



THE COPA OPERATING STANDARD

STANDARD OVERVIEW

A concise orientation to the Standard,
its purpose, architecture and how to use it.

copagrc.co.uk

FOOTBALL GOVERNANCE

GOOD GOVERNANCE
IN SPORT

RISK MANAGEMENT
IN FOOTBALL

CLUB
LICENSING
REGULATIONS


COPA OPERATING STANDARD

COMPLIANCE
FRAMEWORKS

FINANCIAL
SUSTAINABILITY

Regulation is the catalyst. The opportunity is a better-run club.

The Standard helps clubs turn a changing regulatory environment into stronger operating capability.

Clubs start from different positions

The Standard respects existing capability and different levels of resource, complexity and pressure.

GRC should improve the club

Better governance, risk and compliance capability should support visibility, decisions, resilience and ambition.

It is not IFR guidance

The Standard is an independent practical framework, not a compliance checklist or prescribed structure.

BETTER OPERATING CAPABILITY BUILDS BETTER FOOTBALL CLUBS

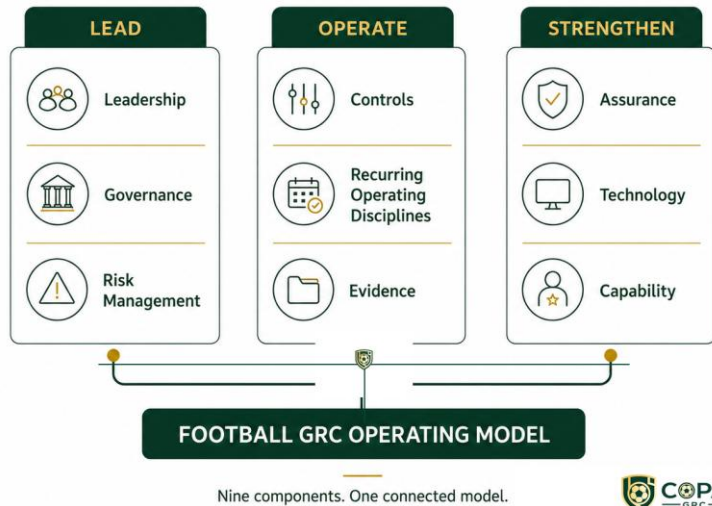
FIGURE ES.1 | THE VALUE OF GOOD GRC CAPABILITY



One model. One connected club view.

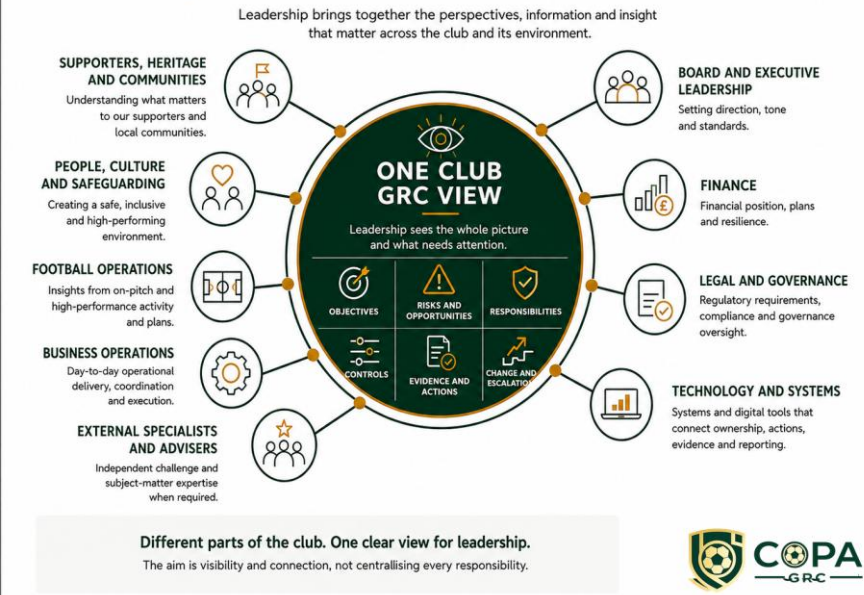
The Standard explains how the nine GRC components connect into the way a football club is directed, managed and monitored.

FIGURE ES.2 | THE FOOTBALL GRC OPERATING MODEL



The Football GRC Operating Model

FIGURE ES.6 | ONE CONNECTED CLUB GRC VIEW



One Connected Club GRC View

The Full Standard develops the complete 13-chapter reference framework behind these ideas.

Use the right asset for the right job.

The Standard Overview is the front door. The Leadership Guide is the primary practical guide. The Full Standard is the detailed reference.



Recommended use: read the Leadership Guide first, then use the Full Standard when more depth or reference is useful.