



# Doncaster Council

## Agenda

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To all Members of the

# CABINET

Notice is given that a Meeting of the Cabinet is to be held as follows:

**Venue:** Room 007a and b, Civic Office, Waterdale, Doncaster, DN1 3BU

**Date:** Tuesday, 18th December, 2018

**Time:** 10.00 am

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### Items for discussion:

1. Apologies for Absence.
2. To consider the extent, if any, to which the public and press are to be excluded from the meeting.
3. Public Questions and Statements.

**(A period not exceeding 20 minutes for questions and statements from members of the public and Elected Members to the Mayor of Doncaster, Ros Jones. Questions/Statements should relate specifically to an item of business on the agenda and be limited to a maximum of 100 words. As stated within Executive Procedure Rule 3.3 each person will be allowed to submit one question/statement per meeting. A question may only be asked if notice has been given by delivering it in writing or by e-mail to the Governance Team no later than 5.00 p.m. on Thursday, 13th December, 2018. Each question or statement must give the name and address of the person submitting it. Questions/Statements should be sent to the Governance Team, Floor 2, Civic Office, Waterdale, Doncaster, DN1 3BU, or by email to [Democratic.Services@doncaster.gov.uk](mailto:Democratic.Services@doncaster.gov.uk)).**

**Jo Miller**  
Chief Executive

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Issued on: Monday, 10 December 2018

**Governance Services Officer for this meeting:**

Andrea Hedges  
01302 736716

**Doncaster Metropolitan Borough Council**

[www.doncaster.gov.uk](http://www.doncaster.gov.uk)

4. Declarations of Interest, if any.
5. Decision Record Forms from the meeting held on 4th December 2018 for noting (previously circulated).

**A. Reports where the public and press may not be excluded**

**Non-Key Decisions**

6. Big Picture Learning – Update.

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**Chair**

Ros Jones, Mayor of Doncaster

**Vice-Chair**

Councillor Glyn Jones, Deputy Mayor

Councillor Nigel Ball

Councillor Joe Blackham

Councillor Rachael Blake

Councillor Nuala Fennelly

Councillor Chris McGuinness

Councillor Bill Mordue

Councillor Jane Nightingale

**Portfolio Holder for:**

Housing and Equalities

Public Health, Leisure and Culture

Highways, Street Scene and Trading Services

Adult Social Care

Children, Young People and Schools

Communities, Voluntary Sector and the Environment

Business, Skills and Economic Development

Customer and Corporate Services



## Doncaster Council

### Report

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**Date:** 18/12/2018

**To the Chair and Members of the Cabinet**

#### **BIG PICTURE LEARNING - UPDATE**

<b>Relevant Cabinet Member(s)</b>	<b>Wards Affected</b>	<b>Key Decision</b>
Councillor Nuala Fennelly Cabinet Member for Children, Young People and Schools	All	No

#### **EXECUTIVE SUMMARY**

1. The Education Inclusion Programme seeks to improve educational outcomes for all children in Doncaster, with a particular focus on vulnerable and/or disadvantaged children. This work is made up of three projects: the Behaviour and Attendance Strategy and Transformation Plan, the SEND Review and the delivery of Big Picture Learning (BPL) via a Social Impact Bond (SIB).
2. In October 2017, the Executive Board mandated the submission of an application to the Life Chances Fund (LCF) in support of the establishment of a Social Impact Bond (SIB) to deliver Big Picture Learning (BPL) (see Appendix 1) in Doncaster. This was done in partnership with an external organisation called the Innovation Unit.
3. In April 2018, Cabinet endorsed delegated authority to the Director of Children's Services and the Chief Financial Officer in consultation and agreement with the portfolio holder for children and young people to take all strategic decisions pertinent to the BPL project. The decision record furthermore confirms the location of the BPL school on the Bentley Training Centre site and that the capital budget is released via an Officers' Decision Record with delegated authority for spend via the Assets Board.
4. Big Issue Investment committee took an in principle decision in September 2018 to provide the social investment for the Doncaster BPL project. LCF approved the funding element of £1,795,810 to the SIB on 11 September 2018.
5. The principle of the SIB is that the investor (Big Issue Invest) will pay £750,000 upfront that provides the set up and mobilisation costs of the school as well as providing initial cash flow. They will receive payments and interest on their

investment based on the delivery of agreed outcomes that have been delivered by the provider (BPL UK). The LCF contributes part payment of these outcomes, which will equate to 28.5% of payments over the next six years (see Appendix 2).

6. The primary SIB contract between Doncaster Council and the Special Purpose Vehicle has been signed with conditions precedent. The conditions precedent is expected to be completed by no later than the 10<sup>th</sup> of December.
7. On 19 September 2018, planning permission was given for the school to be located at Bentley. The school is modular build and was craned onto the site at Bentley mid-November and is now fully assembled. Fixtures and fittings are being finalised and the anticipated date for delivery is the 21<sup>st</sup> of December 2018.
8. Due to the delay in securing investment and signing the SIB contract, to ensure the school having a January opening, the Council entered into a mobilisation agreement with the provider to provide upfront costs that will then be repaid by the social investor within 40 days from 10 December 2018.
9. Following completion of an ODR, the Social Impact Bond Contract has been signed on 4 December 2018 with the following contracts remaining to be signed by 10 December 2018 as part of a conditions precedent.
  - Building Lease (between Doncaster Council and the SPV)
  - Sub Social Impact Bond Contract (Between the SPV and BPL UK)
  - Sub Building Lease (between the SPV and BPL UK)
  - Loan Agreement (between the SPV and BPL UK)
10. Good progress is being made in all areas of the delivery of the project. Rigid project governance is in place and three project plans have identified the following pathways to delivery: Journey to Investment, Journey to Mobilisation and Delivery of the Build.
11. The Doncaster BPL School is currently unregistered. An application to OFSTED and the DFE has been submitted and an inspection visit is anticipated early January 2019.

## **EXEMPT REPORT**

12. This report is not exempt.

## **RECOMMENDATIONS**

13. The Cabinet is asked to:
  - note the progress of this programme
  - endorse future developments ready for the opening of the school in January 2019
  - note the delegated authority to the Director of Children's Services and the Chief Financial Officer in consultation and agreement with the portfolio holder for children and young people to take all strategic decisions pertinent to the BPL project.

## **WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?**

14. Young people attending alternative provision do not fare well academically and struggle to progress later on in life. Furthermore, due to their limited engagement in learning and the environment they grow up in they are at a higher risk of engaging in risk taking behaviours and potentially could suffer with low self-esteem, resilience or poor mental health.
15. We know that children and young people fare better if they are attending school and enjoy their learning. The implementation of BPL ultimately provides an opportunity to test a delivery model that has the potential to improve outcomes for children and young people in the medium to long term, improving overall levels of social mobility within the borough. The BPL model has rendered good outcomes for young people in the USA, Australia, the Netherlands, etc.

## **BACKGROUND**

16. The April 2018 Cabinet report sets out the strategic context and links between BPL and the behaviour transformation plan. Through a Social Impact Bond (SIB) we have the opportunity to test innovation by introducing this education model which currently does not exist anywhere else in the UK. The SIB will be delivered through an outcomes based contract. The social investor – BII, will set up a special purpose vehicle (SPV), to deliver the school in partnership with BPL UK. They will make an investment into the SPV at the start of the project and fund the project throughout. The SPV will receive payments from Doncaster Council based on achieving agreed outcomes. In the event of Doncaster Council failing to refer the minimum number of students to the school each year, the council will have to make a guaranteed payment for every referral not made. This payment will only take effect in the event that there is a vacant school place because of this situation.
17. There are 4 strategic partners contributing to the successful delivery of BPL in Doncaster. These are:
  - Doncaster Council as the commissioner of the service, paying outcomes payments based on results.
  - Big Issue Invest (BII) as the social investor, contributing upfront set-up costs in terms of the provision and the running of a SPV. Receiving a percentage return on investment in the final quarter of 6 year project based on the success of the provision.
  - Life Chances Fund (LCF) contributing £1,795,810 (28.5%) to the payment of outcomes. This is in support of Doncaster Council.
  - BPL UK as the Provider. BPL UK will benefit from social investor contribution and provide a high quality service which will be rewarded on achieving the outcomes set out in the financial model.

## **INVESTMENT**

18. The total cost for this project is £6,359,448 over 6 years. If all outcomes are achieved (highly unlikely) the investor will receive a 12% return on investment during the 6<sup>th</sup> year of the project. The cost to the Council potentially will be

£4,563,638, a reduced cost since the LCF will be contributing 28.5% towards any outcomes payment made (up to £1,795,810). The additional information submitted as part of the LCF application form states that the annual cost of BPD per young person is £22,135. Once the LCF grant is factored in, the net cost to Doncaster on an annual basis is £15,494 – an increase of just £106 per person against the next best comparable service, Alternative Provision (AP). Once the SIB costs are removed, and the cost of delivery in Years 1 and 6 excluded, the likely cost of re-commissioning this service would be £14,593 per person per year – less than AP, based on this funding model.

19. If the model is proven successful, it is anticipated that the project will be sustainable, will continue to provide value for money and will show much improved outcomes for the children and young people who attend.

## **GOVERNANCE**

20. The April 2018 cabinet report indicated the set-up of an implementation board of senior officers across the Council to ensure appropriate corporate engagement. Following a number of meetings it was decided that this proposal was adding an additional layer of unnecessary bureaucracy since all assistant directors are informed of progress by respective officers. It was therefore decided that the implementation board will be replaced by a bi-weekly SRO meeting. This meeting is attended by the Director of Learning and Opportunities CYP, the sponsor (Assistant Director for Partnerships and Operational delivery), the programme manager (Head of Service from the Strategy and Performance Unit), the Service Manager for Educational Inclusion and a project manager from the Strategy and Performance Unit. The meeting receives progress updates, including risks to the project and will make key decisions in line with delegated authority previously agreed by Cabinet. It is anticipated that this arrangement will remain in place until the end of the spring term.

## **SITE/BUILD**

21. Planning permission was granted for the “Erection of a single storey flat roofed educational building following demolition of existing buildings” on the site by committee on 19 September 2018.
22. Preparation and clearance of the site began in late September. The team worked with PBM to remove the current building, salvaging as much of the structure, metal containers and fencing to mitigate costs and share resources. Two containers have been taken by the local community for use by the Bentley FC Junior football club and some of the fencing/gates will be reused on site. Excavation of the whole site allowed access to services in order to upgrade the electrical mains, re-direct the gas pipe and safeguard the fibre optic cable so it can be re-connected. Foundations were raised by 600mm to meet the Environment Agencies recommendations within the Flood Risk Assessment.
23. The modular school building was built off site in Hull by Integra Buildings Ltd, who are a company with experience in delivering high quality modular school builds. The building was delivered on site in November, is now being fitted out, cladded and connections to all amenities made. The surrounding grounds on the site will be landscaped. The building and grounds are expected to be completed by mid-December.

24. A detailed project plan has been established to identify a critical path in order to deliver the school. Potential risks have been identified and there are contingency plans in place should these materialise.
25. The site has been plagued by a number of break-ins. Security has been stepped up to minimize any further damage or loss. The wet weather is preventing outside works to progress however the delayed January opening provides a further small window for completion before opening.
26. It is the intention of the council to create an education/enterprise campus with neighbours on the Bentley site (known locally as "The Well"). This includes Bentley High Street Primary School, Manna Community CIC, BPL UK and wider partners such as the North Doncaster Development Trust, the My Place youth centre. The council has met with these groups to look at ways that they can work in partnership to benefit the site and local community. This group also has the potential to support or provide links to community based placements for BPL students. The group are developing some terms of reference to formalise what they want to achieve and how they can deliver this in the future.

## **OFSTED INSPECTION**

27. BPL UK is responsible for the registration of the provision. They submitted an application to the Department of Education (DfE) who confirmed on 16 July that they had commissioned Ofsted to inspect the BPL school as part of the independent school registration process.
28. The school will not launch until the pre-registration visit has been carried out and the school has been registered with DfE. All identified candidate students will remain on roll at their current provision until the school is registered. If the school is not registered before the planned launch date of 21 January then part time induction activities with identified students will be initiated, to enable them to make as positive a start as possible once the school is registered.

## **JOURNEY TO MOBILISATION**

29. Due to interdependencies and delays in timeframes around securing final agreements and funding from the LCF and BII, the council agreed to loan the set-up cost of £314k (September to December 2018) to BPL UK, which was agreed via the ODR process. BII has confirmed that once the SIB and all associated contracts has been signed (10 December 2018) that the £314k will be repaid to Doncaster Council within 40 working days. The mobilisation contract has been signed and all payments will have been made. Providing this money has allowed BPL UK to commence mobilisation of the school, which otherwise would have delayed the January 2019 school opening.
30. The recruitment and employment of a team of staff to work in the school has begun. Contracts have been offered to a head teacher and principal advisor (teacher) both of whom have previously worked in an 'outstanding' independent school in London and a further two advisors.
31. BPL UK is responsible for the ordering of equipment and furniture. All policies, procedures and school governance arrangements are being established and will be in place prior to opening.

32. Work to identify the first cohort of students who will start at the school in January 2019 has begun. Doncaster Council and BPL UK have begun a period of engaging with the students and their families to identify the students who will be presented to the Inclusion Panel in November.
33. A high level milestone plan, setting out the actions needed to enable mobilisation of the school is in place and this is monitored to ensure that activities are on track.

### OPTIONS CONSIDERED

34. Previous cabinet reports have indicated the risk of doing nothing or not pursuing a SIB for this purpose. Cabinet have previously agreed that both these options were not viable and therefore provided the mandate to progress.

### REASONS FOR RECOMMENDED OPTION

35. The council did have the option of delaying the delivery of BPL Doncaster by a term in order to secure social investment prior to making firm offers to the principal and teachers. However it was felt that the delivery of the project is not critically dependent on social investment since there is a strong belief that BPL will deliver better outcomes for children and young people. Doncaster Council's high needs block (DSG) will benefit from contributions from LCF in relation to outcomes payments and BII will provide much needed set-up costs.

### IMPACT ON THE COUNCIL'S KEY OUTCOMES

36. Implications of the impact of the delivery of BPL on the council's key outcomes are outlined below:

	<b>Outcomes</b>	<b>Implications</b>
	<p><b>Doncaster Working:</b> Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> <li>• Better access to good fulfilling work</li> <li>• Doncaster businesses are supported to flourish</li> <li>• Inward Investment</li> </ul>	<p>Students in years 10 and 11 will take part in real world learning placements for 2 days a week. These will be based in local businesses.</p> <p>These placements will help to ensure that local businesses have highly skilled young people who are equipped to meet the needs of the labour market.</p>
	<p><b>Doncaster Living:</b> Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> <li>• The town centres are the beating heart of Doncaster</li> <li>• More people can live in a good quality, affordable home</li> </ul>	

	<ul style="list-style-type: none"> <li>• Healthy and Vibrant Communities through Physical Activity and Sport</li> <li>• Everyone takes responsibility for keeping Doncaster Clean</li> <li>• Building on our cultural, artistic and sporting heritage</li> </ul>	
	<p><b>Doncaster Learning:</b> Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> <li>• Every child has life-changing learning experiences within and beyond school</li> <li>• Many more great teachers work in Doncaster Schools that are good or better</li> <li>• Learning in Doncaster prepares young people for the world of work</li> </ul>	<p>Due to the personalised nature of the BPL learning model, children and young people will be better equipped and motivated to engage and access education.</p> <p>Children and young people enjoy improved social mobility due to improved attainment and a model of education that focuses on their interests and ambitions.</p> <p>BPL will diminish the difference between disadvantaged and children and young people by acting as an effective model of early help and prevention for young people from less affluent backgrounds.</p> <p>Practical learning via learning placements will provide children and young people with skills and experience for the world of work.</p> <p>Due to Doncaster being the first instance of BPL in the UK, there has been interest from a high calibre of teachers to work in the school.</p>
	<p><b>Doncaster Caring:</b> Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> <li>• Children have the best start in life</li> <li>• Vulnerable families and individuals have support from someone they trust</li> <li>• Older people can live well and independently in their own homes</li> </ul>	

	<p><b>Connected Council:</b></p> <ul style="list-style-type: none"> <li>• A modern, efficient and flexible workforce</li> <li>• Modern, accessible customer interactions</li> <li>• Operating within our resources and delivering value for money</li> <li>• A co-ordinated, whole person, whole life focus on the needs and aspirations of residents</li> <li>• Building community resilience and self-reliance by connecting community assets and strengths</li> <li>• Working with our partners and residents to provide effective leadership and governance</li> </ul>	<p>The use of a SIB provides value for money to the council, as it allows it to test a new method of intervention but only pay for it if it is successful.</p> <p>The establishment of a Special Purpose Vehicle (SPV) and a Social Investment Board will ensure strong leadership and governance.</p>
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## RISKS AND ASSUMPTIONS

37. There is a risk that the school building will not be completed or registered for an opening date of January 2019. This risk is being carefully mitigated by a comprehensive project plan to deliver a modular build on time. The school will not launch until the pre-registration visit has been carried out and the school has been registered with DfE. All identified candidate students will remain on roll at their current provision until the school is registered. If the school is not registered before the planned launch date of 21 January then part time induction activities with identified students will be initiated, to enable them to make as positive a start as possible once the school is registered.
38. There is a risk that the council does not have the expertise in constituting a SIB. This is being mitigated by gaining appropriate external legal advice to support council legal colleagues in the drafting and finalising of the contract with the SPV and other relevant legal agreements.
39. BPL UK is a newly formed charity with limited financial security and no UK impact evidence of improving outcomes for children. This poses a risk to being operationally viable in year 1. This is being mitigated by Big Issue Invest paying investment up front that ensures continued health and cash flow to underpin effective delivery.
40. There is a risk around outcomes success rates (and associated payments) due to the small cohort and cohort-level success rates. This is being mitigated by ensuring that outcomes payments can be claimed per child – the threshold success levels (e.g. 70% achieving / 90% attendance) to be stated as a goal and if levels fall below this, prompt a review by Doncaster Council.

## LEGAL IMPLICATIONS [Officer Initials P.A. Date 05/12/18]

41. Section 1 of the Localism Act 2011 provides the Council with a general power of competence, allowing the Council to do anything that individuals generally may do. Section 111 of the Local Government Act 1972 gives the Council the power to purchase goods and services.

42. Section 175 of the Education Act 2002 obligates the Council to exercise its functions as a local authority with a view to safeguarding and promoting the welfare of children.
43. The Social Impact Bond contract is between the Council and Big Issue Invest Limited to deliver the school provision. Whilst this contract has been entered into by both parties, it is subject to a number of condition precedents, which if not fulfilled by the agreed date will mean that the contract does not take effect.
44. The contract specification sets out a number of outcomes which Big Issue Invest Limited will be measured against. If these outcomes are achieved the Council will pay Big Issue Invest Limited the prescribed outcome payment.
45. The service will be delivered by the sub-contractor BP Learning UK Limited. The sub-contract and loan agreement are still subject to negotiation and require the agreement of the Council. These documents together with the lease and sub-lease are the subject of the condition precedent in the Social Impact Bond contract.
46. Section 123 of the Local Government Act 1972 requires the Council to obtain the best consideration it can reasonably obtain on any disposal of land save where the disposal is by way of short lease. For the purposes of this legislation a short lease is a grant for a term of less than seven years.
47. The school provision will be operated in accordance with an IPR licence between BPL USA and BP Learning UK Limited for the BPL design. The transfer of the licence to an alternative provider is subject to the approval of BPL USA.
48. The contractor for the construction of the school was procured through the ESPO 953 framework. Frameworks are arrangements set up in accordance with EU procurement rules, which will allow the Council to purchase the services without the need to run a separate tender
49. Following contract signature on all contractual documents, the project manager should be completely familiar with the contractual terms in order to protect the interests of the Council. The terms of the Life Chances Fund must be adhered to in order to avoid potential clawback and/or withholding of grant funding.

#### **FINANCIAL IMPLICATIONS [Officer Initials S.B. Date 05/12/18]**

50. Big Picture Learning is a new model of alternative provision, originally covered in a Cabinet Report on 10<sup>th</sup> April 2018 that is to be funded through a Social Impact Bond (SIB) with a SIB Contract as outlined above. The contract is for a maximum value of £6,359,448, for a period up to August 2024, which will be funded by the Local Authorities High Needs Dedicated Schools Grant (DSG) allocation, to fund outcomes payments on the delivery of the project (i.e. education provision for children in alternative provision), offset by grant contributions from Life Chances Fund of 28.5% against verified outcomes payments, up to the total maximum Life Chances Fund grant to Doncaster of £1,795,810 (this is included within the total SIB contract value).
51. The maximum SIB contract value is based on maximum outcomes being achieved throughout the life of the contract, however the use of a Social Impact Bond means

that payments for provision are only made based on outcomes being achieved and therefore the overall cost could potentially be less if outcomes are only partially met, therefore the total cost to the local authority would be less.

52. The contract includes a guaranteed outcomes payment for non-referral of pupils to BPL, under the contracted minimum annual number of referrals threshold, however this is not dissimilar to Pupil Referral provision funding and the service should be able to mitigate against this by ensuring sufficient referral of pupils to BPL. These payments would form part of the overall maximum contract value of £6,359,448.
53. Life Chances Fund claims are expected to be made quarterly in arrears by the service, based on evidenced outcome payments made (which must be verified by the service prior to payment of each outcomes claim from the Special Purpose Vehicle). The service must ensure that all terms and conditions of the grant are adhered to in order to avoid the potential risk of grant withdrawal. Also, invoices must be paid within the contracted timescale to avoid any potential for late payment fees being applied.
54. Big Issue Invest will be providing working capital investment to the project at the beginning of the project and this should in the first instance repay the LA for the mobilisation funds provided to BPL (covering September – December 2018) of £314k previously paid for by the LA under agreement that this is repaid to us on sign off of contracts.
55. As outlined in the cabinet report previously the current budget position on High Needs Block DSG is expected to be sufficient to cover the annual costs of the outcomes payments, net of Life Chances Fund funding, for this provision based on current projections. The service is currently reviewing the budget position on High Needs Block DSG with finance for the next 3 years (2019-2022) to ensure a balanced overall budget position over the medium term.

#### **HUMAN RESOURCES IMPLICATIONS [Officer Initials A.G. Date 05/12/18]**

56. There are no specific HR implications for the Council. A previous commitment was made by which an undertaking was given that in the event that the BPL project was discontinued after staff who had already been recruited had resigned their previous employments, an enhanced period of notice to terminate their employment contracts with BPL would apply – the resulting cost of enhancement to be met by the Council. No such implication arises where (as is now the case) this contingency is no longer needed or applicable.

#### **TECHNOLOGY IMPLICATIONS [Officer Initials P.W. Date 05/12/18]**

57. There are no anticipated technology implications in relation to this update report.

#### **HEALTH IMPLICATIONS [Officer Initials C.W. Date 05/12/18]**

58. Learning outcomes and health outcomes are intrinsically linked. On the whole, investments in improving learning outcomes should also improve health outcomes. Evidence shows that education, training and employment are key socio-economic factors in determining health status (Marmot, 2010). Programmes that focus on reducing the gap in educational attainment between the disadvantaged and non-

disadvantaged children are likely to impact positively in reducing long-term health inequalities in Doncaster. The health impact of the Big Picture Learning project will need to be monitored in the course of its implementation, and public health can provide the appropriate advice in assessing the health impact.

## **EQUALITY IMPLICATIONS [Officer Initials K.R. Date 4/12/18]**

59. Big Picture Learning is an inclusive model of education that seeks to ensure that all children and young people accessing it are treated equally. It is particularly targeted at disadvantaged young people, with the eligibility criteria citing that young people will have experience of interaction with social care, health services, the police, or be from a family in receipt of long term welfare support. As such, we believe that Big Picture Learning has the potential to deliver improved social mobility for the young people in the provision, and reduce levels of inequality in the borough as a result.

## **CONSULTATION**

60. Consultation with young people has taken place to inform the design of the Big Picture Learning model in Doncaster. There will be individual consultation with both the young people and their parents/guardians at the point of referral to Big Picture Learning to confirm that they are happy to attend.
61. Consultation remains ongoing with the Bentley Campus Group which involves the primary school and small businesses which operate on the site.

## **BACKGROUND PAPERS**

62. Cabinet Report – [10 April 2018](#)

## **REPORT AUTHOR & CONTRIBUTORS**

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**Damian Allen**  
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## Appendix 1 – Big Picture Learning Information Sheet

**BIG  
PICTURE  
LEARNING™**

# Big Picture Doncaster

One student at a time

### Who

Big Picture Learning in collaboration with Doncaster Metropolitan Borough Council and the Innovation Unit.

### When

Big Picture Doncaster opens in January 2019, initially with a cohort of 8 students, growing to a full capacity of 60 by September 2019.

### What

An innovative community school. Big Picture Doncaster will be the first school in the UK founded on the Big Picture Learning model which has supported thousands of students internationally, including those who have not thrived in regular schools.

### Where

The school will be based at a newly developed site in Bentley, Doncaster.

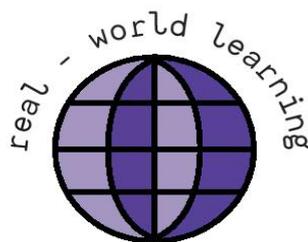
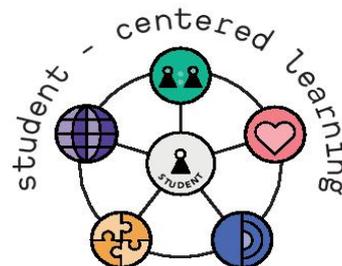
## The Big Picture vision and culture for learning

What are we trying to create?

### Big Picture learning is student-centered learning. It aims to support one student at a time.

At Big Picture, students are:

- Actively invested in their learning and challenged to pursue their interests and passions.
- Supported by a community of educators, other experts and professionals in the community, and their family.
- Leaders in the school who influence the school decision-making process.



### Big Picture learning is real-world learning. It aims to create an environment in which learning is engaging, authentic and connected to the real world.

At Big Picture, learning is:

- Focused on the individual student but also involves parents, carers and families.
- Integrated into the community, drawing on existing expertise and partners in the local area to support young people.
- Built on collaboration and communication that is enabled by taking a more flexible approach to where, when and how learning happens.

## The Big Picture learning experience

What will it look and feel like?

### Teacher Advisors

Students at Big Picture Doncaster will be part of a small learning community of 15 students, called an advisory. Each advisory is supported and led by an advisor, who is a teacher that works closely with the group of students and forms close relationships with each one. At Big Picture Doncaster there will be a total of 60 students, comprising four separate advisories.

### Internships and Mentors

The core curriculum will include a programme of internships and advisory sessions. Internships are externally sourced real world placements that are determined by each student's interests and passions. Internships are supported by Teacher Advisors and supported by local experts and specialists who take on the role of mentor to the student and work in partnership with the school.

### Personalised Learning Plans

Students at Big Picture Learning will work towards personal, academic and professional goals that are tailored to their needs, interests and aspirations. These goals will be captured in a Personalised Learning Plan for each student that is agreed between students, advisors, families and mentors, and will be updated on a regular basis.

### Advisory Sessions

Advisory sessions will provide space for reflection on the core qualities being developed through internships as well as being the unit for some of the school-based learning. Students stay with an advisor and a group of fellow classmates for a number of years, building close, long standing personal relationships.

## Big Picture Learning around the world

How do we know it works?

There are over 65 Big Picture schools in the United States and many more around the world; including Australia, the Netherlands, Italy and Canada.

The growth of this network attests to the enduring success of the Big Picture approach to learning, often with young people who did not previously experience fulfilment and success in school.

**95-100%** of Big Picture students are accepted into a 2 or 4 year placement in further education.

**93%** average attendance in Big Picture-established schools.



**88%** of students not in further education after leaving a Big Picture school are in a full time job or career.

**96%** of Teacher Advisors were in contact with their students two years after graduating from a Big Picture school.

## Appendix 2 – Payment Mechanism

### Basis of Payment

Table 1 the tariff and claims at maximum delivery.

Outcome	Definition	Measure	£ per outcome	Total no. claims
1.1	<b>Personal Learning Plan (PLP)</b>	Measured at the end of the month in which the student starts	£10,750	78
	Service User have a complete and operational PLP in place. (One PLP per Service User only)			
1.2	<b>Attendance</b>	Measured monthly, reported	£1,340	2729
	Percentage of students achieving target attendance			
2	<b>Progress</b>	Measured by Advisors at the end of each term, moderated by the Authority	£1,600	586
	Percentage of students achieving the expected progress (against baseline), as measured against their personal target			
3	<b>Resilience</b>	Measured at the end of the third consecutive term of participation, using MTQ48	£6,100	151
	Percentage of students maintaining or improving their STEN score by +0.35/0.5 against baseline			