

LEAF Studio Subcontracting Policy 2026/27

Version	V0.01
Approval Date	October 2026
Approved	Nadine Lapskas, Executive Principal
Lead Reviewer	Nadine Lapskas, Executive Principal
Review Date	October 2029

Contents

1. Policy Statement	3
2. Rationale for Subcontracting.....	3
2.1. Sport and Watersports	3
2.2. Performing Arts	3
2.3. Music and Music Production	3
3. Delivery Model and Integration with LEAF Studio	4
4. Accountability and Responsibilities.....	4
5. Quality Assurance and Monitoring.....	5
6. 6. Safeguarding and Student Welfare.....	5
7. Funding, Management Fees and Value for Money.....	6
7.1. Breakdown of Services Covered by the Management Fee	6
7.2. Rationale for the Retained Management Fee	6
8. Selection and Review of Subcontracted Partners	7
9. Contractual Arrangements and Compliance.....	7
10. Policy Review	8

1. Policy Statement

LEAF Studio School is committed to providing high-quality education and training that reflects its specialist focus on **Performing Arts and Sport**. Where appropriate, LEAF Studio works with carefully selected subcontracted partners to enhance its curriculum offer, provide access to specialist facilities and industry expertise, and strengthen progression opportunities for students.

Subcontracting arrangements are established where external providers can complement the provision available on the main school site, ensuring students benefit from specialist learning environments, vocational experiences and established industry pathways that could not otherwise be replicated to the same standard.

All students accessing subcontracted provision remain registered students of LEAF Studio School. **The Executive Principal and Head of Sixth Form retain overall responsibility and accountability for safeguarding, attendance, quality of education, student outcomes and the effective oversight of all subcontracted provision.**

The school is committed to ensuring that its subcontracting arrangements comply with applicable Department for Education (DfE) funding requirements, safeguarding legislation and Trust expectations.

2. Rationale for Subcontracting

LEAF Studio subcontracts educational provision where there is a clear educational benefit to students and where specialist facilities, expertise or progression pathways enhance the school's existing curriculum.

The school currently works with three subcontracted partners, each providing a distinct specialist offer aligned with LEAF Studio's curriculum intent.

2.1. Sport and Watersports

The subcontracted BTEC Sport provision provides students with access to specialist watersports facilities and vocational experiences that cannot be delivered on the main LEAF Studio site due to the absence of suitable water-based facilities.

This partnership enables students to develop practical skills, gain relevant industry experience and access specialist coaching and resources that enhance their vocational qualifications and future progression opportunities.

2.2. Performing Arts

The performing arts partnership provides students with access to specialist training, facilities and industry expertise, alongside an established post-18 progression pathway.

This arrangement strengthens the transition from Level 3 study into higher education, professional training and employment within the performing arts industry. Students benefit from an environment that reflects professional expectations and supports their future career aspirations.

2.3. Music and Music Production

The music and music production partnership enables students to study within an established professional recording studio environment, accessing industry-standard equipment, specialist facilities and technical expertise.

This provides practical learning opportunities that would be difficult to replicate on the main school site and supports progression into higher education, music production and the wider creative industries.

Collectively, these partnerships ensure that LEAF Studio can offer a broader and more specialist post-16 curriculum while maintaining a clear focus on educational quality, student outcomes and value for money.

3. Delivery Model and Integration with LEAF Studio

LEAF Studio operates a specialist partnership model in which students access vocational education and training at established off-site partner facilities, complemented by school-led activities and oversight.

All students remain registered at LEAF Studio, with the Executive Principal and Head of Sixth Form retaining overall accountability for their educational provision, safeguarding, attendance, progress and outcomes.

Students engage with LEAF Studio through scheduled examinations, educational workshops, assemblies, enrichment opportunities and other school-led activities. These can take place at the main school site at planned points throughout the academic year.

LEAF Studio staff also undertake visits to partner sites to deliver workshops, assemblies, monitor educational provision, support students and undertake quality assurance activities.

This collaborative approach ensures that students benefit from specialist industry facilities and expertise while maintaining an educational relationship with LEAF Studio.

The school recognises the importance of ensuring that its delivery arrangements meet the Department for Education's requirements for subcontracted provision. The frequency and nature of students' attendance at the main school site, alongside the balance of school-delivered and subcontracted education, will be reviewed annually with the subcontractors to ensure compliance with applicable funding regulations.

Where the applicable funding rules require weekly attendance at the main school site and the delivery of an element of the study programme by LEAF Studio, these requirements must be satisfied through the agreed delivery arrangements. Periodic examinations, workshops or visits by LEAF staff to partner sites do not, in themselves, demonstrate compliance with a weekly attendance requirement.

4. Accountability and Responsibilities

LEAF Studio retains overall accountability for all students accessing subcontracted provision.

The Executive Principal and Head of Sixth Form are responsible for ensuring that:

- All students receive a high-quality education that meets the expectations of LEAF Studio.
- Safeguarding arrangements are robust, consistently implemented and compliant with statutory requirements.
- Attendance is monitored effectively, with timely intervention where concerns arise.
- Student progress, achievement, retention and destinations are monitored and evaluated.
- Students with SEND receive appropriate support and reasonable adjustments.
- Teaching, learning and assessment meet the school's quality assurance expectations.
- Subcontracted providers comply with relevant funding, examination and regulatory requirements.
- Regular monitoring, review meetings and quality assurance activities take place.

- Any concerns regarding educational quality, safeguarding or contractual compliance are addressed promptly.

Each subcontracted partner is required to maintain appropriate policies, procedures and records and to cooperate fully with LEAF Studio's monitoring and quality assurance arrangements.

LEAF Studio retains responsibility for the accuracy of student enrolment, attendance, planned learning hours, funding and achievement records submitted to the relevant funding authority.

5. Quality Assurance and Monitoring

LEAF Studio operates a consistent quality assurance framework across its main-site and subcontracted provision to ensure that all students experience high expectations and effective educational provision.

Monitoring activities include:

- Regular quality assurance visits, including lesson observations, learning walks and student voice.
- Scrutiny of student work, assessment practices and progress towards qualifications.
- Attendance monitoring and review of retention and achievement data.
- Safeguarding audits and checks of statutory compliance.
- Review of SEND provision and the implementation of individual support strategies.
- Moderation and standardisation of assessment where appropriate.
- Regular performance meetings with subcontracted providers.
- Evaluation of student destinations and progression pathways.

Findings from quality assurance activities inform improvement planning and ongoing decisions regarding the continuation of subcontracting arrangements.

All partners are required to provide LEAF Studio with timely access to relevant student records, attendance information, assessment evidence and other documentation necessary to demonstrate compliance with funding and educational requirements.

6. Safeguarding and Student Welfare

Safeguarding remains a fundamental responsibility of LEAF Studio, regardless of the location at which education is delivered.

All subcontracted partners must comply with the school's safeguarding requirements and relevant statutory guidance, including *Keeping Children Safe in Education*.

LEAF Studio's Designated Safeguarding Lead maintains oversight of safeguarding arrangements across all partner sites, supported by appropriate safeguarding leads within each provider.

Clear procedures must be established for reporting concerns, sharing information, managing attendance and ensuring timely intervention where necessary.

Partners must ensure that safeguarding concerns are reported promptly to LEAF Studio in accordance with agreed procedures.

LEAF Studio will monitor safeguarding arrangements through regular communication, compliance checks and quality assurance activities.

7. Funding, Management Fees and Value for Money

LEAF Studio retains **20% of the annual funding allocated to each subcontracted partner**, calculated using the agreed contractual funding methodology based on the partner's student census numbers from the previous academic year.

The retained funding contributes towards the costs incurred by LEAF Studio in managing, monitoring and supporting subcontracted provision. The remaining **80% of funding is allocated to the subcontracted provider** to support the direct delivery of specialist educational provision, subject to the terms of the agreement and any applicable funding adjustments.

The 20% management fee covers the collective costs of the management, administrative, educational and statutory responsibilities retained by LEAF Studio.

Rather than applying individual percentage charges to each service, the 20% represents an overall contribution towards the following services:

7.1. Breakdown of Services Covered by the Management Fee

Service	Cost / Percentage	Description
Contract management	Included within 20%	Contract oversight, funding management, compliance monitoring and partnership review meetings.
Quality assurance	Included within 20%	Lesson observations, learning walks, student voice, assessment moderation, audits and monitoring of student outcomes.
Safeguarding oversight	Included within 20%	DSL oversight, safeguarding monitoring, compliance checks and student welfare responsibilities.
MIS / ILR support	Included within 20%	Student registration, school census or applicable ILR returns, attendance and funding data management, statutory reporting and compliance.
SEND support	Included within 20%	SENCO oversight, inclusion support, reasonable adjustments and monitoring of provision for students with additional needs.
Examination administration	Included within 20%	Examination entries, registration, awarding organisation liaison, administration and results management.
Total retained management fee	20%	Covers the collective management, administration, quality assurance and statutory oversight responsibilities retained by LEAF Studio.

7.2. Rationale for the Retained Management Fee

The retained management fee reflects LEAF Studio's continued responsibility for all students accessing subcontracted provision, regardless of their learning location.

The Executive Principal and Head of Sixth Form retain overall accountability for safeguarding, attendance, educational quality, student progress and outcomes, ensuring that students accessing specialist off-site provision receive appropriate oversight and support.

The management fee supports the staffing, systems, monitoring and administrative functions required to discharge these responsibilities effectively.

Individual service costs will be identified and evidenced through supporting financial schedules within each subcontracting agreement. These schedules will demonstrate how the management, quality assurance and support costs are reasonable and proportionate to the services provided and the scale of each partnership.

The management fee and associated services are reviewed annually to ensure that the arrangement remains transparent, proportionate, financially sustainable and represents value for money.

LEAF Studio will maintain appropriate financial records to demonstrate the basis of its retained fee and compliance with applicable Department for Education funding requirements.

8. Selection and Review of Subcontracted Partners

LEAF Studio will only enter into subcontracting arrangements where there is a demonstrable educational rationale and where the proposed provider can evidence the capacity to deliver high-quality provision.

Before entering into or renewing a subcontract, LEAF Studio will consider:

- Alignment with the school's specialist curriculum and strategic priorities.
- Quality of teaching, learning and assessment.
- Availability of specialist facilities and appropriately qualified staff.
- Safeguarding arrangements and statutory compliance.
- Previous student outcomes, retention and progression.
- Financial stability and contractual compliance.
- Value for money and the benefits to students.
- Compliance with the applicable DfE requirements for subcontracted delivery.

All subcontracted arrangements will be subject to annual review, informed by quality assurance findings, student outcomes, safeguarding compliance and financial considerations.

Where provision does not meet the school's expectations, LEAF Studio will implement appropriate improvement measures and, where necessary, consider termination of the contractual arrangement.

9. Contractual Arrangements and Compliance

LEAF Studio will ensure that written agreements are in place with all subcontracted providers, setting out the responsibilities of both parties.

These agreements will include:

- The educational provision to be delivered and the responsibilities of each organisation.
- Funding arrangements, payment schedules and management fees.
- An itemised breakdown of management, quality assurance and support costs.
- Safeguarding and student welfare requirements.

- Attendance monitoring and reporting expectations.
- Quality assurance arrangements and access to student records.
- SEND responsibilities and arrangements for supporting individual needs.
- Examination administration and awarding organisation requirements.
- Audit, inspection and access requirements.
- Procedures for addressing underperformance or non-compliance.
- Arrangements for termination and protection of students' continuity of education.

Subcontracting agreements will be reviewed annually to ensure continued compliance with relevant legislation, funding requirements and Trust expectations.

LEAF Studio will retain appropriate evidence of student enrolment, attendance, learning activity and achievement to support funding claims and demonstrate effective oversight.

10. Policy Review

This policy will be reviewed annually by the Executive Principal, in consultation with the Head of Sixth Form and relevant finance and governance representatives.

The review will consider the effectiveness of subcontracted provision, changes to funding requirements, quality assurance findings and the continued educational rationale for each partnership.