effective, efficient and transparent way.

2.3 LEGAL CONTEXT

In order to enter the UEFA club competitions, in addition to the relevant **UEFA club competition regulations**, a club must comply with the minimum criteria (sporting, infrastructure, administrative & personnel, legal and financial) set out in the **national club licensing regulations**. These national regulations must have been accredited by UEFA on the basis of the **UEFA Club Licensing Manual**. Therefore, a club must have been granted a licence in order to enter the UEFA club competitions. This licence is granted by the licensor which is responsible for running the national club licensing system, including the club (licence applicant) assessment process.

The **Club Licensing Quality Standard** details the requirements with which the licensors must comply in order to be certified by the independent certification body. The aim of the certification system is to ensure a consistent approach Europe-wide to the club assessment process and thus equal treatment for all. In addition, the requirements are linked to quality management principles as defined in ISO 9001:2000 and are intended to help the licensors adopt a systematic and process-oriented approach to the national club licensing system.

The relationship between UEFA, the licensor and the clubs is illustrated by the following chart:



2.4 STRUCTURE

The requirements of Standard V1.0 have been revised in order to further promote a systematic process approach to running the national club licensing system and to take account of the various feedback UEFA has received from licensors and the independent certification body since the Standard was introduced in the 2004/05 season. Some requirements have been clarified and some made less prescriptive, which will allow the licensors more flexibility in how to meet them, while some have been added to reflect the changes in the revised UEFA Club Licensing Manual V2.0. In addition, Standard V2.0 introduces two different levels of requirements.

In total, Standard V2.0 contains **40 requirements**.

2.4.1 Requirement sections

The requirements are grouped into five different sections:

- MA – Management (previously ‘Management Commitment’)
- RE – Resources
- DO – Documentation (previously ‘Documents & Records’)
- IR – Review & Improvement (previously ‘Internal Control Plan’)
- CP – Core Process

2.4.2 Level 1 requirements

Compliance with the Level 1 requirements is necessary for meeting the overall objectives of Standard V2.0. They reflect, among other things, the changes made to the UEFA Club Licensing Manual, and are essential for putting an effective national club licensing system into place. Compliance with level 1 requirements is **mandatory** for certification by the independent certification body.

In total, the licensors must comply with **34 level 1 requirements**.

2.4.3 Level 2 requirements

Level 2 requirements are **best practice** recommendations. Compliance with these requirements is not mandatory for certification. However, licensors who wish to be certified according to the requirements of ISO 9001:2000 must fulfil the requirements of both level 1 and level 2.

The level 2 requirements defined in section 4 are shown in grey.

In total, there are **6 level 2 requirements**.

2.5 KEY THEMES

The table below introduces the key themes and concepts that underpin the requirements of Standard V2.0:

Theme	Concept	Requirement
Confidentiality	As the licensor will be handling confidential and financially sensitive information it is imperative that confidentiality is respected at all times. This ensures that the system maintains its integrity and credibility and therefore the confidence of the clubs and other stakeholders.	RE.01
Independence	As a matter of principle, all those involved in the club licensing process must be independent from the clubs. Anybody with an interest in a club must declare this in writing and must not take part in the decision-making process of the club concerned.	RE.02, MA.06
Decision-making process	The decision-making process is the core process and as such the key success factor of the club licensing system. In order to ensure equal treatment of all licence applicants, it is crucial for the licensor to operate this process in a consistent way and by strictly adhering to the set rules in respect of the composition of the bodies, the qualifications and independence of their members and the manner of proceeding.	MA.06, MA.07
Integrity	In order to achieve the objectives of UEFA, i.e. to further promote and continuously improve the standard of all aspects of European football, all those involved in the club licensing system must behave with absolute integrity. It is important that the management of the licensor establishes clear guidelines in this respect and sets a good example.	MA.12, IR.07

Theme	Concept	Requirement
Management commitment	The effective implementation of the club licensing system requires full support and commitment from the licensors' top management. It is their responsibility to ensure that the system has an appropriate structure and is equipped with the necessary physical and human resources. In addition, demonstrated commitment from the top improves staff motivation and the overall performance of the system.	MA.01, MA.08
Client orientation	The club licensing system runs more effectively when it meets the needs of its clients. Considering the clubs as the key clients should increase satisfaction with the system and ensure its long-term success. To be effective, this client orientation must be present at all levels of the organisation and at all times.	MA.09, MA.11, MA.13, IR.02
Continual improvement	Everybody involved in the club licensing system must contribute to its continual improvement. Improvement initiatives are best when based on analysis of client perception and a review of the effectiveness and efficiency of the set processes. The objective of seeking constant improvement helps increase the satisfaction levels within the system and may actually reduce its operating costs.	IR.09, MA.08
Communication	Comprehensive communication with all those involved contributes significantly to the effective operation of any organisation. Consistent communication improves internal understanding of policies and procedures and also ensures that the external stakeholders are kept informed about the achieved results of the club licensing system and its development.	MA.09, IR.02, CP.03
Process orientation	Any activity is managed in a more consistent way when the steps in the process are clearly defined and those involved operate according to set procedures. Understanding the processes also assists the management in creating a more effective and efficient organisation.	MA.14

3. CERTIFICATION

3.1 INTRODUCTION

An independent certification body assesses compliance with the Level 1 requirements. This assessment, referred to as a second party audit, must take place independently of whether the licensor has started the procedure for certification against the ISO standard or has already achieved ISO certification. If the requirements are met, the certification body issues a certificate valid for three years and subject to annual verification by an independent certification body.

3.2 PROCEDURE

The certificate is issued at the end of a procedure which comprises four steps:

1. Certification application from the licensor.
2. Audit by the certification body.
3. Certification decision by the certification body.
4. Notification of the decision to the licensor.

3.2.1 Application

The licensor applying for certification against the Level 1 requirements must submit an application form to the certification body and UEFA. This application includes administrative information on the licensor as well as proposed audit dates. After recording and validating the elements of the application, the certification body contacts the licensor to agree on an audit date.

3.2.2 Audit

The audit is carried out by a qualified auditor authorised to conduct audits on the basis of Standard V2.0 by means of a specific audit questionnaire covering the elements listed under “Evidence”. The auditor’s task is to verify compliance with the Level 1 requirements.

This is assessed through:

- interviews with the personnel involved in the national club licensing system;
- documentary verification to check that the requirements have been properly met;
- visual verification to check whether written procedures have been properly implemented.

The outcome of the audit is documented in an audit report in which any observed compliance gap must be described. In addition, the audit report must include the agreed corrective action and set deadline and, if appropriate, a statement by the licensor on any compliance gap detected by the auditor. The auditor is responsible for ensuring that the agreed corrective action is followed up.

3.2.3 Certification decision

The decision as to whether to issue or confirm certification to the licensor is taken by the validation committee of the certification body in the light of the audit report and the auditor's opinion.

3.2.4 Notification of the decision

The certification body communicates the decision of its validation committee to the applicant licensor and to UEFA. If the certification decision is positive, the certification body issues the licensor with the certificate.

3.3 CONDITIONS FOR CERTIFICATION AND CONFIRMATION OF CERTIFICATE

In order to achieve certification, the licensor must comply with **all Level 1 requirements**. In addition, the independent certification body carries out annual surveillance audits to ensure that a certified licensor is still in compliance with all of them. This annual verification focuses in particular on elements that have evolved since the previous audit and, where appropriate, on the effectiveness of corrective action agreed on to remedy any previously detected compliance gap.

Depending on the outcome of the audit carried out by the independent certification body, the following rules apply.

If on the day of the audit, the licensor:

- fully complies with all Level 1 requirements, the certificate is issued or confirmed;
- does not comply with any Level 1 requirement other than those listed below, a deadline for remedying the detected non-compliance is set and the decision to issue or confirm the certificate is postponed until the corrective action has been implemented and assessed by the auditor;
- does not comply with one of the mandatory requirements listed below, which refer to minimum provisions set out in the UEFA Club Licensing Manual V2.0, the certificate is automatically refused or withdrawn. Corrective action in respect of those requirements can only be taken for the next licensing process:

Requirement	Subject
MA.02	Accredited and approved national club licensing regulations
MA.06	Composition, independence and qualifications of decision-making bodies
MA.07	Decision-making procedure
RE.01	Confidentiality
RE.02	Independence
CP.03	Notification of licensing decisions to UEFA

3.4 CERTIFICATION AGAINST ISO 9001:2000 STANDARD

Compliance with ISO 9001:2000 is optional and may be particularly valuable when the licensor believes that meeting the additional requirements will further improve its effectiveness and that the “process approach” can be used in other parts of the organisation. In addition, ISO certification may improve the licensor’s reputation and credibility among its stakeholders. A licensor which wishes to undergo ISO 9001:2000 certification must be able to demonstrate that it complies with **all Level 1 and Level 2 requirements** set out in this document.

If a licensor chooses this option, it is recommended that a copy of ISO 9001:2000 be obtained from the relevant national standards body. The licensor is free to select a certification body of its choice. However, ISO 9001:2000 certificates can only be issued by a certification body which has been accredited by the competent national organisation.

The ISO 9001:2000 certification process may vary from country to country. In general, the following steps have to be followed:

- select an independent certification body;
- obtain a quotation for certification from the selected body;
- apply for certification;
- (optionally) have an analysis or pre-assessment visit by the certification body to gauge current compliance;
- full assessment of the club licensing system against ISO 9001:2000 conducted by the certification body;
- correction of compliance gaps, if any;
- certificate issued once all requirements are fulfilled;
- annual surveillance audits conducted by the certification body to ensure that the licensor is still in compliance with the requirements;
- full or strategic review conducted by the certification body every three years.

A certificate may be withdrawn if the organisation fails to address compliance gaps identified by the certification body during its annual visit. However, as with the certification process, the applicable rules for annual confirmation of the certificate may vary from country to country.

4. REQUIREMENTS

4.1 “MANAGEMENT” REQUIREMENTS

4.1.1 Introduction

The adoption, implementation and management of a licensing system require the licensor’s top management to demonstrate its commitment to and support of the approach. It is the responsibility of the top management to ensure that the organisation is focused on meeting and, where possible, exceeding the requirements of its clients.

4.1.2 Objectives

Complying with these requirements will ensure that:

- appropriate policies and processes are in place;
- the national club licensing system has an adequate structure and skilled people involved;
- the overall performance of the national club licensing system is regularly assessed and, where necessary, corrective actions are defined;
- the set objectives are periodically reviewed;
- the licensor’s approach to quality management is communicated appropriately internally and externally.

4.1.3 Benefits

Meeting these objectives will:

- ensure that the national club licensing system is run in an effective and process-oriented way;
- improve staff motivation;
- improve the relationship with the clubs and UEFA;
- motivate change and improvement.

4.1.4 Overview of 'management' requirements

Standard V2.0 consists of the following 14 'management' requirements, 12 of which are mandatory Level 1 requirements:

Reference	Level	Subject
MA.01	1	Management commitment
MA.02	1	Accredited national club licensing regulations
MA.03	1	Club licensing policy
MA.04	1	Club licensing objectives
MA.05	1	Organisation chart
MA.06	1	Composition, independence and qualifications of decision-making bodies
MA.07	1	Decision-making procedure
MA.08	1	Annual review
MA.09	1	Internal and external communication
MA.10	1	Physical and human resources
MA.11	1	Data analysis
MA.12	1	Code of conduct
MA.13	2	Client needs
MA.14	2	Process map

4.1.5 Requirements

Ref.	Level	Requirement	Description	Responsibility	Evidence
MA.01	1	The licensor must demonstrate commitment to the national club licensing system as well as to the requirements of Standard V2.0.	<p>The licensor must make a member of the top management responsible for the national club licensing system.</p> <p>The top management of the licensor must demonstrate its commitment by:</p> <ul style="list-style-type: none"> - establishing an appropriate organisation; - regularly communicating club-licensing-related issues and policies according to which the system is operated; - playing an active role in the annual review. 	TM	<p>As a minimum, management commitment is demonstrated by:</p> <ul style="list-style-type: none"> - making a member of the top management responsible for the system; - establishing a policy for the management of club licensing (→ MA.03); - establishing an appropriate organisational structure and processes (→ MA.05); - reviewing the performance of the licensing system (→ MA.08) and reporting to the executive body on the outcome; - internal and external communication of club-licensing-related issues (→ MA.09).
MA.02	1	The licensor must have national club licensing regulations which are accredited by UEFA and approved by the competent body of the licensor for the season under review.	<p>Each version of the national club licensing regulations (applicable for participation in UEFA club competitions) must be accredited by UEFA.</p> <p>The national regulations must be approved by the competent body of the licensor.</p>	TM	<ul style="list-style-type: none"> - National regulations accredited by UEFA for the season under review. - Documented UEFA response on national regulations submitted for accreditation. - Documented approval of the competent body of the licensor.

Ref.	Level	Requirement	Description	Responsibility	Evidence
MA.03	1	The licensor must establish and communicate a written policy for the management of the national club licensing system.	<p>The licensor must have a policy document which has been communicated to all those involved in the national club licensing system.</p> <p>As a minimum, it must include the following:</p> <ul style="list-style-type: none"> - commitment to satisfy the clubs' needs and expectations with regard to club licensing; - commitment to continually improve the performance of the national club licensing system; - commitment to meeting the set ethical values (→ MA.12); - commitment to meeting the applicable national laws and regulations of FIFA, UEFA and the national association. <p>The policy document, which must serve as the basis for the definition of measurable objectives, must be agreed with the licensor's top management.</p>	TM	<p>Policy document which:</p> <ul style="list-style-type: none"> - includes at least the set minimum content; - has been approved by the licensor's top management; - has been communicated to all those involved in the national club licensing system. <p>Those involved in the national club licensing system understand the content of the set policy.</p>

Ref.	Level	Requirement	Description	Responsibility	Evidence
MA.04	1	The licensor must define objectives against which the effectiveness of the national club licensing system is measured and communicate them to all those involved in the system.	<p>The set objectives must be reviewed on an annual basis and applied throughout the licensing administration.</p> <p>As a minimum, the objectives must include targets related to:</p> <ul style="list-style-type: none"> - club satisfaction; - effectiveness of the system; - change and improvement. <p>The objectives must be agreed with the licensor's top management.</p>	TM	<p>Document which</p> <ul style="list-style-type: none"> - contains at least the set minimum targets; - has been approved by the licensor's top management; - has been communicated to all those involved in the national club licensing system. <p>Records which demonstrate that measures have been taken to record performance against the objectives (→ IR.09).</p> <p>Those involved in the national club licensing system understand the content of the set objectives.</p>

Ref.	Level	Requirement	Description	Responsibility	Evidence
MA.05	1	<p>The licensor must establish an appropriate management structure for the national club licensing system.</p> <p>The structure must be shown in the form of an organisation chart which also illustrates how it fits into the organisational structure of the licensor.</p> <p>UEFA must be notified promptly of any changes to the personnel involved in the club licensing system.</p>	<p>The licensor must show its current organisation for running the national club licensing system in the form of an organisation chart.</p> <p>The organisation chart must identify the management structure of the national club licensing system, the relationship with the licensor's top management as well as the names of the people occupying the different positions.</p> <p>It must have been agreed with the licensor's top management and define, as a minimum, the following:</p> <ul style="list-style-type: none"> - TM; - LM; - criteria experts; - person responsible for communication; - first instance body; - appeals body. 	TM	<p>Up-to-date organisation chart which:</p> <ul style="list-style-type: none"> - shows the structure of the licensor; - shows the name and function of the persons involved; - has been approved by the licensor's top management; <p>Documented notification to UEFA of up-to-date version of the organisation chart.</p>
MA.06	1	The licensor must establish at least two decision-making bodies.	The licensor must have at least two decision-making bodies (first and second instances) in accordance with the composition, qualification and independence rules set in the accredited national regulations.	TM	<p>Documented evidence that the decision-making bodies have been elected/appointed in accordance with the rules set in the accredited national regulations:</p> <ul style="list-style-type: none"> - composition rules; - independence rules; - qualification rules.

Ref.	Level	Requirement	Description	Responsibility	Evidence
MA.07	1	The licensor's decision-making bodies must comply with the procedural rules referred to in the accredited national club licensing regulations.	The decision-making bodies must operate in accordance with the relevant procedures referred to in the accredited national regulations.	CH	The chairmen of the decision-making bodies understand the procedural rules set out in the national regulations. Documented evidence that decisions have been made in accordance with the procedural rules referred to in the accredited national regulations.
MA.08	1	The licensor must conduct an annual review of the performance of the national club licensing system.	The licensor must hold an annual review meeting to discuss the efficiency and effectiveness of the national club licensing system. The outcome of the activities required by IR.09 must be discussed with the licensor's top management and where actions are agreed, responsibilities and timeframes must be defined. The top management is responsible for communicating the outcome of this review to the executive body (→ MA.01).	TM	Documented outcome of the review meeting with the licensor's top management. Where actions are agreed, responsibilities and timeframes are defined. Evidence that the outcome of the annual review has been communicated to the licensor's executive body.
MA.09	1	The licensor must communicate internally and externally on matters related to the national club licensing system.	The licensor must regularly communicate internally and externally on matters such as: - results achieved and development of the national club licensing system; - news about appointments and responsibilities of persons involved in the national club licensing system; - changes of scope of application and/or criteria.	LM	Review of internal and external communication activities (e.g. via newsletters, website, intranet, notice boards, meeting minutes) that have taken place.

Ref.	Level	Requirement	Description	Responsibility	Evidence
MA.10	1	The licensor must have the resources available to implement and manage the national club licensing system effectively and ensure that club-licensing-related information is held in a secure environment.	The licensor must appoint adequate human resources and provide them with the necessary workspace, hardware, software, communication devices and filing and archiving facilities to offer appropriate services to the clubs. The licensing administration must have access to the UEFA club licensing extranet.	TM	<ul style="list-style-type: none"> - Appropriate facilities are available to effectively manage the national club licensing system. - Access to physical and electronic documentation related to club licensing is kept in a secure manner. - As a minimum, the LM is able to demonstrate access to the UEFA club licensing extranet. - Evidence of inclusion in the risk assessment (→ IR.05). - Documented outcome of discussion at the annual review meeting (→ MA.08).
MA.11	1	The licensor must establish a method for analysing data and information received from licence applicants.	The licensor must consolidate and analyse data and information contained in licence applications in order to increase understanding of the development of the clubs and facilitate benchmarking.	LM	Documented data analysis.
MA.12	1	The licensor must establish and maintain a code of conduct which outlines the ethical values and standards that those involved in the national club licensing system must respect.	The licensor must define a code of conduct to ensure integrity within the national club licensing system. It must cover at least the following issues: <ul style="list-style-type: none"> - decision-making; - transparency; - conflict of interests; - gifts and favours. The code of conduct may also be part of the licensor's policy statement (→ MA.03).	TM	Code of conduct established, maintained and communicated to all those involved in the national club licensing system. Those involved in the national club licensing system understand the content of the code of conduct.

Ref.	Level	Requirement	Description	Responsibility	Evidence
MA.13	2	The licensor must know the needs of the clubs in respect of the future direction of the national club licensing system.	The licensor must take decisions on the development of the national club licensing system based on a thorough understanding of the clubs' needs.	TM	The top management understands the clubs' needs in respect of club licensing and considers their impact.
MA.14	2	In the form of an overview, the licensor must identify all processes required to effectively run the national club licensing system and show how they interact.	This overview, which may take the form of a process map, must include the core process (→ CP.01) as well as the system management and support processes.	TM	All processes are identified in the form of an overview. The way these processes interact and the way of monitoring and measuring them are defined and implemented. Those involved in the processes identified understand their role.

4.2 “RESOURCES” REQUIREMENTS

4.2.1 Introduction

In order to run the national club licensing system effectively, the licensor must ensure that there are adequate resources in terms of people and equipment and that all those involved are aware of the need for confidentiality and independence.

4.2.2 Objectives

Complying with these requirements will:

- ensure that the national club licensing system is staffed by the right number of people with the right skills;
- provide a positive and stimulating work environment;
- ensure that principles of confidentiality and independence are maintained.

4.2.3 Benefits

Meeting these objectives will:

- help ensure that the national club licensing system is operated effectively;
- maintain the credibility and reputation of the national club licensing system;
- improve overall satisfaction with the national club licensing system.

4.2.4 Overview of ‘resources’ requirements

Standard V2.0 consists of the following seven ‘Resources’ requirements, five of which are defined as mandatory Level 1 requirements:

Reference	Level	Subject
RE.01	1	Confidentiality
RE.02	1	Independence
RE.03	1	Job description
RE.04	1	Assessment of performance, competence and training needs
RE.05	1	Evaluation of training
RE.06	2	Evaluation of external suppliers
RE.07	2	Purchasing method

4.2.5 Requirements

Ref.	Level	Requirement	Description	Responsibility	Evidence
RE.01	1	<p>The licensor must establish a procedure for ensuring that all those involved in the national club licensing system respect the confidentiality of information.</p> <p>If a licence applicant is a public-listed entity, the licensor must pay particular attention to the handling of confidential information and the communication of any licensing decision.</p>	<p>The written procedure must describe the method by which written commitment to confidentiality is established and how to handle confidential information provided by the licence applicants.</p>	TM	<ul style="list-style-type: none"> - Procedure which defines how the commitment to confidentiality and the handling of confidential information is managed. - Confidentiality agreements signed by all those involved in the national club licensing system. - Handling of confidential information and communication of licensing decisions, particularly if related to public-listed entities, is in line with the procedure. - Those involved in the national club licensing system understand their responsibilities for ensuring confidentiality of information.

Ref.	Level	Requirement	Description	Responsibility	Evidence
RE.02	1	The licensor must establish a procedure for ensuring that all those involved in the national club licensing system respect the principles of independence.	<p>The written procedure must describe the method by which the independence of all those involved in the licensing system is declared annually.</p> <p>The procedure must reflect the principles of independence defined in the national club licensing regulations accredited by UEFA.</p> <p>The independence of the members of the decision-making bodies must be reviewed at the beginning of each meeting of the decision-making bodies.</p>	TM	<ul style="list-style-type: none"> - Procedure which defines how the principles of independence (→ MA.06) are implemented. - Annual independence declarations by all those involved in the national club licensing system. - Minutes of meetings of decision-making bodies which demonstrate that the procedure is followed. - Those involved in the national club licensing system understand their responsibilities in respect of the principles of independence.
RE.03	1	All those identified on the organisation chart must have a job description and understand their rights and duties.	<p>All those involved in the national club licensing system must be aware of the relevance of their activities and how they contribute to the achievement of the set objectives (→ MA.04).</p> <p>As a minimum, the written job description must define their responsibilities and identify the deputy to whom tasks may be delegated.</p> <p><u>Financial expert:</u> the appointed financial expert must comply with the minimum qualification requirements specified in the accredited national club licensing regulations.</p> <p><u>Members of decision-making bodies:</u> members of the decision-making bodies must be introduced to any newly accredited and approved national club licensing regulations and the requirements of Standard V2.0 before they undertake their duties.</p>	TM	<ul style="list-style-type: none"> - Duties and responsibilities (including deputy function) defined in writing. - Those involved in the national club licensing system understand their role and contribution to the achievement of the overall objectives. - Documented evidence that the financial expert meets the minimum qualification requirements. - Documented evidence that the members of the decision-making bodies have been introduced to any newly accredited and approved national regulations and the requirements of Standard V2.0 before they undertake their duties.

Ref.	Level	Requirement	Description	Responsibility	Evidence
RE.04	1	The licensor must appraise the performance and competence of those involved in the national club licensing system annually.	The licensor must ensure that the performance of at least the members of the licensing administration and the chairmen of the decision-making bodies are appraised annually. The appraisals must be documented and identify training needs, if any.	TM	Documented performance and competence appraisal.
RE.05	1	The licensor must evaluate any training or development action undertaken by those involved in the national club licensing system.	The assessment of the effectiveness of any training must be documented.	TM	Documented training evaluation.
RE.06	2	The licensor must evaluate and select external suppliers based on their ability to supply in line with its requirements.	The licensor must establish criteria for selecting, evaluating and re-evaluating external suppliers.	LM	Documented evidence of selection and evaluation.
RE.07	2	When purchasing products or services, the licensor must specify the approval requirements and method.	Purchasing information must include, where appropriate, the required qualifications of personnel performing the tasks and comply with the licensor's management system and the method for approving products or services received.	LM	<ul style="list-style-type: none"> - Purchase order records. - Documented evaluation of products or services received.

4.3 “DOCUMENTATION” REQUIREMENTS

4.3.1 Introduction

An effective document management system is of key importance for running the national club licensing system.

4.3.2 Objectives

Complying with these requirements will:

- improve the understanding of how the national club licensing system is operated;
- improve the effectiveness of the national club licensing system;
- ensure that all the records generated are properly filed and stored.

4.3.3 Benefits

Meeting these objectives will:

- reassure the clubs that the national club licensing system is run effectively;
- provide transparency and traceability of documents and records;
- reduce the running costs of the national club licensing system;
- provide an audit trail in the event of a dispute.

4.3.4 Overview of the ‘Documentation’ requirements

Standard V2.0 consists of the following six ‘Documentation’ requirements, four of which are defined as mandatory Level1 requirements:

Reference	Level	Subject
DO.01	1	Master list
DO.02	1	Filing and archiving system
DO.03	1	Method for identifying and tracing documents and records
DO.04	1	Return of originals
DO.05	2	Documents and record management procedure
DO.06	2	Quality manual

4.3.5 Requirements

Ref.	Level	Requirement	Description	Responsibility	Evidence
DO.01	1	The licensor must keep a master list of all documents related to the national club licensing system.	In order to establish an effective document management system, a master list must be kept which identifies all club-licensing-related documents, including forms and procedures, and specifies their current version. The licensor must ensure that the master list is kept up to date with the documents in use.	LM	<ul style="list-style-type: none"> - Complete and up-to-date list of club-licensing-related documents in use. - Those involved in the national club licensing system understand the purpose of the master list.
DO.02	1	The licensor must establish a procedure for filing and archiving written and electronic documents and records.	The written procedure must specify what kind of documents and records need to be kept, where and for how long. The length of time that documents and records must be kept must comply with national legislation, if any. As a minimum, it must be three years for documents and records relating to a licence application and ten years for documents relating to licensing decisions.	LM	<ul style="list-style-type: none"> - Procedure for filing and archiving of written and electronic documents and records. - Filing and archiving system is in line with the procedure.
DO.03	1	The licensor must establish a method for identifying and tracing any document and record related to the national club licensing system.	Each document and record related to the national club licensing system must be identifiable, e.g. by a version number or a date of issue. Documents and records related to a licence application must be traceable so that they can be retrieved at any time in the process.	LM	Evidence of some form of identification and ability to retrieve any document and record on request.

Ref.	Level	Requirement	Description	Responsibility	Evidence
DO.04	1	The licensor must safeguard the original documents and records provided by licence applicants.	<p>The licensor ensures that original documents and records provided by licence applicants are identified and protected and returned if required.</p> <p>If any original documents and records provided by a licence applicant are lost, damaged or found to be unsuitable, this must be reported to the owner.</p>	LM	<ul style="list-style-type: none"> - Original documents and records are identified. - Evidence of return to the licence applicants (if required). - Documented evidence of reported lost, damaged or unsuitable original documents and records, if applicable.
DO.05	2	The licensor must establish a procedure for managing documents and records.	<p>As a minimum, the written procedure must describe:</p> <ul style="list-style-type: none"> - how documents are approved prior to issue; - how documents are reviewed and updated; - how the current status of documents is identified; - how current versions are made available at point of use; - how documents are prepared for legibility and identification; - how external documents are identified and their distribution controlled; - how obsolete documents are identified; - how original documents or records are received, if applicable (→ see DO.04). 	LM	<ul style="list-style-type: none"> - Procedure for management of documents and records; - Document management system in place is in line with the procedure.
DO.06	2	The licensor must establish a quality manual.	<p>As a minimum, the quality manual must include:</p> <ul style="list-style-type: none"> - a definition and scope; - a master list of documents, forms and procedures in use; - a description of processes and interactions. 	LM	<p>Quality manual with the required minimum content.</p> <p>As a minimum, the representative of the licensor's top management and the licensing manager understand the purpose and content of the quality manual.</p>

4.4 “REVIEW & IMPROVEMENT” REQUIREMENTS

4.4.1 Introduction

In order to ensure continual improvement, the national club licensing system must be regularly assessed as to its effectiveness and agreed corrective action undertaken.

4.4.2 Objectives

Complying with these requirements will:

- ensure that matters raised by the clubs are dealt with effectively;
- review the overall performance of the club licensing system on a regular basis;
- ensure that management regularly reviews the approach;
- improve relations with the clubs.

4.4.3 Benefits

Meeting these objectives will:

- put in place a systematic approach to continuous improvement;
- reduce the risks associated with the national club licensing system;
- improve the satisfaction of the clubs.

4.4.4 Overview of ‘review & improvement’ requirements

Standard V2.0 consists of the following ten ‘review & improvement’ requirements, which are all defined as mandatory Level 1 requirements:

Reference	Level	Subject
IR.01	1	Complaints management
IR.02	1	Feedback from clubs
IR.03	1	Feedback from the chairmen of the decision-making bodies
IR.04	1	Internal control
IR.05	1	Risk assessment
IR.06	1	Applicability of accredited national club licensing regulations
IR.07	1	Adherence to code of conduct
IR.08	1	Corrective action
IR.09	1	Written analysis of outcome of activities required by IR.01 to IR.08 and comparison with set objectives
IR.10	1	Procedure for activities required by IR.01 to IR.09 and MA.08

4.4.5 Requirements

Ref.	Level	Requirement	Description	Responsibility	Evidence
IR.01	1	The licensor must record any complaints related to the national club licensing system.	The licensor must establish a method of recording and resolving complaints related to the running of the national club licensing system. Complaints may include comments on documentation, respect of deadlines, behaviour or the licensing process, and may come from any stakeholder.	LM	<ul style="list-style-type: none"> - Procedure for management of complaints. - Complaints are handled in line with the procedure.
IR.02	1	The licensor must obtain feedback from the clubs on their satisfaction with the national club licensing system.	Once a year at least, the licensor must seek feedback from the clubs on the national club licensing system and their level of satisfaction with the effectiveness of implementation by the licensor. A summary of the feedback received must be returned at least to the participating clubs.	LM	<ul style="list-style-type: none"> - Documented feedback from the clubs. - Summary of feedback returned to the clubs.
IR.03	1	The licensor must obtain feedback from the chairmen of the decision-making bodies on their satisfaction with the national club licensing system.	Once a year at least, the licensor must seek feedback from the chairmen of the decision-making bodies on their satisfaction with the national club licensing system and in particular with the decision-making process.	LM	Documented feedback from the chairmen of the decision-making bodies.
IR.04	1	The licensor must perform an internal control to assess the implementation of the national club licensing system in accordance with the requirements set out in this document.	Once a year at least, the licensor must assess compliance with the set requirements and draw conclusions (including recommendations if any) in writing.	LM	Documented outcome of internal control.

Ref.	Level	Requirement	Description	Responsibility	Evidence
IR.05	1	<p>The licensor must conduct a risk assessment of the national club licensing system.</p> <p>When major changes to resources or processes are planned the licensor must ensure that the impact on the national club licensing system is assessed and appropriate action taken to control any associated risks.</p>	<p>Once a year at least, the licensor must conduct a written risk assessment of the national club licensing system and its core process to identify potential risks.</p> <p>On the basis of this analysis, preventive action must be taken to ensure that the risks identified are under control and/or remain at an acceptable level.</p>	LM	Documented outcome of risk assessment and evidence that agreed preventive action has been taken.
IR.06	1	<p>The licensor must review the applicability of the accredited national club licensing regulations, including any exceptions granted, and communicate with UEFA if required.</p>	<p>Once a year at least, the licensor must conduct a review of the accredited national regulations and exceptions granted by UEFA to ensure that they are applicable for the next licensing season.</p> <p>Any requests for exceptions or changes to the accredited national regulations must be submitted to UEFA for approval/accreditation prior to the deadline communicated by UEFA.</p>	LM	<ul style="list-style-type: none"> - Documented outcome of the review of the applicability of the accredited national club licensing regulations, including any exceptions granted. - Documented UEFA response on submitted exception request(s). - Documented UEFA response on national regulations submitted for accreditation.
IR.07	1	<p>The licensor must verify whether those involved in the national club licensing system adhere to the principles in terms of the ethical values and standards set out in the code of conduct.</p>	<p>Once a year at least, the licensor must verify whether the code of conduct (→ MA.12) is understood and adhered to by those involved in the national club licensing system.</p> <p>This verification may be part of the internal control (→ IR.05).</p>	LM	Those involved in the national club licensing system understand the requirements of the code of conduct and how they impact on their behaviour.
IR.08	1	<p>The licensor must apply an appropriate method for implementing agreed corrective actions.</p>	<p>Corrective action may relate to issues identified during the club licensing process and in the annual review (→ MA.08).</p>	LM	Documented evidence of corrective action agreed on and undertaken.

Ref.	Level	Requirement	Description	Responsibility	Evidence
IR.09	1	<p>The licensor must analyse and interpret the outcome of the activities required by IR.01 to IR.08 and produce a summary report.</p> <p>The report must also include an examination of the set objectives (→ MA.04), i.e. the extent to which they have been achieved.</p> <p>The summary report must be discussed with the licensor's top management (→ MA.08).</p>	<p>Once a year at least, the licensor must review the national club licensing system and produce a summary report.</p> <p>As a minimum, the summary report must take into account the following:</p> <ul style="list-style-type: none"> - analysis of complaints received (→ IR.01); - feedback from the clubs (→ IR.02); - feedback from the chairmen of the decision-making bodies (→ IR.03); - outcome of internal audit (→ IR.04); - outcome of risk assessment (→ IR.05); - assessment of applicability of the national club licensing regulations (→ IR.06); - feedback on staff understanding of the code of conduct (→ IR.07); - status of agreed corrective action (→ IR.08); - current status of the national club licensing system compared to the set objectives (→ MA.04). 	LM	Summary report on the status of the national club licensing system taking into account the outcome of the activities required by IR.01 to IR.08 and a review of the set objectives.

Ref.	Level	Requirement	Description	Responsibility	Evidence
IR.10	1	The licensor must establish a procedure describing the frequency, method and responsibilities for the activities required by IR.01 to IR.09 and MA.08.	<p>The written procedure must describe, as a minimum, the frequency, method and responsibilities for:</p> <ul style="list-style-type: none"> - overview and status of complaints received (→ IR.01); - collection of feedback from the clubs (→ IR.02); - collection of feedback from the chairmen of the decision-making bodies (→ IR.03); - internal audit (→ IR.04); - risk assessment (→ IR.05); - assessment of applicability of national club licensing regulations (→ IR.06); - assessment of adherence to code of conduct (→ IR.07); - review of status of agreed corrective action (→ IR.08); - comparison between current status and set objectives of the national club licensing system (→ MA.04); - summary report on overall status of the national club licensing system for the annual review meeting with top management (→ IR.09); - annual review with top management (→ MA.08). 	LM	Procedure describing the activities to be performed according to IR.01 to IR.09 and MA.08.

4.5 “CORE PROCESS” REQUIREMENTS

4.5.1 Introduction

The licensor must define the method by which the core process of the national club licensing system is operated.

4.5.2 Objectives

Complying with these requirements will:

- lead to a consistent and transparent club licensing approach across Europe;
- demonstrate that the licensor runs the national club licensing system systematically and effectively;
- provide clarity to all those involved in the national club licensing system.

4.5.3 Benefits

Meeting these objectives will:

- improve clarity and transparency among all licensors;
- increase overall satisfaction with the national club licensing system;
- give the clubs confidence that they are all being dealt with in an equitable way.

4.5.4 Overview of ‘core process’ requirements

Standard V2.0 consists of the following three ‘Core Process’ requirements, all of which are mandatory Level 1 requirements:

Reference	Level	Subject
CP.01	1	Documented organisation of core process, including defined key steps
CP.02	1	Licensing process timetable
CP.03	1	Notification of licensing decisions to UEFA

4.5.5 Requirements

Ref.	Level	Requirement	Description	Responsibility	Evidence
CP.01	1	The licensor must document how the core process of the national club licensing system is organised.	<p>The following key process steps must be defined as a minimum:</p> <ul style="list-style-type: none"> - production and submission of licensing documentation to the clubs; - checking that licensing documentation received from licence applicants is complete; - assessment of licensing documentation by the licensing administration; - receipt of licence applicant's representation letter by the licensor; - decision-making process (→ MA.07); - communication of licensing decisions to licence applicants; - notification of licensing decisions to UEFA (→ CP.03); - monitoring of licensees during season for which licences have been granted. <p>The documentation may take the form of a flowchart or a narrative description and must include the persons responsible.</p>	LM	<ul style="list-style-type: none"> - Documented process including the defined key steps and persons responsible. - Licence applications have followed the defined key process steps. - Licence applications have adhered to the set timetable (→ CP.02).
CP.02	1	The licensor must produce a timetable for the licensing process management which must be officially communicated to the clubs.	The licensing process timetable must specify the key deadlines for the submission of documents and communication of decisions.	LM	<ul style="list-style-type: none"> - Timetable provided to the clubs. - Licence applications have adhered to the defined timetable.

Ref.	Level	Requirement	Description	Respon- sibility	Evidence
CP.03	1	The licensor must provide UEFA with a list of licensed clubs by the deadline communicated by UEFA.	The licensor must notify UEFA of its licensing decisions by the deadline set by UEFA.	TM	<ul style="list-style-type: none"> - Duly completed and signed 'list of licensed clubs'. - Documented evidence of notification to UEFA by the set deadline.

APPENDIX I: REFERENCE TABLE STANDARD V1.0 – STANDARD V2.0

This table indicates where the requirements contained in Standard V1.0 can be found in Standard V2.0:

Standard V1.0	Requirement	Standard V2.0
Section 5.2 – Management commitment		
M.01	Management commitment	MA.01
M.02	Accredited national club licensing regulations	MA.02
M.03	Annual review of exceptions	IR.05
M.04	Documented policies and objectives	MA.03, MA.04
M.05	Organisation chart of club licensing administration	MA.05
M.06	Job descriptions	RE.03
M.07	Definition of deputy	RE.03
M.08	Two decision-making bodies	MA.06
M.09	Annual review	MA.08
M.10	Internal and external communication	MA.09
Section 5.3 – Resources		
R.01	Confidentiality agreement	RE.01
R.02	Independence agreement	RE.02
R.03	Annual review of independence of members of decision-making body	
R.04	Check of independence of decision-making body members at beginning of each meeting	
R.05	Staff involved understand their duties	RE.04
R.06	Annual competence review	
R.07	Annual assessment of training needs	
R.08	Evaluation of training undertaken	RE.05
R.09	Training records	
R.10	Access to UEFA extranet	MA.10
R.11	List of externals involved in assessing compliance with technical criteria	deleted

Standard V1.0	Requirement	Standard V2.0
Section 5.4 – Documentation and records		
D.01	Master list of all procedures	DO.01
D.02	Filing and archiving procedure	DO.02
D.03	Filing system for licence applications	
D.04	Issue status of all documents in use	DO.03
D.05	Return of original documents	DO.04
Section 5.5 – Internal control plan		
ICP.01	Feedback from clubs	IR.01, IR.02
ICP.02	Internal control	IR.04
ICP.03	Method of collecting and reviewing data to increase efficiency of national club licensing system	IR.09
ICP.04	Risk assessment	IR.05
ICP.05	Record of all criteria requiring calibration	deleted
Section 5.6 – Core process		
CP.01	Description of licensing process incl. key steps	CP.01
CP.02	Production of documents for distribution to clubs	
CP.03	Distribution of documents to licence applicants	
CP.04	Submission of licence applications	
CP.05	Check documents received	
CP.06	Check licence application complete	
CP.07	Allocation of documents to experts	
CP.08	Checking of licence application by experts	
CP.09	Evaluation of need for additional information	
CP.10	Review of expert reports by LM	
CP.11	LM reports to FIB on outcome of assessment	
CP.12	FIB decision on licence application	
CP.13	AB notified of licence refusal	
CP.14	Submission of FIB decision to AB	
CP.15	AB decision	
CP.16	Licence issued	
CP.17	Licence refused	
CP.18	UEFA notified of licensing decisions	CP.03

APPENDIX II: REFERENCE TABLE ISO STANDARD 9001:2000 – STANDARD V2.0

This table shows where the requirements of ISO Standard 9001:2000 can be found in Standard V2.0.

Standard ISO 9001:2000		Standard V2.0
Reference	Title	Reference
4 - Quality management system		
4.1	General requirements	MA.14 / CP.01
4.2	Documentation requirements (<i>title only</i>)	–
4.2.1	General	MA.03 / MA.04 / MA.14 / DO.05 / DO.06
4.2.2	Quality manual	DO.01 / DO.06
4.2.3	Document control	DO.01 / DO.02 / DO.03 / DO.04 / DO.05
4.2.4	Record control	DO.01 / DO.02 / DO.03 / DO.04 / DO.05
5 - Management responsibility		
5.1	Management commitment	MA.01 / MA.03 / MA.04 / MA.05 / MA.08 / MA.09
5.2	Client focus	MA.13
5.3	Quality policy	MA.03
5.4	Planning (<i>title only</i>)	–
5.4.1	Quality objectives	MA.04
5.4.2	Quality management system planning	CP.01 / MA.14
5.5	Responsibility, authority and communication (<i>title only</i>)	–
5.5.1	Responsibility and authority	MA.05
5.5.2	Management representative	MA.01
5.5.3	Internal communication	MA.09
5.6	Management review (<i>title only</i>)	–
5.6.1	General	MA.08
5.6.2	Review input	MA.08 / IR.09
5.6.3	Review output	MA.08 / IR.09

Standard ISO 9001:2000		Standard V2.0
Reference	Title	Reference
6 - Resource management		
6.1	Provision of resources	MA.10
6.2	Human resources (<i>title only</i>)	–
6.2.1	General	MA.10 / RE.03
6.2.2	Competence, awareness and training	RE.04 / RE.05
6.3	Infrastructure	MA.10
6.4	Work environment	MA.10
7 - Product realisation		
7.1	Product realisation plan	CP.01
7.2	Client-related processes (<i>title only</i>)	–
7.2.1	Identification of product-related requirements	MA.13 / CP.01 / CP.02
7.2.2	Review of product-related requirements	CP.01
7.2.3	Client communication	MA.09 / RE.01 / CP.01 / CP.02 / CP.03
7.3	Design and development (<i>title only</i>)	–
7.3.1	Design and development planning	n/a
7.3.2	Design and development inputs	n/a
7.3.3	Design and development outputs	n/a
7.3.4	Design and development review	n/a
7.3.5	Design and development verification	n/a
7.3.6	Design and development validation	n/a
7.3.7	Control of design and development changes	n/a
7.4	Purchasing (<i>title only</i>)	-
7.4.1	Purchasing process	RE.06 / RE.07
7.4.2	Purchasing information	RE.06 / RE.07
7.4.3	Verification of purchased product	RE.06 / RE.07
7.5	Production and service provision (<i>title only</i>)	–
7.5.1	Control of production and service provision	CP.01
7.5.2	Validation of processes for production and service provision	n/a
7.5.3	Identification and traceability	DO.03

Standard ISO 9001:2000		Standard V2.0
Reference	Title	Reference
7.5.4	Client property	DO.04
7.5.5	Preservation of product	n/a
7.6	Control of monitoring and measuring devices	n/a
8 - Measurement, analysis and improvement		
8.1	General	IR.01 to IR.10
8.2	Monitoring and measurement (<i>title only</i>)	–
8.2.1	Client satisfaction	IR.01 / IR.02 / MA.11 / MA.13
8.2.2	Internal audit	IR.04
8.2.3	Monitoring and measurement of processes	IR.09 / IR.10
8.2.4	Monitoring and measurement of product	IR.09 / IR.10
8.3	Control of non-conforming product	CP.01
8.4	Analysis of data	IR.09 / IR.10
8.5	Improvement (<i>title only</i>)	–
8.5.1	Continual improvement	MA.08 / IR.09
8.5.2	Corrective action	MA.08 / IR.08 / IR.09 / IR.10
8.5.3	Preventive action	MA.08 / IR.05 / IR.10

