



COPA UNITED APPLICATION CASE

Inside the COPA IFR Application

Illustrative independent case study

A credible IFR application is not just a completed form. It is a connected exercise in evidence, judgement, financial resilience, governance and club-wide readiness.

The application is the visible output. The real work is making sure the club can stand behind what it says.



Live use would require current IFR portal/templates, current club evidence, final approvals and a material-change check.

THE VISIBLE OUTPUT



Application submission



THE HIDDEN SUPPORTING WORK



Financial plan and stress testing



Funding and liquidity evidence



Ownership, control and Senior Managers



Club Governance Code



Fan engagement and Additional Duties



Evidence, reconciliation and sign-off

1



INTEGRATED APPLICATION

4



NATIVE ATTACHMENTS

4



SUPPORTING DOCUMENTS

11



REQUIREMENT OUTPUTS



THE APPLICATION IS THE VISIBLE OUTPUT.
THE REAL WORK IS MAKING SURE THE CLUB
CAN STAND BEHIND WHAT IT SAYS.



What sits behind the submission

For COPA United, producing the application meant bringing together information, evidence and judgement from across the club. Each answer had to connect back to credible underlying arrangements.

1 Financial viability

Needs to show

A credible plan and the ability to keep operating.

Sits behind it

Historicals, forecasts, cash flow, assumptions, liquidity and reconciliation.

2 Funding and liquidity

Needs to show

Required support is credible and available when needed.

Sits behind it

Funding need, timing, provider capacity, commitments, source-of-funds evidence and contingencies.

3 Stress testing and downside resilience

Needs to show

The club understands the consequences if assumptions fail.

Sits behind it

Downside scenarios, cash impact, triggers, mitigations, escalation and Board oversight.

4 Ownership, control and Senior Managers

Needs to show

Who controls the club and who carries significant responsibility.

Sits behind it

Ownership chain, voting rights, connected entities, authority, delegation and change routes.

5 Club Governance Code

Needs to show

Governance aligns with the Code and operates in practice.

Sits behind it

Board and committee arrangements, delegated authorities, risk/internal control oversight, EDI governance and evidence.

6 Fan engagement and Additional Duties

Needs to show

Wider duties are understood and evidenced.

Sits behind it

Consultation routes, protected matters, supporter engagement, policies, reporting and records.

7 Final execution and sign-off

Needs to show

The final submission is complete, current and properly approved.

Sits behind it

Evidence checks, reconciliation, current actuals, Board approval, declaration and material-change review.

Requirement > Owner > Evidence > Analysis > Challenge > Approval > Submission

A strong application is built through a controlled chain, not by drafting answers in isolation.

What this means for clubs



A comprehensive application tests whether plans, governance, evidence and accountability actually connect when challenged.

01 The application tests the club, not just the drafting

Strong narrative cannot compensate for weak ownership, inconsistent evidence or assumptions that do not withstand challenge.

02 Financial resilience is more than a forecast

A club needs to understand funding, timing, downside pressure and what management can realistically do in response.

03 The Club Governance Code has to operate in practice

Board oversight, risk, internal control and EDI need evidence of operation, not policy wording alone.

04 Regulatory readiness is cross-club

Finance, ownership, governance, supporters, Senior Managers, evidence and regulatory obligations need to tell the same story.

05 Submission is not the end

Licence commitments, changes, evidence and responses need to remain current after the application is made.

APPLICATION CONTROL CHAIN

1 Build the response

Bring strategy, finance, ownership, governance, fans and personnel into one coherent application.

2 Reconcile the evidence

Cross-check assumptions, facts, funding, ownership records, attachments and source consistency.

3 Approve and submit

Use current IFR portal/templates and complete final actuals, approvals and declarations.

4 Maintain and update

Keep commitments, changes, evidence and regulatory responses live after submission.

How COPA helps

COPA helps clubs turn complex regulatory requirements into a structured, manageable and connected exercise. The aim is not simply to complete an application. It is to help the club understand the requirement, test the underlying position and create one coherent view leadership can rely on.

[Explore the wider COPA United case study](#)