



# Club Guidance Handbook



LFE was established by  
The English Football League  
and The Professional  
Footballers' Association



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# Welcome

On behalf of LFE, it is my pleasure to provide an introduction to our guidance book for Football Clubs participating in the ASE programme.

Firstly, I would like to take this opportunity to thank all clubs for their continued support across all areas of the ASE programme.

In recent years this has contributed to an Outstanding Ofsted report, the consistently high attainment rate of apprentices - with over 94 per cent of players achieving all the academic elements of the programme last year - and LFE being ranked as one of the best providers in England.

These achievements would not have been possible without the supportive attitude shown by club staff and is a glowing endorsement of the programme. The dedication of all staff involved in the day-to-day operation of the programme ensures we deliver the very best we can for our apprentice players year after year.

Our recent club meetings outlined how we aim to maintain the service we provide to support apprentices and clubs in light of the Apprenticeship reforms, which will see the existing framework eventually be replaced by the Sporting Excellence Professional Standard.

We are committed to ensuring that clubs are informed of changes to the work-based learning landscape, as more information becomes available from the government.



Sarah Stephen  
Chief Executive



LFE will continue to offer a Life Skills programme to broaden opportunities, awareness and learning and development, to ensure that apprentices and clubs are viewed in a positive manner by those inside and outside the game.

We will continue to provide support for clubs having an ombudsman re-visit or a new audit. We will also arrange the Health and Safety visits to ensure that all clubs can meet the relevant conditions around Health and Safety.

We are committed to offering continuous support and guidance around all the educational issues that need to be tackled, including at the Youth Development.

I would also urge all clubs to continue to protect the integrity of the two-year Scholarship Agreement signed by all apprentices by ensuring that every young player is given equal access to the games programme and by allowing each player the opportunity to complete the full programme.

Your support across these areas will enable LFE to meet retention targets and increase successful outcomes for apprentices who engage with our Progression work.

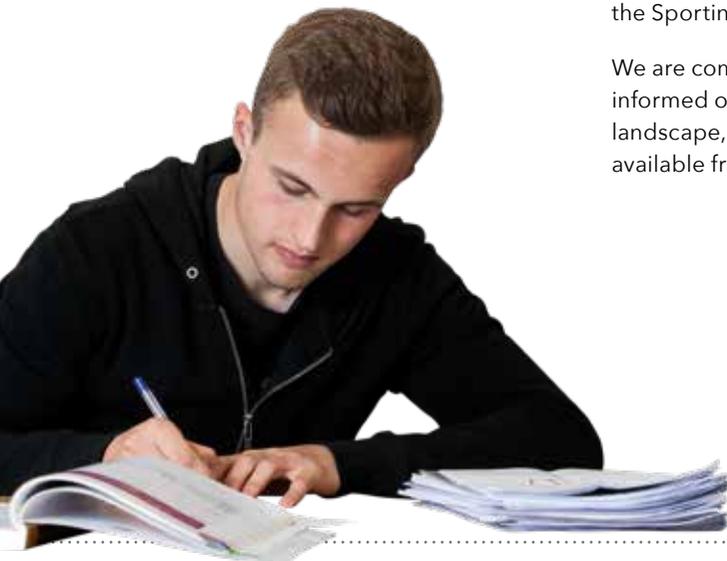
This includes personal development at 'My Future Today' events, Assessment Trials, European Football placements and Education and Employment opportunities.

The ability to maintain your commitment in this area remains critical to successful apprentice achievement of the full framework. Achievement, retention and onward progression continue to be the barometer against which LFE and individual clubs are judged by Government agencies.

We are confident that the vast majority of clubs are capable of maintaining high levels of achievement to meet current and future national requirements. Understanding the key issues and challenges is important to all club staff and so we trust that you will find the latest version of the Club Guidance Book to be a valuable aid in appreciating how you can support the apprentices and the ASE programme.

If you have any questions regarding the programme you will find staff details in the back of the publication, so please contact us and use our website [www.lfe.org.uk](http://www.lfe.org.uk) for further information.

LFE will continue to provide the highest possible level of care and support, and we recognise that thanks to your commitment we are not only helping to produce the professional players of tomorrow but also well rounded individuals who are prepared for life beyond football.



# Apprenticeship in Sporting Excellence (ASE)

This section gives a brief outline of the components that make up the ASE framework and the process that is undertaken to ensure that apprentices' individual needs are identified and met over the course of the two-year programme.

## The ASE Framework

LFE is funded by the Education and Skills Funding Agency (ESFA) and the European Social Fund (ESF) to deliver the Apprenticeship in Sporting Excellence (ASE).

**NVO Diploma in Achieving Excellence in Sports Performance (Level 3)**  
Football Technical Development

**Functional Skills (Level 2)**  
English & Mathematics

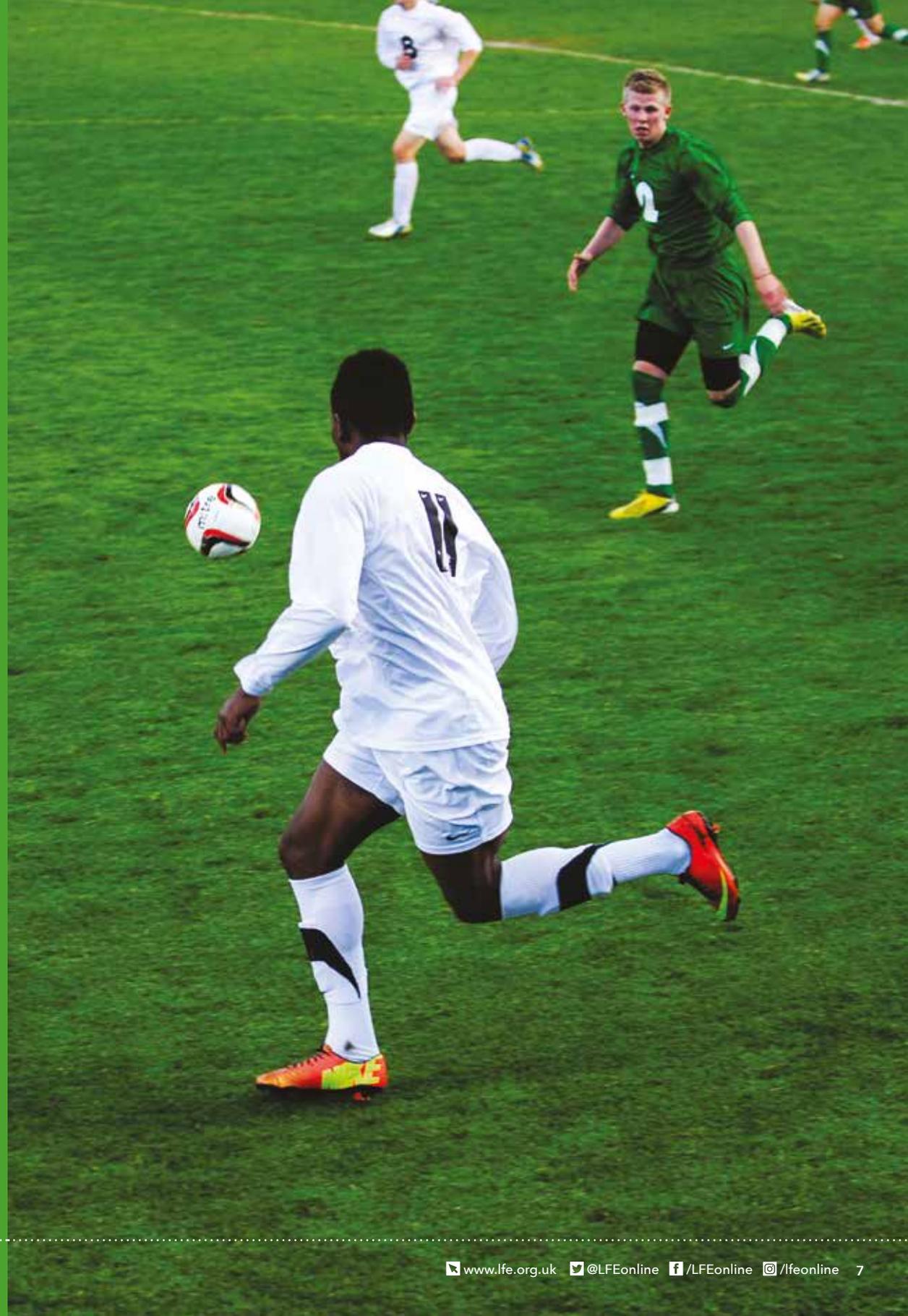


**Apprenticeship in Sporting Excellence (ASE)**

**Certificate in Football Coaching (Level 2)**

**Technical Certificate (Level 3)**  
BTEC Subsidiary/Diploma/Extended Diploma

\* Please note delivery of the Level 2 Certificate in Coaching qualification, as part of the Framework, will be subject to funding.



## The Apprenticeship in Sporting Excellence (ASE)

### Initial Assessment

Initial Assessments are carried out with every apprentice. Where possible, LFE Regional Officers undertake initial assessments in partnership with:

- Parents/guardians
- The Education & Welfare Officer/Academy Manager
- A tutor from the dedicated educational establishment

The assessment is normally carried out between March and June and will enable the apprentice to be placed on the most appropriate educational programme based upon his expected GCSE results.

### Final Assessment

A second assessment (to include the appropriate personnel) will take place in late August/early September when the apprentices have had their GCSE results confirmed.

### Induction

This should be carried out online prior to the start of the programme or during the first few weeks of the apprenticeship. LFE provides each club with a set of standard induction units that includes the following topics:

- ASE Educational Framework
- Employment Rights and Responsibilities
- Club Rules and Regulations
- Health & Safety
- Equality of Opportunity
- Drugs Awareness
- Apprentice Wellbeing
- Safeguarding

### Apprentice Reviews

Apprentice reviews are conducted with Regional Officers and are recorded on the Education Management System (EMS). The review process clearly establishes the level of progress made, and agreed actions for each apprentice. LFE Regional Officers are responsible for coordinating this process.

Reviews will be conducted in the following areas:

1. NVQ Diploma in Achieving Excellence in Sports Performance (completed by the Tutor Assessor)
2. Technical Certificate (completed by the education/college tutor)
3. Functional Skills English and Maths (completed by Functional Skills tutor if appropriate)
4. Club Comments (completed by a member of club staff e.g. The Under-18 Coach, Education Officer etc)
5. Overall individual review (conducted by the LFE Regional Officer)

### Review Cycle

Reviews will be conducted at a maximum of 12 weekly intervals. It is essential that apprentices are available for reviews.

The only acceptable absences from reviews are as follows:

- Apprentices selected for the first team or international duty
- Apprentices involved in FA Youth Cup matches
- Apprentices who produce a sick note from the doctor or club physiotherapist

### The Football Development Programme

The football training programme will cover:

- Pre-season training - this period of time is used to ensure that the apprentice will be able to meet the fitness requirements for professional football. Clubs will carry this out according to individual club policy
- Football training - this will include work on technical skills, teamwork, physical conditioning and psychology
- Football coaching
- Assessments of progress - apprentices will be evaluated on technical ability, teamwork, character and physical condition
- Theory of football tactics

### Education

The educational programme has been specifically designed for elite athletes and is based around nationally recognised qualifications. The educational programme will consist of the following fixed elements:

- NVQ Diploma in Achieving Excellence in Sports Performance (Level 3)
- Technical Certificate (Level 3)
- Functional Skills (Level 2)
- \*Certificate in Coaching (Level 2)



» Individual apprentice reviews are conducted in order to ensure that all apprentices can fulfil their true potential«





**NVQ Level 3 Diploma in Achieving Excellence in Sports Performance**

This qualification offers the apprentice, as an elite or potentially elite athlete, to get certificated recognition of the skills, knowledge and understanding that they are developing in their quest for excellence.

**Personal Learning and Thinking Skills**

Comprise of six groups of skills that, alongside English and Mathematics, are essential to learning, life and work:

- Independent enquiry
- Reflective learning
- Team work
- Creative thinking
- Self management
- Effective participation

These skills will be mapped in to units of the NVQ Diploma.

**Employment Rights & Responsibilities (ERR)**

Are incorporated into the NVQ Diploma (Level 3) and club induction.

## The Apprenticeship in Sporting Excellence (ASE)

### What is evidence?

To claim competence for an NVQ unit the apprentice needs to gather evidence which shows that they have met the standards. It is important that the evidence is easily understood so that it can be checked against the standards, by both the assessor and the awarding body.

Evidence can take many forms, including:

- Direct observation of performance by the assessor
- Products of work
- Authenticated statement - witness testimony
- Personal statement
- Outcomes from questioning
- Outcomes from simulation (For Health and Safety and Communication unit)
- Accreditation of Prior Learning (APL) - evidence from the past

It is important that the evidence is:

- Valid - it relates to the relevant NVQ standard
- Authentic - the evidence, or an identified part of it (e.g. a report), was produced by the apprentice
- Consistent - achieved on more than one occasion
- Current - usually not more than two years old
- Sufficient - covers all the performance and knowledge requirements laid down in the standards

Many of the procedures that the apprentice follows within the club will provide the required evidence. Examples of this include:

- Reviewing performance with the coach
- Analysing the apprentice's career with the club's Education Officer
- Participating in fitness testing / physical conditioning
- Participating in competitive games and training
- Managing lifestyle appropriately

### Demonstrating knowledge, understanding and skills

In order to meet the standards, the apprentice may also be required to prove knowledge and understanding. Each unit contains a list summarising the knowledge, understanding and skills a candidate must possess.

Evidence of how these have been achieved and applied could be included in the performance evidence as one or all of the following:

- Descriptions of why a particular approach was used
- Personal reports about the learning process
- Reflective reports which include how a theory or principle was applied
- Assessment interviews
- Assessment tests
- Responses to questioning

These should be included in the apprentice's portfolio.

### How will the assessor check that the apprentice has the knowledge and understanding listed in the standards?

For some units, it will be clear to the assessor that the apprentice has the required knowledge and understanding from how they carry out their work. This is often referred to as knowledge and understanding apparent from performance.

There will be other occasions though, when the assessor will be unsure if the apprentice has the required knowledge and understanding. This could be because the assessor has not had the opportunity to observe all the achievements criteria and evidence of achievement during assessment. In these situations, the assessor may wish to assess the apprentice's knowledge and understanding by asking questions. These questions can be given orally or in writing.

The assessor could also check that the apprentice has the required level of knowledge and understanding by asking them to produce personal statements or to complete a project or assignment.

### Who is involved with the NVQ?

A number of individuals and organisations have parts to play in NVQ assessment. Their roles have been designed to guarantee fair, accurate and consistent assessment.

An outline of the various individuals involved with NVQ and their specific roles can be found below.

### Partnerships

You should also be aware that LFE is constantly looking to enter into partnerships with organisations that will make a positive contribution to the ASE programme.

Who are they?	What is their role?
<b>Candidates</b> The person who wants to achieve the NVQ (the apprentice).	Need to show they can perform to national occupational standard in order to be awarded an NVQ or unit(s).
<b>Assessors</b> An experienced person in the same area of work as the candidate, e.g. the coach at the club.	Judge the evidence of a candidate's performance, knowledge and understanding against the national standards.  Decide whether the candidate has demonstrated competence.
<b>Internal Verifiers*</b> Individuals appointed by the approved centre to ensure the quality of assessment within the centre.	Advise assessors and maintain the quality of assessment in a centre.  Systematically sample assessments to confirm the quality and consistency of assessment decisions.
<b>Approved centres</b> LFE is the approved centre for Achieving Excellence in Sports Performance.	Manage assessment on a day-to-day basis.  Must have effective assessment practices and internal verification procedures.  Must meet criteria laid down by awarding bodies and be able to provide sufficiently competent assessors and internal verifiers.
<b>External Verifiers*</b> Individuals appointed by the awarding body to ensure that standards are being applied uniformly and consistently across all centres offering the NVQ.	Check the quality and consistency of assessments, both within and between centres, by systematic sampling.  Make regular visits to centres to ensure they still meet the criteria to deliver NVQ's.

\* Assessors and internal verifiers are required to have occupational expertise in the NVQ's that they are assessing / verifying. They must also have, or be working towards, an appropriate qualification in assessment and verification.

## The Apprenticeship in Sporting Excellence (ASE)

### NVQ Appeals Process

This section sets out a procedure which aims to ensure that all apprentices are assessed fairly and consistently without prejudice when proving competence in their chosen Vocational Related Qualification (VRQ) programme and that they also comply with the Appeals procedure for challenges to assessment decisions.

### Scope

1. This procedure applies to the NVQ level 3 - Achieving Excellence in Sports Performance, delivered by LFE.
2. This procedure indicates how to make an appeal where an assessment decision has been made for any part of a unit of competence, and the apprentice does not concur with that decision.

Where an apprentice disagrees with the assessment of a piece of work they can appeal against the decision of the assessor.

### Description

#### Stage One

1. The apprentice appeals to his assessor during / at the end of an assessment by completing section 1 of the apprentice appeals form. The written appeal must be within 7 working days of the assessment being returned.
2. The assessor must respond in writing within 5 working days by completing section 2 of the apprentice appeals form. The response should be:
  - A clear explanation of the assessment decision and a re-affirmation of the assessment decision
  - An amendment to the assessment record, or
  - A referral to stage 2 and the completion of the apprentice appeals form

If the apprentice remains unhappy with the decision, the apprentice then informs the assessor that he wishes to appeal to the Internal Verifier (stage 2).

#### Stage Two

1. The assessor sends the apprentice appeals form to the nominated Internal Verifier. In addition, the assessor provides the original assessment record and, if appropriate, the apprentice's evidence for the appeal.
2. Upon receipt of the form the nominated Internal Verifier must reconsider the assessment decision by collecting and evaluating all of the evidence. This must be carried out within 10 working days.
3. The Internal Verifier then either:
  - Re-affirms the assessors' decision
  - Amends the assessors' decision
  - Completes section 3 of the apprentice appeals form and informs the apprentice of their decision both verbally and in writing.

If the apprentice is still dissatisfied with the decision the appeal proceeds to stage three.

#### Stage Three

1. Upon receipt of the Apprentice Appeal Form and supporting evidence, the Lead Internal Verifier convenes an Assessment Appeals Panel meeting within 5 working days. Details of the composition of the panel and its term of reference are sent to the apprentice.
2. The appeals panel reconsiders all the evidence available and makes a decision. The decision of the appeals panel is final and will be conveyed in writing to the apprentice within 5 working days.
3. A copy of the letter together with the Apprentice Appeals Form (with section 4 completed) will be added to the apprentice's record and made available to the appropriate external verifier.

#### Stage Four

1. If an appeal is not upheld by LFE the apprentice has the right to seek a further appeal through the External Verifier, appointed by the Awarding Body.
2. Such a request should be done in writing addressed to the External Verifier through LFE's centre co-ordinator and should include the original appeal; the centres findings; a summary report of the conduct of the appeal and a short statement by the apprentice, where they believe the conduct of the appeal hearing to have failed.
3. In some circumstances, the participant may need to meet with the External Verifier.
4. Following a final decision by the External Verifier, the participant will be informed by LFE's centre-co-ordinator of the outcome in writing.

» Where an apprentice disagrees with the assessment of a piece of work they can appeal against the decision of the assessor. «



## The Apprenticeship in Sporting Excellence (ASE)

### BTEC Level 3: Subsidiary Diploma in Sport

<b>▶ Mandatory Units (3)</b>
Principles of Anatomy and Physiology in Sport
The Physiology of Fitness
Assessing Risk in Sport
<b>▶ Mandatory Specialist Units (1)</b>
Fitness Testing for Sport and Exercise
Principles and Practices in Outdoor Adventure
<b>▶ Optional Units (3)</b>
Fitness Training and Programming
Sports Coaching
Sports Development
Fitness Testing for Sport and Exercise
Practical Team Sports
Practical Individual Sports
Outdoor and Adventurous Activities
Sports Nutrition
Current Issues in Sport
Leadership in Sport
Exercise, Health and Lifestyle
Instructing Physical Activity and Exercise
Psychology for Sports Performance
Physical Education and the Care of Children and Young People
Work Experience in Sport
Technical and Tactical Skills in Sport
The Athlete's Lifestyle

### BTEC Level 3: Diploma in Sport

<b>▶ Mandatory Units (9)</b>
Principles of Anatomy and Physiology in Sport
The Physiology of Fitness
Assessing Risk in Sport
Fitness Training and Programming
Fitness Testing for Sport and Exercise
Sports Nutrition
Psychology for Sports Performance
Technical and Tactical Skills in Sport
The Athlete's Lifestyle
<b>▶ Optional Units (4)</b>
Sports Coaching
Practical Team Sports
Current Issues in Sport
Instructing Physical Activity and Exercise
Sports Injuries
Analysis of Sports Performance
Sport and Exercise Massage
Rules, Regulations and Officiating in Sport
Work Experience in Sport
Sports Facilities and Operational Management
Profiling Sports Performance

### BTEC Level 3: Extended Diploma in Sport

<b>▶ Mandatory Units (9)</b>
Principles of Anatomy and Physiology in Sport
The Physiology of Fitness
Assessing Risk in Sport
Fitness Training and Programming
Fitness Testing for Sport and Exercise
Sports Nutrition
Psychology for Sports Performance
Technical and Tactical Skills in Sport
The Athlete's Lifestyle
<b>▶ Optional Units (10)</b>
Sports Coaching
Practical Team Sports
Current Issues in Sport
Exercise, Health and Lifestyle
Instructing Physical Activity and Exercise
Sports Injuries
Analysis of Sports Performance
Talent Identification and Development in Sport
Sport and Exercise Massage
Rules, Regulations and Officiating in Sport
Organising Sports Events
Physical Education and the Care of Children and Young People
Sport as a Business
Work Experience in Sport
Sports Facilities and Operational Management
Profiling Sports Performance
Research Investigation in Sport and Exercise Sciences
Laboratory and Experimental Methods in Sport and Exercise Sciences

### Technical Certificate

There will be some flexibility with regard to the technical certificates that will help form the apprenticeship framework. This should have been discussed with the apprentice at Initial and Final Assessments with an LFE Regional Officer and will be subject to anticipated/confirmed GCSE results. The current technical certificate pathways are as follows:

- BTEC Subsidiary / 90 Credit Diploma / Diploma / Extended Diploma

### BTECs

The BTEC Subsidiary Diploma has 7 units, the 90 Credit Diploma has 10 units, the Diploma in Sport has 13 units and the BTEC Extended Diploma has 19 units. There are a set number of core units but most subjects have a choice of what optional units to take.

### Course Length and Duration

The BTEC Subsidiary Deiploma in Sport qualification should be completed over one year, while the Diploma and Extended Diploma should be completed over two years.

### Level 2 Functional Skills

Functional Skills are skills that are commonly needed for success in a range of activities in education, training, work and life in general.

Functional Skills aim to deal with:

- Mathematics
- English

Apprentices will be exempt from these qualifications if they have achieved GCSE grades 9-4 in Maths or English Language (Equivalent to A-C in previous years).

### Level 2 Certificate in Coaching

As part of the programme, each apprentice will also undertake the 1st4Sport Level 2 Certificate in Coaching. This includes units on:

- Coaching principles and ethics
- Planning coaching sessions
- Conducting coaching sessions



# Equality of Opportunity

LFE has a wide range of strategies to support the learner and the club during the ASE programme to ensure that every apprentice receives Equality of Opportunity.

## Our Position & Commitment

LFE is fully committed to a policy of Equality of Opportunity. We aim to ensure that staff at all levels work in an environment free from any discrimination on the grounds of age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity.

At the same time we also work hard to ensure that every apprentice is treated fairly and is encouraged to develop to his full potential in all aspects of his training. LFE will seek to ensure that apprentices do not suffer any form of discrimination and that they are supported to understand their rights and responsibilities during the two-year programme.

LFE will discuss equality awareness with apprentices during progress reviews to monitor their understanding and experience during training. Clubs and apprentices will be able to access a wide range of support provided by LFE, starting with induction, right through to extensive exit and progression activities.

During the year LFE will provide clubs, apprentices and Education Providers with the opportunity to comment on how we manage the ASE programme and to suggest any changes that might be beneficial.

LFE will continue to work in partnership with The EFL and Premier League on anti-discrimination and inclusiveness awareness.

In addition, LFE continues to work with Kick It Out to deliver diversity training at football clubs. This work will continue in the 2018-19 season.

## Club Responsibility

There is a significant amount of legislation to address discrimination, which clubs should be aware of, designed to ensure that each individual is treated equally and fairly.

All clubs should have policies and procedures in respect of Equality and Diversity. LFE reserve the right to ask clubs for their equality documentation at any time.

LFE expect all clubs to attend The EFL Safeguarding seminars and courses to support the equality agenda.

It is the responsibility of everyone involved in ASE including club staff and apprentices to ensure that our policies are implemented and supported. We ask that all clubs develop an environment where equality, fairness, security and respect are an integral part of the ASE programme.

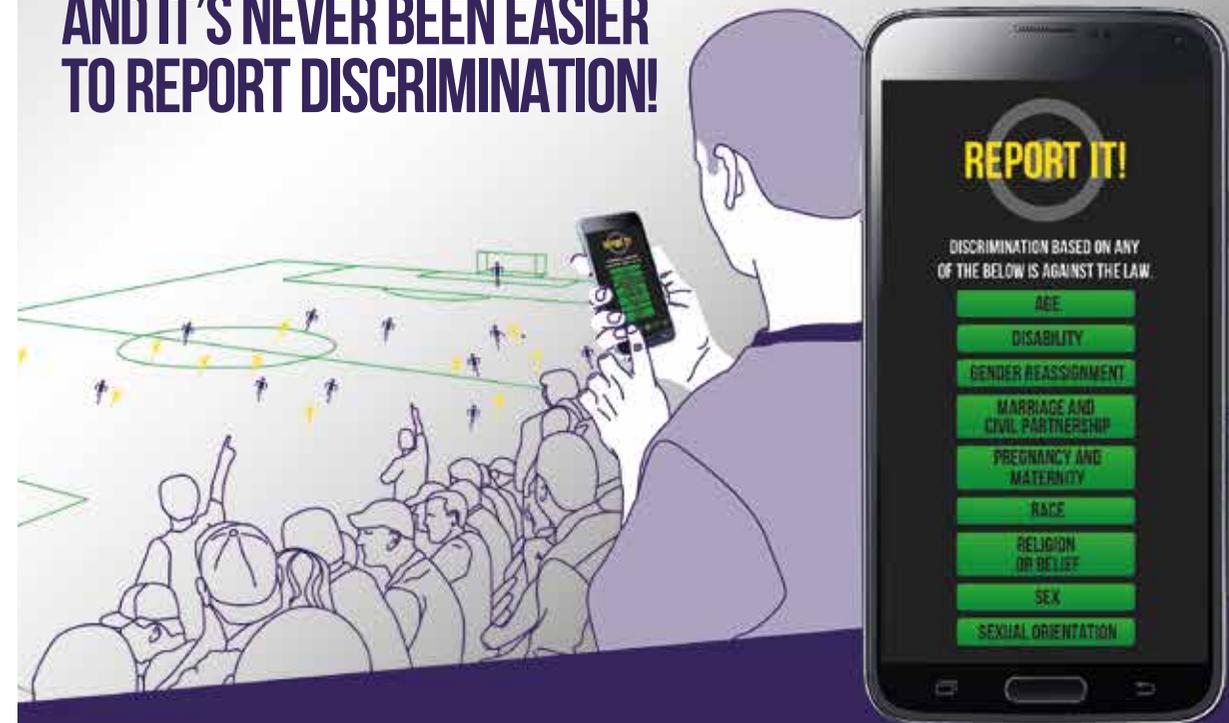
## Useful Websites:

- [www.acas.org.uk](http://www.acas.org.uk)
- [www.equalityhumanrights.com](http://www.equalityhumanrights.com)
- [www.kickitout.org](http://www.kickitout.org)
- [www.ofsted.gov.uk](http://www.ofsted.gov.uk)
- [www.thefa.com](http://www.thefa.com)



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# Safeguarding Young Apprentices

LFE is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment.

## Overview

If apprentices wish to raise any issue relating to Child Protection or safeguarding, there are a number of avenues that they can follow. Your club is required to appoint a Designated Safeguarding Officer (DSO) who is responsible for implementing Safeguarding procedures which follow the policies established by LFE, The EFL and The Football Association with regard to safeguarding young people.

Alternatively, if apprentices do not feel comfortable approaching a member of staff at the club, they can also discuss any concerns with the LFE Regional Officer who will visit your club on a regular basis. Information on the process(es) for reporting abuse should be included in the apprentice induction programme.

Any such issues brought to the attention of LFE staff will be treated seriously and referred to the appropriate personnel and organisations.

LFE is committed to the welfare of all apprentices and recognises that a number of personal problems may arise during their time on the ASE programme or beyond.

These may be in relation to sexual health, drug and alcohol abuse, gambling problems, financial issues or adjusting to the workload that a full time apprentice away from home has to cope with. LFE has therefore dedicated a section of its website to Apprentice Well Being and we would encourage apprentices and clubs to visit [www.lfe.org.uk](http://www.lfe.org.uk) for more information or contact their Regional Officer for more information.

LFE's Life Skills programme also encompasses work in this area via If U Care Share and The Sporting Chance Clinic.

LFE together with The EFL will be providing additional support to clubs on safeguarding children. This will be through advice, guidance and safeguarding workshops delivered by The EFL Safeguarding Manager. All LFE ASE programmes are expected to take advantage of this training and support which will contribute to the continued professional development of staff, working with young apprentices.

For further information or advice on safeguarding children and young people please contact:

- The FA Safeguarding Children - general enquiry line  
0845 210 8080  
[Footballsafe@TheFA.com](mailto:Footballsafe@TheFA.com)
- The EFL Safeguarding Manager  
01772 325940 (office hours and answer phone)
- The NSPCC Child Protection 24-hour Helpline  
0808 800 5000

## Useful Websites

- [www.ceop.police.uk](http://www.ceop.police.uk)
- [www.TheFA.com](http://www.TheFA.com)
- [www.gov.uk/dbs](http://www.gov.uk/dbs)
- [www.ifucareshare.co.uk](http://www.ifucareshare.co.uk)
- [www.lfe.org.uk](http://www.lfe.org.uk)
- [www.sportingchanceclinic.com](http://www.sportingchanceclinic.com)
- [www.thinkuknow.co.uk](http://www.thinkuknow.co.uk)

# Recruitment

The Players registered with an Academy must be notified by or on 31st December prior to the year in which they complete their education as to whether the club is to offer them a two-year apprenticeship.

Failure to do so will result in the club being deemed as to having made no such offer and the player is free to sign for any other club without compensation.

## Introduction

In line with EFL Youth Rules, a club may only enter into an Apprenticeship Agreement with a youth player who has reached the statutory school leaving age applicable in England (i.e.16).

Prior to the start, Apprenticeship Agreements should be signed by the apprentice, club, parent or guardian and witnessed, with copies sent to The Football Association, The EFL and a copy retained by the apprentice and the club. All relevant registration forms for The EFL and The Football Association must also be completed.



## Recruitment

### Apprentice Agreement & Eligibility Form

The Apprentice Agreement & Eligibility Form contains a commitment statement outlining qualification schedules, LFE contact details, and the roles & responsibilities of all parties. It also contains an eligibility checklist to ensure an apprentice meets government eligibility requirements before being placed on a funded Apprenticeship in Sporting Excellence (ASE).

This document is posted out to all Clubs pre-season, but is also available from the Club Resources section of the library of LFE's Education Management System, which can be accessed through [www.lfe.org.uk](http://www.lfe.org.uk)

If the apprentice meets the criteria in questions 1 - 4 on page 3 of the document, then eligibility for government funding for the Apprenticeship in Sporting Excellence (ASE) is confirmed.

If the apprentice does not meet all criteria in questions 1 - 4, they can still be deemed eligible if they any one of the criteria in questions 5 - 13 on pages 3 & 4.

**Note: In all cases photo ID must be returned with the Apprenticeship Agreement & Eligibility Form to LFE.**

For apprentices from outside of England, we suggest you contact the Football Association registrations department on 0844 980 0663 for advice on the clearance, transfer and status of players prior to offering apprenticeships.

If you are unsure about eligibility or entitlement, please contact LFE on 01772 326873 before starting the apprentice.

### Apprenticeship start and end dates

For apprentices who meet the eligibility requirements outlined above, the period of the apprenticeship shall be 104 weeks. The following are the relevant start and end dates for apprentices joining the scheme in 2018:

As a guide, LFE recommend that the latest start date for taking on apprentices in 2018 is 24 September. Apprentices starting after this date will have potentially missed a significant proportion of the NVQ, Technical Certificate and Coaching Certificate and will therefore be disadvantaged with regard to completing the framework.

However, LFE will review each individual case on its merits and, where we are satisfied that the club will provide the appropriate guidance and support, will consider allowing apprentices to start after this date.

### National Insurance Numbers

All apprentices from within the UK (ie. England, Scotland, Wales and Northern Ireland) should have been issued with NI numbers prior to leaving school. Apprentices from outside the UK (including Eire) will have to apply for a NI number with Jobcentre Plus who will arrange an 'Evidence of Identity' interview or postal application. If relevant, they will confirm the date, time and location any interview and what information/documentation is need to support an application.

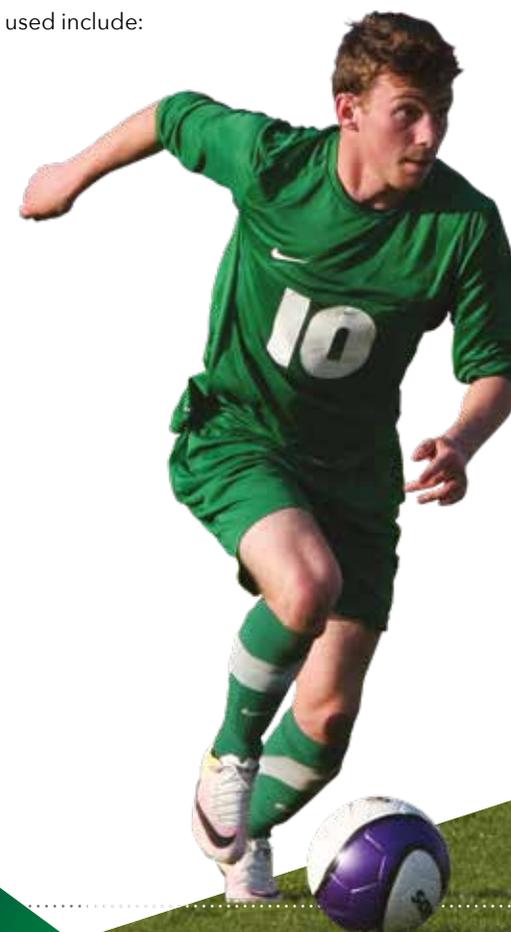
To start the application process, please phone the NI Number Application helpline on 0345 600 0643.

Information about the types of documents that can be used to establish a person's identity is contained in Jobcentre Plus' publication but main forms of identification that can be used include:

- Passport / ID Card
- Work Permit
- Letter from employer
- Payslips
- Birth certificate

### Child Benefit

LFE has been informed by Her Majesty's Revenue and Customs (HMRC) that following a review, parents / guardians of apprentices on the ASE programme in Football are not entitled to receive Child Benefit. This is because HMRC deem the Scholarship Agreement to be a Contract of Employment and therefore consider apprentices to be in employment (as opposed to the 'non-employed' status they were previously considered as), this makes apprentices ineligible for Child Benefit.



# Apprenticeship Levy & Finance



## Apprenticeship Levy

A club with an annual payroll bill in excess of £3 million is subject to paying an Apprenticeship Levy of 0.5% of all payroll costs in excess of £3 million.

For example:

- A club with an annual payroll bill of £13 million will pay 0.5% levy on £10 m, resulting in an annual levy payment of £50k
- A club with an annual payroll bill of £6 million will pay 0.5% levy on £3m, resulting in an annual levy payment of £15k

If the annual payroll bill of a club is less than £3 million, then no levy will be payable. However the club will be subject to paying a co-investment.

For a club that is subject to paying the levy, then an account needs to be setup to manage the clubs apprenticeship funds.

More information can be found at:  
<https://www.gov.uk/guidance/manage-apprenticeship-funds>

Once a club is registered with the Apprenticeship Service, they will request, by email, that an 'Employer Agreement' is signed by the club. This agreement must be signed before the funds can be accessed and managed. This is a contractual agreement with the Education and Skills Funding Agency (ESFA).

Once the agreement has been signed, the club can select League Football Education (LFE) as their training provider for the apprentices on the Apprenticeship in Sporting Excellence (ASE) programme. We will help you through this process. Please contact LFE for additional support if required.

The funds in your Levy account will be used for the education costs of your apprentices and if you don't have enough funds available you will be required to co-invest towards the short fall.

Non-Levy paying clubs currently do not need to be on the Apprenticeship Service System. LFE will continue to collect the funding directly from the ESFA, however a 10% Co-Investment is required. LFE will receive £4,500 per apprentice over 2 years and the club will be required to physically pay LFE a total amount of £500 per apprentice, over the 2 year programme.



## THE PFA SAFETY NET

**AN INNOVATIVE ONLINE SUPPORT SERVICE TO HELP YOUNG PLAYERS DEAL WITH THE PRESSURES OF PLAYING ACADEMY FOOTBALL.**

## HOW TO REGISTER

**STEP 1:** Go to [thepfa-safetynet.com](http://thepfa-safetynet.com).

**STEP 2:** Click on 'Register' to create an account.

**STEP 3:** Access confidential advice, support and animated material.

## Funding

### Apprentice Minimum Wage

At the time of writing, the current national minimum wage rate for apprentices for the 2018-19 season is as follows:

- £3.70 per hour - the rate for apprentices aged 16-18 and those aged 19 or over who are in their first year as an apprentice
- £5.90 per hour for an apprentice aged 19 in the second year of their apprenticeship.

Please note apprentice wage rates are subject to changes, on 1st April every year.

Most clubs will operate their apprenticeship programmes on a 30 hour per week basis, which is the minimum requirement.

Please Note: Clubs that sign apprentices after they have passed their 17th birthday will be subject to pay the National Minimum Wage rate when an apprentice player reaches his 19th birthday. The current rate for a 19-year-old apprentice is £5.90.

### Required documentation

The following documents are required in order that LFE can draw down ESFA funding in respect of apprentices.

### Start documentation

In order to draw down funding from the ESFA, LFE require the following start documentation for each new apprentice:

- a completed eligibility checklist and
- copies of GCSE results/certificates (English & Maths are mandatory)

» In line with EFL rules on Youth Development and current legislation clubs shall, in all dealings with apprentices, do what is reasonable for the purpose of safeguarding apprentices' welfare «

LFE Regional Officers will liaise with club staff to ensure that these documents are completed.

Clubs need to ensure that the apprentices are made available for LFE Regional Officers to carry out this task.

### Attendance

Attendance registers are housed on the Education Management System and must be completed for all apprentices.

### Lodgings and Accommodation

Where it is unreasonable for an apprentice to travel to the club from home, lodgings shall be provided by the club. However clubs will be entitled to charge apprentices up to £7.00 per day for this service. Rising to £7.55 from April 2019

In line with EFL rules on Youth Development and current legislation clubs shall, in all dealings with apprentices, do what is reasonable for the purpose of safeguarding apprentices' welfare.

Clubs are expected to ensure that lodgings are in keeping with those required by a professional sportsman and should utilise guidance approved by The EFL and issued by LFE "Guidance for Selecting Apprentice Accommodation" when selecting accommodation.



# Change of Apprentices' Circumstances

## Introduction

LFE must be contacted immediately in all cases where a club is considering pursuing one of these options in order that we can ensure the continuity of the apprentice's educational programme.

Failure to do so will mean that we are unable to draw down government funding.

## Change of Circumstances Form

We have identified five main instances in which an apprentice's circumstances might change during the course of the programme:

1. Termination by Mutual Consent
2. Termination for disciplinary reasons
3. Signing professional forms
4. Injury
5. Work experience

To assist clubs in keeping LFE informed of these changes, we have produced a "Change of Circumstances Form" which should be completed and returned to LFE Central Office when any of the above instances occur.

This form can be found on the EMS.

## Termination by Mutual Consent

In order for an apprentice's contract to be terminated by mutual consent, both the apprentice and the club must confirm their agreement with the terms of the termination by signing the Change of Circumstances form.

Clubs must notify LFE immediately if they are considering terminating an apprentice's contract by mutual consent.

## Termination for Disciplinary Reasons

Section 10 outlines the standard disciplinary procedures that should be imposed on apprentices who breach either club regulations or the code of discipline concerning college attendance.

Clubs must ensure that the procedures in Section 6 are followed and that LFE is involved in each stage of the disciplinary process.

If, having completed this process, the club wishes to terminate an apprentice's contract, the Change of Circumstances form should be completed and returned to LFE stating the reason for termination.

## Signing Professional Forms

If a club signs an apprentice on a professional contract on his 17th birthday, or before the end of his apprenticeship, English Football League regulation 55.6 states that he must continue with his education course until it is completed.

Clubs should notify LFE immediately of any apprentice who signs a professional contract using the Change of Circumstances form.

Under condition 3.2 of the scholarship agreement, the apprentice is obliged to continue their education programme even if they sign a professional contract. However in exceptional circumstances, the apprentice may be released from education upon the written agreement of all of the following parties:

- LFE
- The Club Secretary
- The Club Academy Manager / Head of Youth
- The apprentice's parents or guardian
- The apprentice

## Player Registrations

Subject to English Football League Rule 11.0 (b) outlined below, only Players who are under 18 years of age as at 31st August in the current Season will be eligible to play in The EFL Youth Alliance.

- (b) Clubs may include on their teamsheet for any match up to two players over the age of 18 provided always that such players are:
- (i) registered with The EFL as a Scholar; and
  - (ii) under 19 years of age as at 31st August in the current season

## Injury

There are two instances in which the circumstances of an apprentice might change due to injury:

### 1. Recoverable Injury

Apprentices who are suspended from the programme due to injury would still be expected to fulfil the educational element of the apprenticeship.

Clubs should notify LFE immediately of any apprentice who is to be suspended from the programme using the Change of Circumstances form.

### 2. Permanent Incapacity

Apprentices who suffer an injury which results in permanent incapacity shall, upon receiving the correct notice (minimum 3 months) as laid down in clause 8 of the Apprentice's Agreement, be released from the apprenticeship programme.

Clubs should notify LFE immediately of any apprentice who is to be removed from the programme due to permanent incapacity using the Change of Circumstances form.



## Change of Apprentices' Circumstances

### Apprenticeship Work Experience Between Clubs

Clubs have used Work experience as a process of allowing apprentice players to train and play matches for other clubs.

Many clubs which have decided that they are not going to offer an apprentice a professional contract (usually towards the end of their second year but it could be earlier) are prepared to allow the apprentice to spend a reasonable time training and playing at another club to see if he can secure a professional contract with that club.

Please note that a club must not play apprentices that are on work experience from another club in any match at first team level.

### Inform LFE

As outlined in the Introduction, the LFE Regional Officer should be informed immediately in order that we can ensure the continuity of the apprentice's educational programme.

### Work Experience Process

Under Football Association Regulation C.3.(b) (v), At the time of writing the process for the arrangement of work experience was undergoing review. Please consult the Registrations Department of The EFL for further guidance.

After consultation with the League a Change of Circumstances form should be completed and returned to LFE to confirm that all procedures have been correctly followed.

### Implications

The apprentice remains the original club's player who will hold his registration and be responsible for all travel, lodging and apprentice allowance payments. Should the apprentice be incurring lodging or high travel costs, it will be the responsibility of the original club to come to an agreement with the work experience club. You are also responsible for ensuring that attendance records are maintained.

Further guidance can be obtained from The EFL or The Football Association.

### Arranging a permanent move

Should a permanent move be agreed between the two clubs, the apprentice and his parents (if under 18 years of age), then the club taking over the apprenticeship become responsible for all allowances, travel and lodging expenses for the remaining period of the apprentice's agreement.

Permanent transfer of apprenticeships between clubs are allowed and in order to do this all applications with the original club should be cancelled and new forms signed at his new club.

## Progression

**League Football Education wants more for apprentices than successful achievement of the ASE qualification, we support clubs to develop well-rounded people.**

LFE believes those who embrace personal development as well as alternative interests, employment, education or training, equip themselves to excel as footballers and for life off-the-field. Progression is a strategy aimed at providing the life skills, information, advice, guidance, support and opportunities for personal growth, contributing to long term success both on and off the pitch.

### Life Skills

Life Skills sessions, aim to raise awareness and empower apprentices with the knowledge and skills required to deal with the demands of football and life. These include:

**Cathy Wood** Social Media

**Cecil Jee Thomas** Talent Transfer

**Charlie Fogarty** Anything Is Possible

**Colin Avery** Sexual Health Awareness

**Heart4More Foundation** Cardiac Health Awareness

**If U Care Share** Emotional Well-Being

**Kick It Out** Equality and Diversity

**LFE's My Future Today** Personal Development

**Sporting Chance Clinic** Lifestyle and Education

**Trained Brain** Sports Performance

Football clubs are required to plan life skills activities for delivery throughout the season. Life skills plan will include the sessions noted above, other funded delivery such as Barclays (Finance), Pertemps (Driving Awareness), The PFA (Consent), in-house expertise and community engagement.

### My Future Today

Delivered to each club once every 2 years by LFE, Dame Kelly Holmes Trust and AFTA Thought, My Future Today raises awareness of personal development and its benefits to performance, well-being and transition.

Through acting performances and workshops facilitated by athlete mentors, this innovative workshop encourages the development of alternative interests and undertaking of personal development. It helps apprentices to understand their broader identity, personality traits and transferable skills whilst providing an opportunity to explore alternative/complimentary careers and to set their own personal development goals.

Moving on from the ASE programme is a key transition challenge, whether this be into the first team or into other sporting/non-sporting environments, so along with the personal development and life skills activity, LFE and its partners can provide information, advice, guidance and practical support.



Personal Development, Behaviours and Welfare

LFE's PDBW Model provides clubs with a framework for planning and delivering this wider development.

**WHY?**

**HOW?**

**WHAT?**



**YOU DECIDE...**

## Progression

### Opportunities

#### Football Opportunities

Traditionally, LFE (in conjunction with the EFL and The PFA) has run Assessment Trials for players released at the end of their Apprenticeship and is committed to supporting players towards football opportunities post-apprenticeship.

#### Erasmus+ Placement Programme

Over a number of years LFE has secured Erasmus+ funding to enhance the Apprentice Journey and Progression opportunities for footballers. This funding enables two week club pre-season trips to mainland Europe, provides released players with personal development and footballing opportunities via a 12 week placement programme with European clubs and allows Academy Managers/PDP Coaches the opportunity to go on a 1 week work shadow programme to Spain.

In Summer 2019, fourteen clubs will be able to take their apprentices to The Netherlands and Spain on a pre-season trip.

Over 200 players have already been on the 12 week placement with over 80 players earning professional contracts in Sweden and Spain as a result. 60 more places are available between now and May 2020.

To date, 12 club staff have been on the 1 week programme. A further 27 places will be available between now and May 2020.

For more information and how and when to apply for pre-season and coach trips please visit: [www.lfe.org.uk/erasmusplus/erasmus](http://www.lfe.org.uk/erasmusplus/erasmus)

For more information on the Player Placement Programme, please visit: [www.lfe.org.uk/progression/player-placements](http://www.lfe.org.uk/progression/player-placements)

#### Higher Education/PASS4Soccer

Many apprentices are interested in entering higher education once they complete the ASE programme. This has to be carefully planned for, due to the deadlines in the application process defined by the Universities and Colleges Admissions Service (UCAS). To help you in this process LFE has produced the 'Guide to Higher Education Applications' that can be downloaded via our website.

LFE has also established a partnership with PASS4Soccer, a consultancy that specialise in securing scholarships to USA Universities.

For more information please see the USA Scholarships Guide here: [www.lfe.org.uk/downloads/apprentice-downloads](http://www.lfe.org.uk/downloads/apprentice-downloads)

#### Opportunities Board

Leading employers, educators and training providers recognise the talent and abilities that apprentices can offer their organisation. LFE has a large network of partners that we can put apprentices in touch with for further information and advice.

LFE also utilises this network to provide specific job, training or education opportunities. As well as being directly communicated to these opportunities are posted on the LFE Opportunities Board: [www.lfe.org.uk/progression/recruitment](http://www.lfe.org.uk/progression/recruitment)



**Let apprentices know...**  
**Signing with a football agent may lead to a player becoming ineligible to represent a USA University soccer team.**

## Progression

### Information, Advice, Guidance & Support

#### U-Explore

LFE recognise that there are a number of pathways apprentices want to take post-apprenticeship and we want to ensure that all possible information is made available to your apprentices. In order to do this LFE has invested in the online tool U-Explore. This houses up to date information as well as video testimonials on all major employment sectors with over 1500 job roles and requirements explained.

Please signpost your apprentices to [www.u-explore.com](http://www.u-explore.com) to get a taste of what is on offer at this excellent resource.

#### Tracking and Monitoring

Collecting detailed apprentice destination data and identifying support needs at the end of the apprenticeship programme has helped LFE construct a range of partnerships and opportunities that benefit current and former apprentices. This work is conducted and managed by LFE's Alumni Liaison Officer and continues for 4 years after apprentices leave the ASE programme. This information can be provided to help with your EPPP Audits.

### Let apprentices know...

**PFA Education provides guidance and funding for the provision of educational and vocational courses in preparation for a second career.**

#### Alumni Liaison Officer

This role is specifically dedicated to progression support.

#### The PFA

PFA Education provides guidance and funding for the provision of educational and vocational courses in preparation for a second career. This is available for all current and ex-members of the PFA. The level of grants for the majority of courses is 50% up to a maximum of £1,250 in any one year. All grants are discretionary and criteria and levels of funding can change from time to time.

Please signpost your apprentices to The PFA for support across all areas of their professional life and beyond. For more information please contact:

- Pat Lally (Director of Education)
- Oshor Williams (Assistant Director of Education)
- Paul Raven (Education Executive)
- Jason Lee (Equalities Education Executive)
- Shane Birtles (Education Advisor)

Address:  
PFA Education  
11 Oxford Court, Bishopgate  
Manchester, M2 3WQ

Tel: 0161 236 0637

E-mail: [education@thepfa.co.uk](mailto:education@thepfa.co.uk)

### Celebrating Success

LFE celebrates the academic, football and wider achievements of apprentices throughout the two-year programme and beyond.

The 11, which is aligned to apprentice reviews, celebrates the holistic development of young players, with 44 apprentices being recognised each year for their outstanding efforts on and off the pitch. Many winners then go on to be shortlisted in their respective divisions at the EFL Awards for the LFE Apprentice of the Year.

Other awards which celebrate the success and wider contributions of apprentices on the programme or on the European Trips include The Donald Bell Award and The Mike Johnson Award.

#### The 11

The 11 is judged on academic and football progress, as well as other off the pitch factors, e.g. engaging in the football club's community initiatives. This competition runs four times each season, with the likes of Dominic Calvert-Lewin (Sheffield United now Everton), Oli McBurnie (Bradford City now Swansea City), Jamie Shackleton (Leeds United) and Ben Wilmot (Stevenage now Watford) all previously appearing in this select group.

#### LFE Apprentice of the Year

Sponsored by LFE, an Apprentice of the Year Award is allocated to an apprentice player in each division at the annual English Football League Awards dinner.

This award celebrates the on and off the pitch achievements of apprentice players and is decided by a panel of expert judges.

Previous winners include Lewis Cook (Leeds United now AFC Bournemouth), Ademola Lookman (Charlton Athletic now Everton), Nick Powell (Crewe Alexandra now Wigan Athletic), Ryan Sessegnon (Fulham) and Connor Wickham (Ipswich Town now Crystal Palace).

#### Goal of the Month

LFE's Goal of the Month competition highlights the very best goals scored by apprentice players up and down the land. With each month's winner decided by a public vote, it regularly attracts thousands of online viewers. Check it out at [www.lfe.org.uk/goal-of-the-month](http://www.lfe.org.uk/goal-of-the-month)



# Discipline

## Introduction

Apprentices should also be made aware of the disciplinary code of practice for college attendance.

Please note that all cases of disciplinary action must be recorded and placed in the club's records and deleted after a period of 12 months.

## Schedule Two of the Apprenticeship Agreement

Should an apprentice breach these regulations, then the disciplinary procedure outlined in Schedule Two of the Apprenticeship Agreement will apply. In summary, this procedure involves the following three steps:

1. Investigation
2. Disciplinary Hearing
3. Appeals

## Penalties and Termination

If, having followed the above procedure, an allegation is proved to the club's satisfaction, the club may apply the penalties outlined in Schedule Two, Section 4 of the Apprenticeship Agreement:

1. Issue a formal warning which should be issued as follows:
  - (i) Verbal Warning
  - (ii) 1st Written Warning
  - (iii) Final Written Warning
2. Impose a fine as detailed in the agreement
3. Order the apprentice not to attend at any of the club's premises for such a period as the club thinks fit not exceeding two weeks
4. Where the circumstances set out in Clause 10.1 of the Apprenticeship Agreement apply, terminate this agreement

## Clause 10 of the Apprenticeship Agreement Termination

Clause 10.1 of the Apprenticeship Agreement states that the club shall be entitled to terminate the agreement by fourteen days notice in writing to the apprentice if, after due investigation and enquiry, it is reasonably satisfied that he:

1. shall be guilty of Gross Misconduct;
  2. has failed to heed any final written warning given under the provisions of Schedule Two (see above);
- or
3. is convicted of any criminal offence where the punishment consists of an immediate custodial sentence of or exceeding three months

## Notice of Termination

Under Clause 10.2 of the Apprenticeship Agreement, clubs are required to include in any notice of termination full particulars of the club's reasons for terminating the agreement with copies sent to The EFL, The Football Association and The PFA. A copy should also be sent to LFE.

## Appeals

Clause 10.3 of the Apprenticeship Agreement states that within seven days of receiving a termination notice the apprentice may appeal against the decision of the club to The EFL. All parties should then seek to ensure that the appeal is heard within a further 28 days.

## College/Education Provider attendance

As a condition of our funding from the ESFA, it is obligatory for all apprentices to attend their college/education provider for a minimum of 9 hours per week (ie. one and a half days).

The education days are decided in consultation with the club and, once agreed, it is the responsibility of the club to ensure that apprentices attend the college/education provider on these days.

Apprentices, if injured, must not miss their academic work to receive routine treatment at the club. If the club requires the apprentice to receive treatment, the apprentice must be called in after college/education provider work has finished.

The only acceptable absences from College are as follows:

- FA Youth Cup commitments
- Apprentices selected for the First Team or International Duty
- Apprentices who produce a Sick Note from the Doctor or club physiotherapist

The LFE Regional Officer must be informed immediately if an apprentice is to miss College for one of these reasons.

## Exams

A proportion of our funding from the ESFA is dependant upon apprentices actually achieving the qualifications that they enter. It is therefore essential that apprentices are available to attend any exams / assessments in relation to their educational/vocational courses.

It is the responsibility of the club to ensure that apprentices attend any such exams/ assessments.

## Code of discipline concerning college attendance

Due to certain events that have come to our attention in recent years, it has been found necessary to implement the following regulations concerning College attendance:

1. LFE reserve the right to terminate the contract of any apprentice missing college or their education work on more than 3 occasions in one academic year without a good reason (ie. selection for the First Team or a Sick Note).
2. Apprentices misbehaving at College will be subject to the disciplinary procedures outlined in Section 10.2.1.
3. Apprentices who do not hand in written work set by the College will be subject to the disciplinary procedures outlined in Section 10.2.1.
4. Apprentices failing to bring the correct equipment during the College day (e.g. writing implements, books, relevant coursework etc) will be subject to the disciplinary procedures outlined in Section 10.2.1.

» It is the responsibility of the club to ensure that apprentices attend any exams / assessments in relation to their educational courses. «

# LFE Media Protocol Guidelines for Clubs

LFE has developed the following suggested media protocol guidelines to help football clubs manage media enquiries in relation to issues around the Apprenticeship in Sporting Excellence (ASE) Programme:

## Step 1

Football Club receives a media enquiry in relation to an issue that relates to the ASE programme e.g. safeguarding, equality, conduct of an apprentice etc

## Step 2

Media Enquiries should be referred immediately to the Football Club's Head of Communications/Media who should contact LFE directly. At this point some enquiries may also require referral to other parties. E.g. Safeguarding issues should also involve the Club Child Protection Officer, The EFL Child Protection Advisor (CPA) and the LFE Safeguarding Officer. No comments should be offered to the media prior to the involvement of LFE's Communications Team.

## Step 3

The club's Head of Communications/Media will establish the details of the enquiry to build up case knowledge, background and establish the facts. This may involve a number of parties, depending on the nature of the enquiry.

## Step 4

Once case knowledge, background and facts have been established the club's Head of Communications/Media and the LFE Communications Team should agree a strategy for media responses.

## Step 5

Club/LFE then follow LFE media protocols and involve The EFL and The Professional Footballers' Association Communication Teams for all to agree a draft response for comment. If a response involves reference to third parties e.g. The Football Association, The Police etc. then consultation should take place as appropriate. Risks should be identified and mitigated against in drafting an appropriate response.

## Step 6

Once a response has been approved by all key parties and an agreement has been reached as to who will liaise with the media and contact them, a statement will be provided. All key parties should then monitor any reactions, or ongoing media coverage.

# Health & Safety

LFE aim to ensure that all training and learning takes place in a safe, healthy and supportive environment. LFE provide clubs and apprentices with extensive Health & Safety information at Induction, please ensure that this unit of Induction is carried out and that apprentices learn why they need to work safely and obey safety rules and how this can be accomplished. Incidents and things that seem dangerous, damaged or faulty should always be reported - it may help others in the future.

Football clubs/academies have a responsibility not to put apprentices or others at risk, others includes any person who may be affected by the activities of the business, (club/academy), examples being contractors/service engineers and their employees, visitors and spectators, delivery persons, neighbours, the general public.

It follows that there must be safe access and egress to and from any part of premises that are under the control of the club/academy.

There is a legal requirement for all employers, (The club/academy), to have access to competent health and safety advice and assistance, this requirement covers not just match day safety, which is the role of a person who has attained Level 4 NVQ Diploma in Spectator Safety Management, and who looks after that portion of the duty, these are often ex-police officers.

General health and safety duties, as covered under the Health and Safety at Work etc. Act 1974 and the various Regulations subordinate to it also require a competent person, this could be the same person but this is not usual, it could however be an employee of the club/academy, or an external provider. The Health & Safety Executive define a competent person as someone with the necessary skills, knowledge and experience to manage health and safety, relevant information on this can be found at [www.hse.gov.uk/pubns/](http://www.hse.gov.uk/pubns/) and a good starting point for finding general Health and Safety Advisers is the Occupational Safety and Health Consultants Register, OSHCR, their website can be found at [www.oshcr.org](http://www.oshcr.org).

There is a duty to complete risk assessments and, where risk cannot be avoided, determine control measures that will reduce such risk to a level that is acceptable. There are various types of assessment including those for Tasks/Situations, Control of Substances Hazardous to Health (CoSHH), First-aid Needs, Manual Handling, Display Screens, Fire Risk etc., which is where the health and safety adviser is invaluable, as is his/her assistance in advising on the drafting of relevant policies and procedures for the club/academy Safety Management System, also the training of employees of the club/academy to enable them to carry out these tasks themselves, which spreads the workload, and greatly assists the understanding of the need across the workforce.



## Health & Safety

### Vetting and Auditing

LFE is committed to vetting all football clubs/academies as quality learning on the ASE programme can only take place within a healthy and safe environment.

LFE audit football clubs/academies on a two yearly cycle and these audits are part of the ongoing EPPP monitoring processes on behalf of The EFL and the process covers the following areas:

- Health and Safety Policy, Organisation, Responsibilities, & Arrangements
- Hazards & Risk Assessment
- Occupational Health, Training & Development
- Control of Hazardous Substances (CoSHH) & Dangerous Substances & Explosive Atmosphere Regulations
- Electrical Safety
- Offices and External Areas
- Fire Safety
- Transport, Travel & Off Site Teambuilding
- Performance Measuring and Monitoring

The Audit aims to:

- Assess the effectiveness of the present Health and Safety management procedures at football clubs and provide LFE with feedback on club arrangements.
- Identify strengths and aspects of football club procedures and systems that have worked well and contributed to a safe and healthy working environment.
- Identify areas where improvements in the management of Health and Safety are required to ensure that clubs follow statutory obligations and provide a healthy, safe and supportive working environment for Apprentices.

- Inspect workplace and training environments to ensure that clubs provide a healthy, safe and supportive working environment for Apprentices.
- Assist the development of action plans for improvement.

Health and Safety audits have been sub contracted to our consultant, Terry Ablett of Woburn Safety Services. Terry contacts clubs to arrange these visits directly on a 2 yearly cycle, however, if you would like to contact Terry directly his details are:

Email: [terad@woburnsafety.co.uk](mailto:terad@woburnsafety.co.uk)

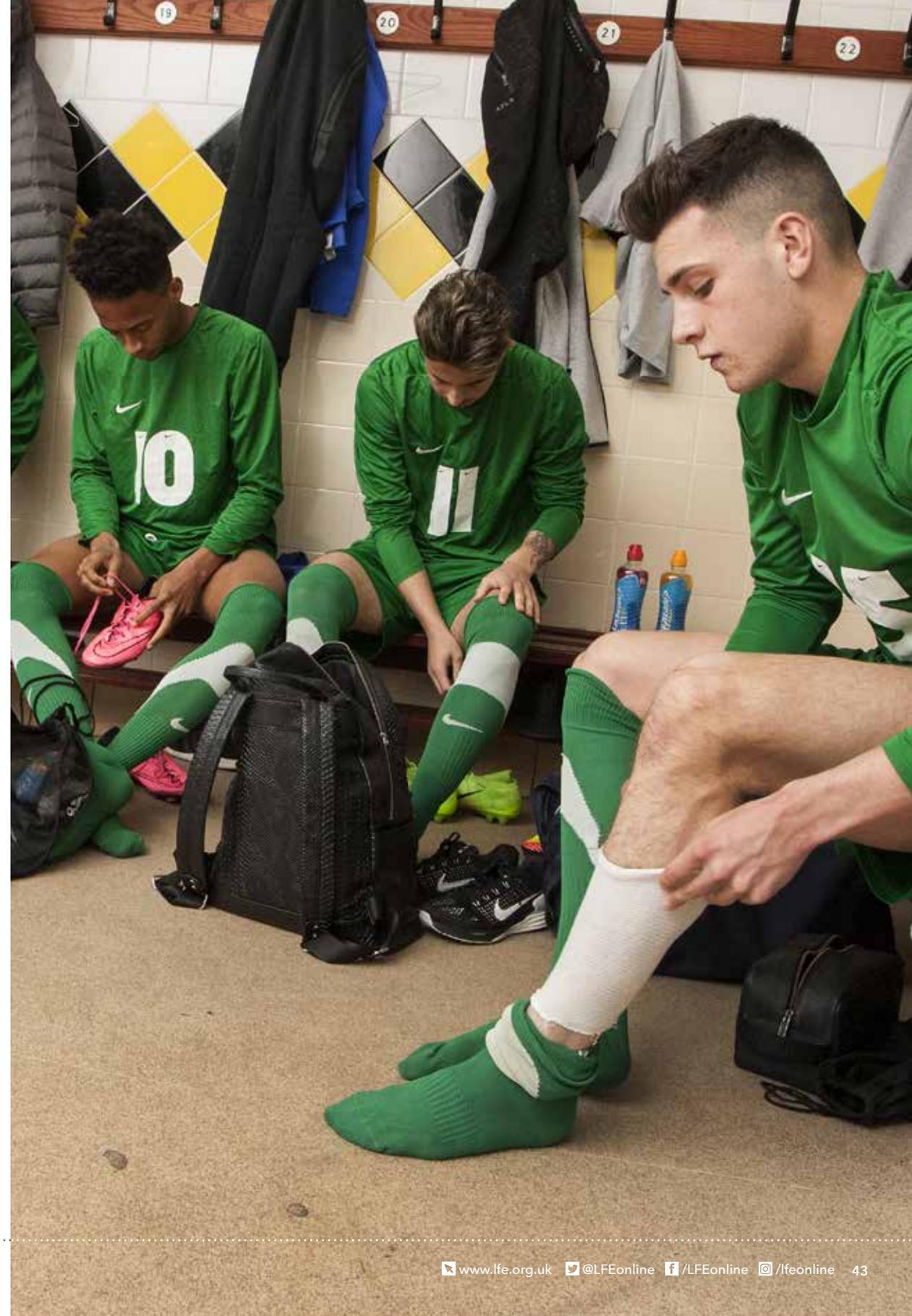
Phone: 01625 503333

Mobile: 07768 333808

Following the visits action plans for improvement are created to help clubs/academies provide a healthy, safe and supportive working environment for apprentices, other employees and any person who may be affected by the activities of the business, as defined in paragraph 2 above.

### Health & Safety on Team Building/ Outdoor Events

Clubs considering this type of activity must take extreme care to ensure the health and safety of apprentices. This requires specific risk assessments to be completed with controls in place where necessary.



# Statement of Service & Quality Policy Statement

## Statement of Service

LFE manage and support delivery of the ASE programme, the purpose of which is to simultaneously:

- Support apprentices' football technical development to enhance their opportunities to progress to professional footballer status
- Develop apprentices' academic, personal and employability skills so that they are able to maximise life opportunities

## Therefore the services LFE provide to clubs are

- Clear programme information and good practice advice
- Support to deliver the programme
- Resources to enhance educational arrangements

## What clubs can expect from LFE

- Clear and accurate information about services delivered through a variety of media
- Confidentiality in all dealings with LFE
- A prompt response to all enquiries
- An impartial service
- To monitor feedback, continuously improve the service and develop appropriate partnerships to support this

## Desired club outcomes

- High retention rates
- High achievement rates
- High positive destination rates
- Improved educational arrangements in the club environment

## Quality Policy Statement

LFE's Mission is "To strengthen our position as an outstanding provider of work based learning by placing our apprentices at the centre of everything we do".

This is supported by LFE's Vision to place apprentices at the heart of all we do by:

- Achieving excellence through fully realising their potential
- Providing excellent resources
- Maintaining Ofsted Grade 1 status

The Quality Policy and Strategy are underpinned by core values that are intended to demonstrate our professionalism and commitment to apprentices, clubs, education providers, key partners and each other.

We will:

- Be inclusive
- Promote excellence
- Continuously improve
- Be innovative and creative
- Support and develop learner aspirations
- Strive to meet the needs of the employees and all of our stakeholders
- Treat everyone with respect and expect it in return
- Behave with integrity
- Never forget our apprentices are our focus

Therefore, LFE aims to ensure that the quality of the apprentice's welfare, success and experience is positive and improving, and that they remain at the forefront of everything we do. More specifically:

- For apprentice players - to provide a quality training and education programme leading to the achievement of an apprenticeship framework, which may assist in obtaining a professional contract, provide entry into further/higher education or other employment within or outside of the football industry.
- For clubs - to provide an independent quality service which supports the development of their training and education programmes for apprentices in terms of regular education advice, support and staff development.

LFE is committed to the continuous improvements in the standard of delivery of all its activities and services.

» LFE's Mission: To strengthen our position as an outstanding provider of work based learning by placing our apprentices at the centre of everything we do. «



# Complaints Policy and Procedure

» To provide quality education training and development for the benefit of individual apprentices, League Football and sport as a whole. «

## Introduction

LFE aspires to be a learning organisation and values the learning opportunity presented by complaints that enable us to make changes and improve our services. LFE's Club Guidance book, student handbook and Scholarship Agreement set out the standards and services apprentices and clubs can expect us to provide, as well as apprentice and club responsibilities.

Anyone not satisfied with the level of service should feel able to approach relevant staff to address their concern promptly and directly. Every attempt should be made to resolve complaints informally through a dialogue with those immediately concerned.

LFE will respond to any dissatisfaction with its services fairly and promptly.

## LFE Accountability

All LFE staff have a responsibility for receiving complaints, treating them seriously, and dealing with them promptly and courteously in accordance with the procedure set out below.

Members of the LFE Senior Management Team, the Chief Education Officer and Regional Officers have a responsibility for resolving a complaint, and leading or contributing to an investigation into a complaint when this is considered appropriate.

The LFE Chief Executive is responsible for resolving complaints which have reached the appeals stage and may nominate the Chief Education Officer or a senior manager if they have not been previously involved to investigate.

The LFE Board is responsible for dealing with referrals after the appeals stage where a complainant remains dissatisfied with how their complaint has been dealt with by LFE.

The LFE Board is responsible for ensuring that the complaints policy is operating effectively and may become directly involved if a complaint is directed against the Chief Executive.

## Procedures for Dealing with Complaints

### Stage One (Informal)

If the nature of the complaint is a safeguarding issue, then the Safeguarding Policy takes precedence and those procedures are followed instead. Concerns should be raised in the first instance with the person or area concerned as soon as possible. Complaints from apprentices should be directed in the first instance to the obligations set out in their Scholarship Agreement (Clause 11), which advises apprentices to address the complaint with the member of club staff responsible for dealing with complaints.

Complainants should normally be directed to the relevant LFE Regional Officer or the relevant member of the LFE office staff unless any other member of LFE staff approached can resolve the issue.

Every reasonable effort should be made to resolve the complaint promptly at LFE head office or at local Regional Officer level.

If appropriate a meeting will be offered between the person complaining and the area they are complaining about to arrive at an agreed resolution.

If a complaint is about a football club member of staff or education tutor it should be made to the Regional Officer. If a complaint is about a Regional Officer the complainant should ask to be referred to the Chief Education Officer.

Verbal complaints to LFE office staff and requests to meet with the LFE Chief Executive should be referred to the local Regional Officer or

office-based member of staff who can deal with the area which is the subject of complaint.

At this informal stage complaints may be made in person, by phone, by writing or by email. The complainant must be kept informed of progress at all stages. All outcome letters should be copied to the relevant parties. If the issue is not resolved to the complainant's satisfaction the complaint moves to Stage 2.

### Stage Two (Formal - up to Chief Education Officer / Head of Finance and Operations)

If the Regional Officer or other staff are unable to resolve the issue it should be referred to the Chief Education Officer.

If a complainant has been through Stage 1 and remains dissatisfied they should be advised to submit their complaint in writing or by email to Keith Leighton, Chief Education Officer or Paul Bartlett, Senior Management Team (SMT) member - level dependent on the nature of the complaint.

An initial written response to all written and verbal complaints will be provided within 4 working days. If LFE needs longer to investigate, the complainant will be informed of when they can expect a reply.

The senior manager dealing with the complaint will investigate and decide to:

- Dismiss the complaint as unfounded, giving reasons;
- Propose an amicable settlement;
- Uphold or partially uphold the complaint, offer an apology, take appropriate steps to address the issue and to avoid a similar circumstance arising in future.

All formal complaints will receive a formal written response within 15 working days, outlining the outcome, and the right of appeal where appropriate.

The details of all complaints will be entered into the complaints log, including:

- From whom complaint received
- Date
- Nature of complaint
- Responses
- Action
- Conclusion

## Appeals (Chief Executive)

If a complainant remains dissatisfied with the LFE's response to their complaint they may appeal in writing to the Chief Executive.

The Chief Executive's nominated representative, who should be a manager not previously involved in the case, will investigate the complaint and the LFE's response and report to the Chief Executive.

The Chief Executive will decide to:

- Uphold the original decision / dismiss the complaint as unfounded
- Refer the complaint back to an area and propose an amicable settlement
- Uphold or partially uphold the complaint, offer an apology, recommend appropriate steps be taken to address the issue and to avoid a similar circumstance arising in future

The decision of the Chief Executive is final and the complainant will be advised in writing of the outcome within 5 working days.

The Chief Education Officer or other member of SMT whichever has not previously been involved with the case will deal with the appeal if the Chief Executive is not available.

## Complaints Policy and Procedure

### Taking a Complaint Further

If a complainant remains dissatisfied with LFE's response following appeal they should ask the LFE Chief Executive to take their complaint to the LFE Board.

The Education and Skills Funding Agency also provides guidance about making 'Complaints About Providers of Education and Training'. This can be accessed via <https://www.gov.uk/government/organisations/education-and-skills-funding-agency/about/complaints-procedure#complain-about-a-post-16-training-provider-college-or-employer-we-fund> and is designed to help a complainant once they have exhausted LFE's complaints procedure.

### Record Keeping and Reporting

All LFE staff should maintain a clear record of all complaints dealt with. Issues should be fed into LFE's Complaints Log and other quality improvement processes as appropriate. A record of all appeals and outcomes will also be kept on file.

Complainants will be advised that, while confidentiality will be respected as far as possible, it may not be possible to resolve complaints without disclosing details of a complaint to relevant staff in order to allow LFE a fair opportunity to resolve the issue.



## Glossary of terms

### Apprentices

Generic term used for all ASE players

### ASE

Apprenticeship in Sporting Excellence

### BTEC

Business Training and Education Council

### DWP

Department for Work and Pensions

### EFL

English Football League

### ESFA

Education and Skills Funding Agency

### FAQs

Frequently Asked Questions

### HSE

Health & Safety Executive

### IA

Initial Assessment

### LA

Learning Agreement

### LFE

League Football Education

### NVQ

National Vocational Qualification

### OFSTED

The Office for Standards in Education, Children's Services and Skills

### PFA

Professional Footballers' Association

### RO

Regional Officer

### UCAS

Universities and Colleges Admissions Service

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Accredited  
since 2019

