



Secretary: Teresa Buckley
Telephone: (01803) 207087
E-mail address: democratic.services@torbay.gov.uk
Date: Friday, 18 March 2011

Democratic Services
Town Hall
Castle Circus
Torquay
TQ1 3DR

Dear Member

CABINET - TUESDAY, 22 MARCH 2011

I am now able to enclose, for consideration at next Tuesday, 22 March 2011 meeting of the Cabinet, the following reports that were unavailable when the agenda was printed.

Agenda No	Item	Page
5.	<u>Land at Brokenbury Quarry, Churston - Proposed Sports Fields / Community Recreation Project</u> To consider Report 73/2011 on proposals relating to land at Brokenbury Quarry, Churston.	(1 - 46)
7.	<u>Review of Primary School Places in Brixham: Chestnut Primary School and St Margaret Clitherow Catholic Primary School</u> To consider Report 75/2011 on a review of primary school places in Brixham. Note: this item will be discussed after 4.30 p.m.	(47 - 110)
8.	<u>Annual Strategic Agreement 2011/12 with Torbay NHS Care Trust</u> To consider Report 76/2011 on the Annual Strategic Agreement for 2011/12 with Torbay Care Trust.	(111 - 112)
9.	<u>Corporate Plan 2011+</u> To consider Report 77/2011 on the draft Corporate Plan for 2011+.	(113 - 144)

Yours sincerely

Teresa Buckley
Senior Democratic Services Officer

Encs

This page is intentionally left blank



Report No: **73/2011** Public agenda item: **Yes**

Title: **Land at Brokenbury Quarry, Churston – Proposed Sports Fields/Community Recreation Project**

Wards Affected: **All Wards in Torbay**

To: **Cabinet** On: **22 March 2011**

Key Decision: **Yes – Ref. X4/2011**

Change to Budget: **No** Change to Policy Framework: **No**

Contact Officer: **Iain Masters**
☎ Telephone: **01803 208975**
✉ E.mail: **iain.masters@tedcltd.com**

1. What we are trying to achieve and the impact on our customers

- 1.1 To allocate Council owned land and resources to help deliver the aspirations and outcomes contained in the Community Plan and other approved Council strategies and policies.
- 1.2 To improve access to community sports facilities and thereby create a healthier, more active society in Torbay.
- 1.3 To take into account limited land availability and environmental considerations.
- 1.4 To balance policy requirements with the wishes of the local community, the wider communities and public opinion.

2. Recommendation(s) for decision

- 2.1 **That the request from Torbay Sports Council for a long lease (up to 40 years) at a nominal rent, which will enable external funding opportunities to be pursued from one or more national governing bodies (as set out at Appendix 2), be approved. The lease shall be for outdoor pitches and ancillary club house/changing room accommodation only, unless agreement is reached with the local Community Partnership to incorporate other community based uses and facilities.**
- 2.2 **That it be noted that the Torbay Sports Council, Torbay Council and Torbay Development Agency (TDA) officers are engaged in discussions with special interest groups and Community Partnership representatives to see whether additional community facilities can be incorporated into the**

proposal. If this results in agreement between the parties it is recommended that the proposed lease should reflect such agreement.

2.3 That, if funding conditions allow and there is mutual agreement between Torbay Sports Council and the Community Partnership, the Chief Executive of the TDA, be authorised to agree that the land should be leased to a properly constituted sports and community based organisation, rather than one group in particular.

2.4 That the Chief Executive of the TDA, in consultation with the Executive Head of Residents and Visitor Services and Head of Legal Services be authorised to conclude the lease subject to:

- a) confirmation from the Facilities and Operations Manager that the proposed use adequately meets the needs of the Sports Pitch Strategy;**
- b) confirmation that the final proposal is commercially viable and adequately funded in terms of delivery;**
- c) the governance arrangements regarding the tenancy agreement being transparent and robust;**
- d) the Facilities and Operations Manager accepting the inclusion of any community based recreation areas;**
- e) the Head of Legal Services' satisfaction that the Community Partnership and Torbay Sports Council negotiations have been conducted and concluded to an acceptable standard; and**
- f) that no development shall commence, nor leases come into effect, until all necessary approvals (including planning permission) are obtained.**

3. Key points and reasons for recommendations

3.1 The approved Local Plan, which was subject to full public consultation, identifies the allocation of these fields for sports pitch use and makes reference to future buildings being ancillary to the sports pitch use. The Torbay Sports Council proposal is attached at Appendix 2. The lease proposed would enable, subject to planning approval, the outdoor sports pitches and ancillary changing room accommodation to proceed.

3.2 The Sports Pitch Strategy / 'Pengelly Report' states the need for additional sports pitches, which will benefit not only the immediate community but wider communities as well.

3.3 An alternative proposal, the Rural Community Recreation Project (RCRP) is attached at Appendix 1. The RCRP business case offers no alternative for the pitch proposals identified in the Local Plan or Sports Pitch Strategy. These proposals would also require planning consent - see the planning report attached at Appendix 3.

- 3.4 The Facilities and Operations Manager (Residents and Visitor Services) advises that the playing pitch facilities proposed by the Sports Council in this report are needed and that other solutions are unlikely to be forthcoming.
- 3.5 The business case that is provided for the Brokenbury Sports Hub (appendix 2) relates to a mix of uses which includes elements that are for indoor sports (archery/rifle). As this report recommends the external sports provision only, the business case submitted will need to be amended to reflect the proposed permitted use. The consultation responses provided by both stakeholder groups also relates to the larger multi sports hub concept (that still includes some indoor sports facilities).
- 3.6 The quality of the Community Partnership organised consultation and the extent of the participation was excellent with over 600 people attending the various events. The level of response provided however was relatively low with approximately 175 responses. Details of the responses are provided in Appendix 4. The author of this report notes that the Community Partnership's consultation showed that a clear majority of the local residents who responded were opposed to the sports proposals and that respondents would generally prefer to see the land used for either the community recreation proposal or would wish to see the land retained for farming.
- 3.7 It is noted that a majority of those not living in the immediate vicinity of Brokenbury who responded to the Community Partnership's consultation supported the sports proposals.
- 3.8 Torbay Sports Council has provided separate feedback evidence which suggests strong support for the proposed sports facilities. The business case is supported by an initial petition signed by circa 650 people (further sheets with more signature are apparently to follow). Sports users have also provided copies of 106 letters of support (copies of these are available in the Members Room).
- 3.9 It is expected that further compromises can be reached between the Community Partnership and Torbay Sports Council. These will need to balance the needs of sports users with the wishes of the local community. Recent progress is encouraging but it is felt prudent to agree the principle of playing pitch use now.
- 3.10 In the event that agreement cannot be reached between Torbay Sports Council and the Community Partnership it is recommended that approved policy considerations should take precedence.

For more detailed information on this proposal please refer to the supporting information attached.

**Steve Parrock
Chief Executive of the Torbay Development Agency**

**Patrick Carney
Joint Acting Head of Residents and Visitor Services**

Supporting information to Report 73/2011

A1. Introduction and history

A1.1 The proposal for sports development at Bridge Road Brokenbury is included in the Council's Torbay Sports Facilities Strategy and the Council's Sports Pitches Strategy:

"The Council immediately pursue outline proposals for a hub development at Churston to accommodate football (including the development of a 3G pitch)"

Page 10 Torbay Sports Facilities Strategy. Approved at Full Council in September 2009.

A1.2 The adopted Torbay Local Plan (1995 – 2011) at R3 (3)

"R3 New playing fields New playing fields and related facilities are proposed in the following locations:-

..... (3) Bridge Road, Churston

8.39 The proposal for playing fields at Bridge Road, Churston, will include changing facilities and a car park. It is envisaged that they will serve Brixham, Churston, Galampton and Paignton and overflow games from Torquay. Implementation is not expected in the early part of the Plan period, unless private funding or grant aid is forthcoming. Careful consideration of Cirl Bunting habitat will be required at this location (**Policy NC5** refers)."

A1.3 The scheme initially proposed by the Torbay Sports Council was a complex of indoor and outdoor sports facilities. This scheme was presented to the Community Partnership at a public meeting in 2010. It was suggested at that presentation that the scheme had Torbay Council backing and that a lease had been granted, neither of which was correct.

A1.4 In response to public criticism and officer comment, the Torbay Sports Council has modified its scheme and a revised scheme has been prepared. This revised scheme is included at Appendix 5. The revised scheme still retains some indoor sports facilities that might be better located elsewhere and other aspects that might be more sympathetically approached. The Sports Council has been encouraged to consider these suggestions.

A1.5 A group of concerned local residents has prepared an alternative scheme for the land that proposes a 'Rural Community Recreation Project'. See Appendix 1.

A1.6 The alternative compromise solution that has been proposed and suggested to the Community Partnership would potentially:

- Provide predominantly for grass pitches to be formed on the land with associated changing and club house facilities as necessary.
- Provide a community play park /picnic area.
- Incorporate community allotments (circa 2 acres) as a part of the scheme. This could support a community food initiative in conjunction with the adjacent farm shop.
- That parking would ideally be provided off site and vehicular access (except

for disabled user, service and emergency) would come from the Brixham Road (subject to agreeing any necessary rights of access).

- An alternative location in the local area is being discussed with the Community Partnership and the residents associations for the 3G pitch.

A2. Risk assessment of preferred and other options

A2.1 Outline of significant key risks RCRP

A2.1.1 The RCRP would require planning permission for a change of use. The risk exists that planning permission may be refused (see planning report at Appendix 3). No lease that is granted should be allowed to go unconditional until a detailed planning consent is granted and associated agreements are concluded.

A2.1.2 The RCRP, if approved, would remove one of the two major future sports hub allocations in Torbay's Local Plan. Removal of this allocation will detrimentally effect future sports pitch provision. The RCRP business case does not address the cost and policy risk to Torbay Council of this. To mitigate this risk it is proposed that the Facilities and Operations Manager for Residents and Visitors Services should confirm that the recommended scheme adequately meets the needs (or provides an alternative solution for) the Sports Pitch Strategy before any lease is granted.

A2.1.3 Revenue and Capital funding for both proposals needs to be confirmed. The Chief Executive of the TDA and the Portfolio Holder for Residents and Visitor Services will ensure a satisfactory business plan is received for the preferred option before any conditional lease is granted.

A2.2 Outline of significant key risks of the Sports Project

A2.2.1 The Sports Council scheme is reliant on financial support from sports governing bodies whose support needs to be verified. No lease should be unconditionally granted until funding is confirmed.

A2.2.2 Any agreement to the Sports Council for a lease would be conditional on securing planning consent.

A2.2 Key risks common to both proposals

A2.1.5 A risk common to both proposals is that initial user support declines and the preferred scheme falls into decline or is abandoned. The Chief Executive of the Torbay Development Agency (TDA) will ensure that the approved business case contains an adequate contingency plan to protect the Council's future interests.

A2.1.5 Both alternative schemes and any compromise scheme will raise highways and access issues that will require further consideration as part of the planning process.

(A full risk assessment of the proposals is available from the report author)

A3. Other Options

A3.1 That the fields are retained in perpetuity as agricultural land and that no lease is granted for an alternative use.

A4. Summary of resource implications

A4.1 There is an as yet un-quantified resource implication should the land be permanently excluded from sports use and it becomes necessary to acquire 3rd party land to provide sports pitches.

A4.2 The agricultural rent for the last full year it was leased was £790.00 p.a. The rent is not considered material in the decision to be made. A short term extension of this lease has been negotiated to ensure that the land is properly managed pending the implementation of a permanent solution.

A5. What impact will there be on equalities, environmental sustainability and crime and disorder?

A5.1 There would be important environmental considerations however these issues should be considered as a part of the planning permission that would be needed before the recommended option is implemented.

A5.2 The need for full disabled access and public safety will be an important consideration in considering design issues as and when prepared. The access arrangements to the facilities require considerable thought to ensure access is available to all.

A5.3 The use of facilities for positive community and recreation purposes should enable the community to be engaged in positive life style activities that will reduce the instances of crime and disorder. A letter of support from Brixham Police in support of the sports proposals has been provided.

A6. Consultation and Customer Focus

A6.1 The outcome of the Community Partnership consultation is included at Appendix 4. The level of engagement was encouraging however the level of response was disappointing given the alleged level of concern about the subject that had been expressed. Nonetheless there is undoubtedly a clear majority of local residents who support the Rural Recreation Project.

A6.2 The outcome of the sports users consultation is provided in Appendix 2 and evidences considerable levels of support.

A6.3 The report authors await the outcome of an objective and statistically robust Bay wide sports survey that has been conducted. This has produced the highest ever response to an on-line survey. The outcome is expected to be available before the Cabinet meeting. This will be circulated in advance to members.

A6.4 There has been ongoing dialogue with the Torbay Sports Council and the three Local Community Partnerships most directly effected by the 'proposals' referred to in sports survey. There is ongoing consultation with Community Partnership representatives to seek a compromise solution.

A7. Are there any implications for other Business Units?

- A7.1 The key policy impacts are within Residents and Visitor Services.
- A7.2 Legal Services will need to document all contracts and leases in relation to the land.
- A7.3 Planning Services would need to consider any subsequent planning applications.
- A7.4 The Valuers in the Asset Management team within the Torbay Development Agency would need to consider best value implications.

Appendices

- Appendix 1 – Business case for the Rural Community Recreation Project
- Appendix 2 – Business case for Sports Hub Proposal (the letters of support/petition are available in the Members' Rooms)
- Appendix 3 – Advice of planning officers
- Appendix 4 – Community Partnership consultation response
- Appendix 5 – Site Plan

Documents available in members' rooms

- Appendix 2 – Business case for Sports Hub Proposal letters of support/petition

Background Papers:

The following documents/files were used to compile this report:

- Adopted Torbay Council Local Plan 1995 - 2011
- Torbay Council Sports Facilities Strategy May 2009

This page is intentionally left blank

Redacted version 21 March 2011

Rural Community Recreation Project

*Our proposal for the future of the 17 acres of land
in the centre of Churston Village
adjacent to Bridge Road*

Residents for Churston

January 2011

1. Overview

Residents For Churston is an organisation representing a significant proportion of the residents across Churston, Galmpton and Broadsands. We have joined together to help determine the future of a large and environmentally important part of our area.

We believe there is a tremendous opportunity to use the 17 acres of land in the centre of Churston Village adjacent Bridge Road for the benefit of the local community.

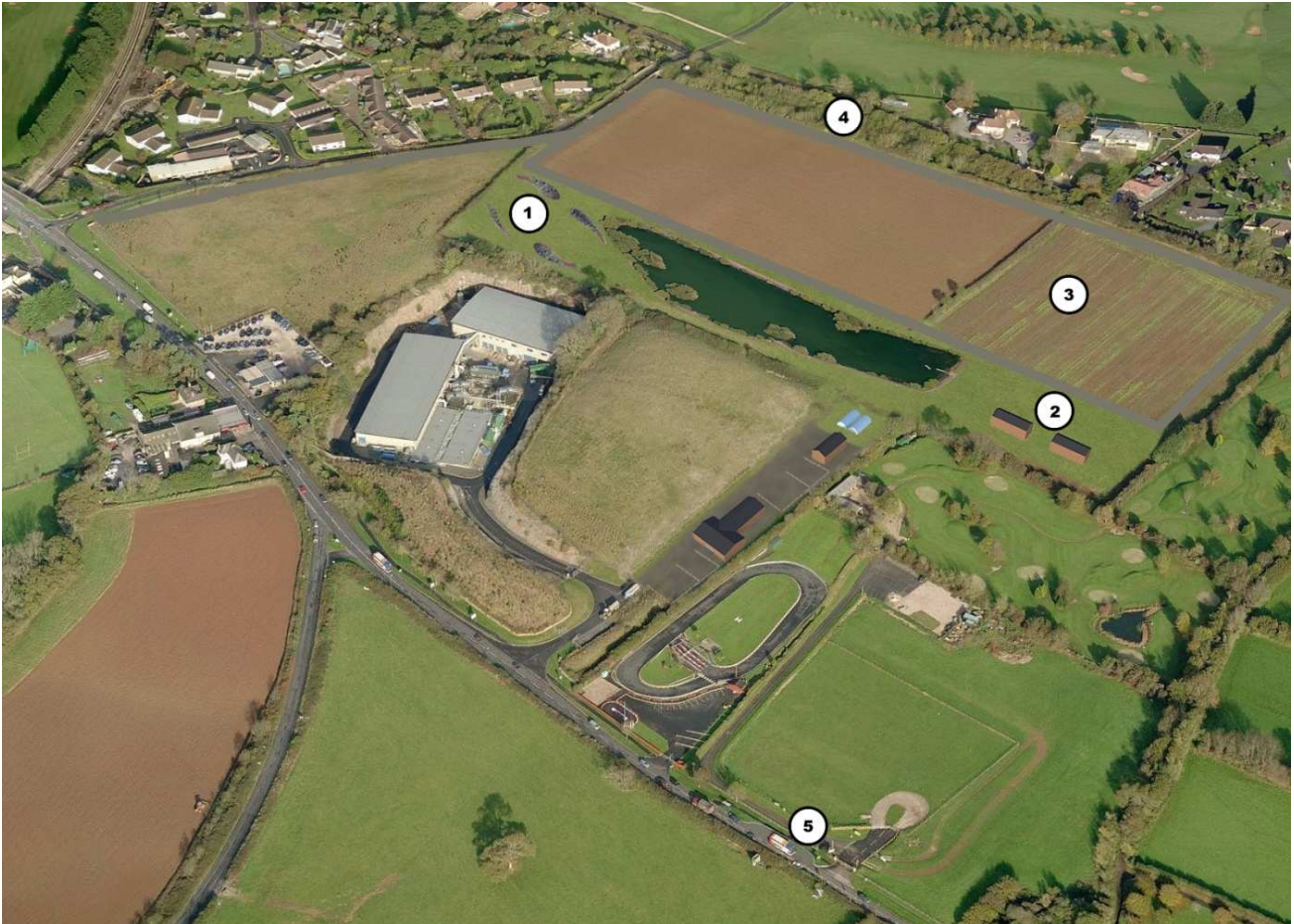
Our **Rural Community Recreation Project** will create an important geographic focal point for Churston. Our village does not have a village green and this site, being right in the centre of the village, is a perfect place to create one. We propose what we have called a **modern village green**. This will cater for our area's recreation and leisure needs and provide a place suitable for a range of uses ranging from informal games of football to family barbeques by the side of the lake.

At the same time we will be improving access across the village, an important issue that has not been properly addressed since the original invention of the motor car. A **network of bridleways** will connect the different parts of the village and substantially improve the safety of all road users. At the same time a new Dartmouth Road **bus pull in and turning circle** will improve the traffic flow into the whole of the Brixham peninsula.

There will be no cost (neither capital nor operating) to Torbay Council to provide these improvements. Funding will come from the creation of an enabling development in the form of an **animal farm visitor attraction**. This will work alongside the three adjacent local attractions (the Go-Karts, Cayman Golf and Farm Shop) and make a valuable contribution to the local area's tourist offer. All three traders support our project because of the positive impact it will have to their businesses (and likewise object to the Sports Hub project because of the negative impact this will have).

Residents For Churston will formalise itself as a legal entity operating for charitable purposes and set up and run the project. We see ourselves operating as an advanced form of a 'friends of group', the establishment and promotion of which is a Local Authority target.

Computer Graphic showing the different aspects of the project:



Key:

- (1.) New Modern Village Green
- (2.) New Animal Farm Visitor Attraction
- (3.) Most but not all Agricultural Land retained for cultivation
- (4.) New Bridleway Network providing safe routes for pedestrians and cyclists
- (5.) New Bus Pull-in and Turning Circle

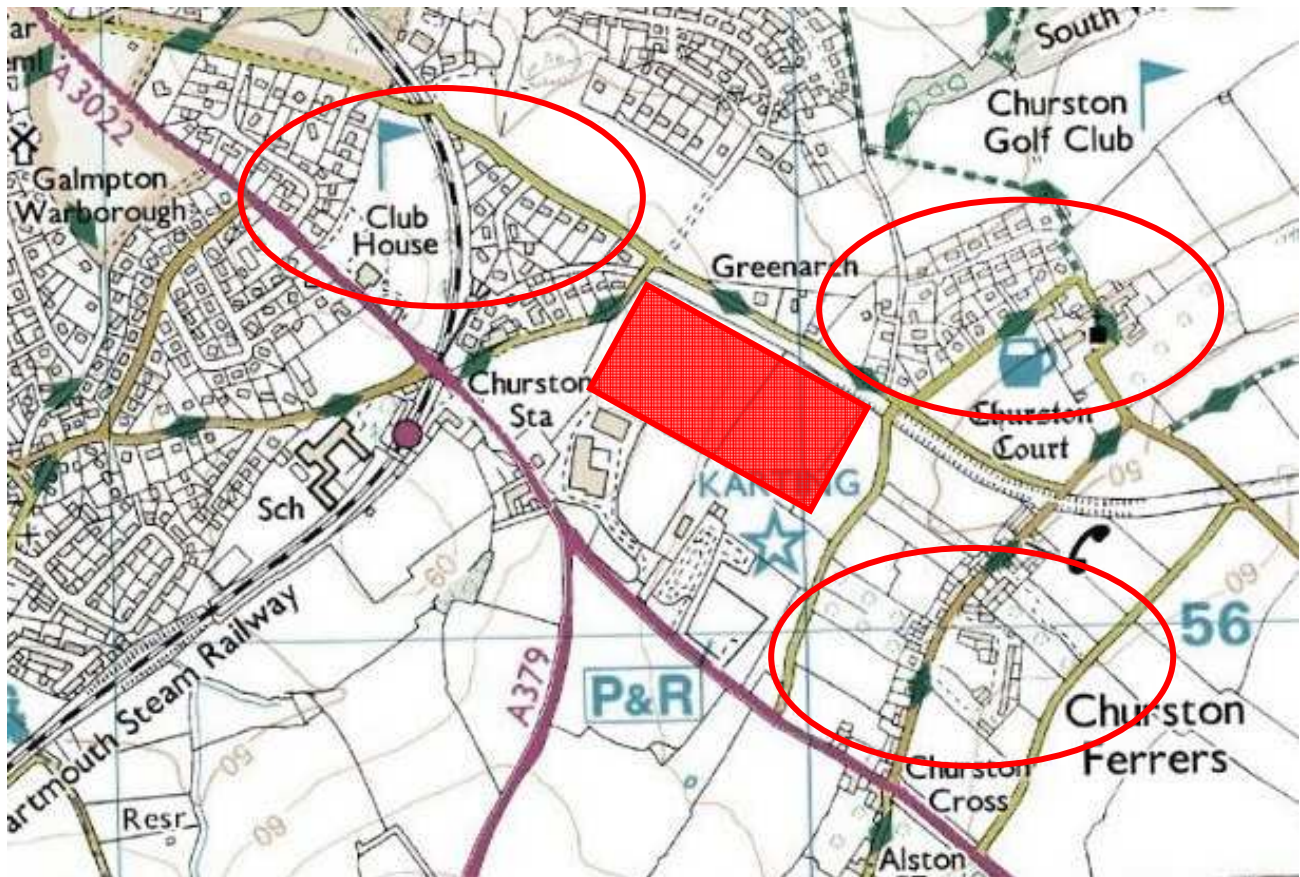
(6.)

2. Background and Site Constraints

2.1 Central positioning within Churston

The 17 acre site adjacent Brokenbury Quarry is right in the centre of Churston Village. Its development has the potential to make a significant impact on the future character of our community and the area's legibility. Hence, although there is the potential to significantly benefit the local neighbourhood with the right proposal, there is also the potential to cause significant harm.

Residents for Churston identify three main parts to Churston: the Bascombe Road side; Green Lane side and Churston village itself. This site sits centrally amongst all three.



The site should also be seen as a gateway site from the perspective of the area's tourism offer. The main attractions of the Go-Karts and Cayman Golf are currently not linked into the coastal footpath network leading to Broadsands Beach and Elbury Cove. Given the likelihood of a marina development at Broadsands in the near future, improved interconnectedness could become more important.

2.2 Land Ownership

Although development of the site offers the opportunity to improve transport, in its current state the site is largely landlocked, as regards access to adopted public highways suitable for increased vehicular and pedestrian traffic.

An access onto Bridge Road, a single track rural lane with some passing places, is not suitable for any increase in traffic volumes. It is already subject to traffic in excess of its design capacity, same being used as a back road into the North Boundary Road area of Brixham. The junction between the Dartmouth Road and Bridge Road is difficult and has previously resulted in a fatal accident. Despite this, improvements to this junction have historically been prevented by the widely held covenants which originate from the historic Churston Cattle Market estate.

An access onto Bascombe Road would present similar problems. Bascombe Road has a significant pinch point and several blind corners adjacent the current Churston Golf Course crossing point and railway bridge. As such it is not suitable for any increase in traffic volumes. Furthermore, all junctions between Bascombe Road and the Dartmouth Road are difficult and none of the proposed Windy Corner junction improvements will improve this.

The most appropriate access to the site would be directly from the Dartmouth Road, but this would require crossing land controlled by either South West Water, Mr Richard Haddock or Mr Stuart Bridge. The South West Water land is either in use as a Water Treatment Facility or subject to Section 106 agreements requiring it to be retained as a public amenity space and local nature site (to offset the loss of habitat resulting from the original development of the Water Treatment facility inside Brokenbury Quarry).

We believe the only practical vehicular access to the site is through the farm shop access over land controlled (both as freehold owner and as long leaseholder with no break clause) by Mr Haddock. This is the access the Sports Hub originally proposed. Mr Haddock has agreed to provide the Community Project with access over his land and has confirmed that he will not be providing the same offer for the Sports Hub as he objects to that proposal.

We also believe it is necessary to use Park-and-Ride land to provide adequate parking provision and transport sustainability. Torbay Council leases this land from the freehold owner Mr Bridge and is in the process of negotiating an extension to their lease which is shortly due to expire.

The Park-and-Ride itself is separated from the site by land controlled by Mr Bridge. We believe that if this parking provision is to become part of any proposal, then a direct access across this land needs to be negotiated. Mr Bridge has agreed to provide the Community Project with access over his land and has confirmed that he will not be providing the same offer for the Sports Hub as he objects to that proposal.

2.3 Local and National Planning Policy

The site has been designated in the Adopted Local Plan for *Recreation and Leisure* as R3 *New Playing Fields*:

“The proposal for playing fields at Bridge Road Churston will include changing facilities and a car park... Careful consideration of Cirl Bunting habitat will be required at this location. Where

practicable, the pitch and facilities may also be available to serve the local community on a dual use basis.

In view of the physical characteristics of some pitches (including high fencing, floodlighting and associated development such as changing and parking facilities) careful consideration of siting and hours of operation will be required.”

The intensity of the intended use as a playing field is clearly quite limited. Of the four sites identified in the Local Plan for playing fields, the site at Bridge Road is the only one where the site’s constraints are specifically highlighted. The Local Plan also makes specific reference to the creation of a single pitch at Bridge Road, and this must be seen in the light of similar references to the creation of four pitches at Barton Valley South.

The site was not designated either for R1 *Major indoor leisure and recreation* or R2 *Outdoor recreation developments*. G3 pitches did not exist 15 years ago when the local plan was written. However, it is our view they would clearly fall under the heading of an R2 proposal. Firstly, the closest equivalent that did exist, namely a synthetic athletics’ track, is specifically referenced as being an R2 development. Secondly, it is clear that an R2 site will be developed and / or used to a greater intensity than an R3 site, as with such a development the Local Plan specifically states that highways issues must now start to be considered more carefully. Clearly, it would therefore be consistent to describe an artificial surface pitch as an R2 proposal as the whole purpose behind a synthetic surface is to allow a much greater intensity of use (potentially 24 hours a day) over that possible with a natural grass surface.

The site has also been designated as L3 *Countryside Zone* which sets limits on the form of development on the site:

“Development will not be permitted within the Countryside Zone where this would lead to the loss of open countryside and creation of urban sprawl, and where this would encourage the merging of urban areas and surrounding settlements to the detriment of their special character and setting”.

Although there are several exceptions where development will be permitted, the Local Plan makes it clear that the rural character, wildlife habitats and historic features should not be adversely affected.

Taking these policies in conjunction, it is clear that the local plan envisaged one single grass playing field to be developed on the site. This and any other proposal would need to be sympathetic to the area’s central village location, semi-rural character and wildlife importance.

We have also considered the *Greenspace Strategy - Adopted Supplementary Planning Document* (July 2007). We note that Torbay Council sets out in this document at GS2 that it should implement improvements in the way in which it works with ‘Friends of groups’ and work towards the establishment of a Torbay wide ‘Friends of’ network. As a result, we believe Torbay Council should in principle welcome submissions from Residents For Churston and find ways in which their continuing involvement in the area can be promoted.

Considering the semi-rural nature of the land as demonstrated by its designation as L3 *Countryside Zone*, Residents For Churston believes PPS 7 is relevant to the consideration of any proposal. We believe PPS 7

directly supports our proposal as the objectives that HM Government have set out have substantial similarity with our own as a group. With direct relevance to this proposal, PPS 7 attempts to:

(i) raise the quality of life and the environment in rural areas through... sustainable development that respects and, where possible, enhances local distinctiveness and the intrinsic qualities of the countryside.

(ii) promote more sustainable patterns of development... discouraging the development of 'greenfield' land... providing appropriate leisure opportunities to enjoy the wider countryside.

PPS7 therefore suggests that in a semi-rural area it may be appropriate to provide recreation and leisure opportunities other than formalised sports.

2.4 Need for sports provision

The Pengelly Consulting Report of May 2009 identifies two main problems, namely a shortage of specific pitches and the poor quality of many of the existing facilities.

The shortage of specific pitches relates to: floodlit all weather courts; junior football; and junior rugby pitches. This deficiency in junior pitch provision contrasts with the position for the senior game where across Paignton and Brixham there is an oversupply of one pitch for each of rugby and football. After adjusting for this oversupply there is a net shortfall of 9 rugby pitches and 12 football pitches across both the junior and senior games.

The perceived poor quality of the existing facilities reflects dissatisfaction both with their size and quality. This applied especially to changing facilities and also to social facilities, car parking, drainage and quality of surface of pitches. The report highlights how this problem has been caused by problems funding the ongoing maintenance and repair costs of the respective facilities. The Council has, in part, tried to address this by passing responsibility for changing pavilions over to the clubs using the ground. Mixed success has resulted, with the report equally identifying some very successful outcomes and others where a lack of financial resources has resulted in severe deterioration to the facilities.

The report refers to a proposed sports hub at Churston, which is the first reference to the project in a public Council document. Such a proposal is a departure from the Local Plan and is a much more intensive form of development than has been democratically consulted on. The report envisages the hub providing some new football and rugby pitches for Paignton and Brixham (to make up part of the provision shortfall only) and specifically references the creation of two new G3 pitches. Pengelly also recommends that the hub could address the needs of Brixham Archers, the Paignton Archery Club and the Paignton Rifle Club.

Progress since the date of the report means the Paignton Archery Club's needs have already been met and the needs of Brixham Archers could also have similarly been met had they not decided to decline the use of a new facility. Specifically, the Paignton Archery Club and the Torquay Archery Club have now jointly leased a new facility adjacent South Devon College and this provides for all of their indoor archery needs as well as for substantial spare capacity. Brixham Archery Club have been invited to use spare capacity at this facility but declined. It is also unclear whether the development of a health centre at Clennon Valley will actually happen and thus whether the Paignton Rifle Club need to relocate from their existing facilities.

Residents for Churston does not believe that the creation of the Sports Hub to serve a very wide range of sports is necessarily the logical response to the two specific problems of a shortage of junior playing pitches and questionable standard of existing pitch facilities. However, to the extent that a hub is considered to be the best solution we believe it is important to consider all the available site options. Residents for Churston have identified a number of alternative sites for sports provision within the Brixham area and are involved in negotiations with Brixham Town Council about taking these sites forward. At this stage it would not be commercially appropriate to provide further details.

Furthermore, In relation to junior pitch provision, Residents for Churston note that Sport England state that “if the users are predominantly juniors... then only a playing field very close by could be said to be in an appropriate location” (*A Sporting Future for the Playing Fields of England*). Accordingly, we believe several separate playing pitches in different locations could better meet this need.

2.5 HM Government’s Localism Policy

Through attendance at two public meetings only, Residents for Churston has obtained the support of a significant proportion of the residents across the Churston, Galmpton and Broadsands areas. This reflects the substantial support our proposal has within our local neighbourhood. To the extent there is support for the Sports Hub, other than for a handful of residents, this comes from outside of the Churston, Galmpton and Broadsands area.

HM Government’s localism agenda, as set out in the Open Source Planning Green Paper published in February 2010 as a Conservative Party manifesto commitment gives guidance on how to balance this conflict:

The creation of an Open Source planning system means that local people in each neighbourhood – a term we use to include villages, towns, estates, wards or other relevant local areas – will be able to specify what kind of development and use of land they want to see in their area... giving local people the power to engage in genuine local planning through collaborative democracy – designing a local plan from the “bottom up”, starting with the aspirations of neighbourhoods

We specifically highlight the use of the word *neighbourhood* and accordingly note that HM Government considers the relevant consultees to be those actually living within the area. This differs from a previous concept of stakeholders who might potentially include parties from outside of the area who were interested in developing it for their own purposes.

In the interests of completeness, we acknowledge the Localism Bill which was laid before Parliament on 13 December 2010 is still to be enacted into law. However, the direction of HM Government policy is very clear and should be taken account of, particularly as it may well be law in the very near future.

The concept of localism extends the existing obligation of Local Authorities to consult. On the subject of consultation, we have specifically considered the Sedley requirements (*R v Brent London Borough Council, ex parte Gunning* (1986) 84 LGR 168) and believe it is very necessary that further consultation is undertaken with the Community Partnership. Specifically, we do not feel that all the relevant and rightful consultees within the neighbourhood have properly been given the opportunity to be consulted on the proposals.

3.0 Proposal

Our proposal sets out to provide a cohesive Rural Community Recreation Project which will include both non-for-profit and commercially run business components.

3.1 Modern Village Green

Part of the land is to be developed as what we have called a Modern Village Green; a multi-purpose area for community recreation and leisure within a semi-rural setting. This will be a high quality flat and level grassed area suitable as an informal sports playing pitch but also serve the community on a dual use basis for a wide range of other activities (as originally envisaged in the Local Plan). Our ethos is to include the whole community by providing recreation and leisure opportunities for people of all ages which do not require any charge on the user or require any pre-arranged access arrangements.

Towards its periphery, the flat and level grassed area will incorporate parkland style features such as trees and dense planting. There will also be a series of separate ponds which together will provide the appearance of a small lake. Such features will blend the area with its semi-rural setting and provide an important wildlife habitat.

We believe that the area's demographic needs to be considered, given the Authority's obligation to provide opportunities for both old and young alike. Accordingly, the area will incorporate a fitness 'trim-trail' and exercise circuit similar to the hugely popular facilities now available in other European countries. It will also feature a modest children's playground.

There is need for such a facility given there are no playgrounds within the Churston, Galmpton and Broadsands Community Partnership area. This deficiency in provision is not properly identified in the Adopted Greenspace Strategy. That document lists three Playgrounds for Churston and Galmpton ward, but these are all in the Whiterock and Hookhills Community Partnership area.

In addition to informal games of football and other sports, we anticipate the area will be used for community 'fun days' incorporating a community sports day and village fair set-up (as happens in Hele); activities involving the local Beaver, Cub and Scout groups (the 13th Sea Scouts based in the Galmpton Village Hall serving Kingswear, Churston, Brixham and Galmpton have expressed an interest) in using the area for scout camps and nature observations; family picnics; barbeques; firework displays; etc.

The need for such an area is best demonstrated by some of the frustrated aspirations of the Churston, Galmpton and Broadsands Community Partnership. Specifically, the Partnership had identified a need to increase community spirit and cohesion and devised a range of their activities and events to improve this. However, there has been a difficulty in actually holding such events due to access restrictions and byelaws on the local greenspace areas.

It may be that this area could include a single grassed playing pitch set out for formalised games of sport. This has not been included in our proposals or put to the membership of Residents for Churston on the basis

that the sports groups proposing the Sports Hub have stated such a pitch does not meet their needs and they would not use it.



Informal recreation



Lesiure



Informal sports



Nature habitat

3.2 Bridleways providing safe pedestrian and cycle routes

New bridleways will be constructed within the field boundaries. These will provide separate safe foot, cycle and horse traffic routes away from our area's unavoidably narrow rural roads.

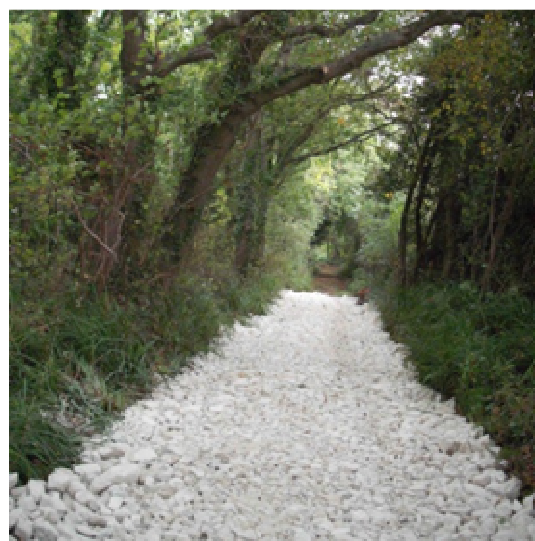
There will be an access from Galampton running parallel to Bridge Road and an access to Churston via Elberry Lane. This would create a safe off-road link between the Green Lane end of Churston and the main Dartmouth Road.

The bridleway will run parallel to Bascombe Road between Elbury Lane and Bridge Road. It will be set within the field boundaries such that it is adjacent to the copse that is now the disused railway line. We believe it is important that this copse is retained in its current form so far as possible as it provides a valuable wildlife habit and the screening it provides adds significantly to the rural character of the area.

The bridleway will also run parallel to Bridge Road from Bascombe Road to the Dartmouth Road. It will need to cross the field owned by South West Water, and as this land is currently provided for community access by the company they have confirmed they have no objections in principle and are open to discussions subject to further details being provided. The bridleway will also need to cross the grass verge owned by Torbay Council and the highways department have confirmed they support the idea of the project and are open to discussions subject to further details being provided.

It is noted that access for agricultural machinery into the fields that are being retained as agricultural will need to be retained and it is proposed that such access will continue to take place across the bridleway at the point of the existing Bridge Road farm gate.

As indicated on the computer graphic, a further section of bridleway will also wrap fully around the field so as to connect into the Modern Village Green, animal farm visitor attraction and the Park-and-Ride. This creates a circuit that will allow recreational equestrian riding. Although this would be a free to use area, it is envisaged that commercially run riding opportunities will be one of the attractions that will be provided by the animal farm visitor attraction. On this point, with the aim of including the whole community, we specifically want to provide riding opportunities for disabled people.



3.3 Bus Pull-In and Turning Circle

The entrance to the Park-and-Ride will be improved to allow busses to stop without impeding the traffic flow on the A3022 (Dartmouth Road / New Road). This would be an important improvement which would avoid the main carriageway into the Brixham peninsular being totally blocked whenever a bus stops. This is currently a significant problem during peak summer months and accordingly this improvement would bring benefits to our local Churston, Galmpton and Broadsands neighbourhood as well as to the whole of Brixham.

We will create a bus pull in and turning circle at the entrance to the Park-and-Ride with a surface finish to an adoptable highway standard. Buses would then be able to pull into this area using the existing traffic lights which already serve the Park-and-Ride entrance. In some respects this would be similar to the bus pull in and turning circle at the entrance to the Torquay Boys' Grammar School. However, unlike that Grammar School, we would envisage that this turning circle would be designed in such a way that passengers waiting at the bus stop would be visible from the Dartmouth Road so that the bus would only pull in when passengers were wanting to board or alight.

Currently, there is no dedicated service bus for the Park-and-Ride, with transport being provided by the buses on the Number 12 route from Paignton to Brixham only. Brixham Town Council are keen to see an expansion of the Park-and-Ride facility by the introduction of a dedicated service bus. If this is to be provided the bus will need to be able to turn round at the Park-and-Ride end of the route. This pull-in and turning circle would provide for this.

Expansion of the areas covered by the Park-and-Ride facility is possible with the introduction of a dedicated service bus. Specifically, we are in negotiations to see how this service could extend to cover peak traffic events in Kingswear and Dartmouth. These include the Regatta week and the Fireworks and Red-Arrows displays in particular. During such events both the A3079 (Kennels Road) and B305 (Brixham Road) can become gridlocked. Although there is already a train service provided from both Paignton and Churston Station by the Dartmouth Steam Railway, this pricing point, restricted late evening running times, and limited parking capacity at the two stations, means this service is aimed at those wishing to enjoy a steam train ride rather than make use of public transport provision.



3.4 Animal farm visitor attraction

Part of the land is to be developed into a small scale commercial animal farm visitor attraction. This would be in keeping with the area's semi-rural character and would work alongside adjacent tourist attractions that have existed here for many years and provide jobs for local people.

Such an attraction could include displays of rare livestock breeds and other wildlife species, a petting barn where visitors can get very close to the animals by holding or feeding them, an opportunity to milk cows or goats, tractor rides out from the site around the adjacent Churston Farm, donkey or pony rides around a small area of the land and horse riding around the bridleway circuit.

It is considered that 4 acres is needed for such an attraction and that 2 single storey timber stable buildings sited adjacent to existing Garden Centre and Cafe building and polytunnels of the Farm Shop would need to be constructed. The land will be developed in line with limited intensity given its status as L3 *Countryside Zone* in the Adopted Local Plan.

The main access would be through Churston Traditional Farm Shop and we anticipate there would be both full time and part time seasonal jobs created for local people. If the successful operator is Mr Haddock as we believe it will be, we identify that such a development will not only provide an attraction in its own right, but reinforce the Farm Shop's stated philosophy of creating a connection between the field and the plate.

The Farm shop currently records a seasonal adjusted average of 1,000 visitors per week. This is predicted to rise on completion of the current building works to create the cafe and garden centre. It is anticipated that a substantial component of the revenue from the animal farm visitor attraction will come from an increased spend from existing visitors both to the Farm Shop as well as those to the adjacent attractions of the Go-Karts, Cayman Golf, and War Games attractions.

The Farm shop has also identified its future strategy as incorporating internet retailing and there is the potential to use the animal farm visitor attraction to strengthen any online branding.



Close encounters with farm animals



Animal petting barns



Animal petting barns



Outdoor play area

3.5 Land retained in Agricultural cultivation

We believe retaining this land in a non-developed state is an essential component in providing the appropriate setting and context for the development of the farming attraction and consistent with the development of the Modern Village Green.

This will also cause minimum disruption to wildlife.

The continued use of the agricultural land complements the Farm Shop and the animal park attraction in terms of providing an agricultural setting within which these activities are carried out.

As we intend to have disabled equestrian facilities which make use of the bridleways, it is also important that good visibility of the bridleways is maintained for participant safety.

4.0 Market Assessment (Animal farm visitor attraction)

Market Size

Residents for Churston have evaluated the market opportunity that exists to create the animal farm visitor attraction. We believe such an attraction could be a strong success.

Such a facility is not currently offered within Torbay. The closest equivalent is Occombe Farm, but this does not offer the close animal interaction which characterises such attractions. Instead, it's market positioning is more as that of a working farm that can be viewed by the public. This is accentuated by the relatively large geographic area over which the points of interest at Occombe are spread. Furthermore the strategy of pushing expensive organic food ranges at the farm shop has limited the businesses wider appeal.

The closest comparable nearby attraction is The Totnes Rare Breeds Farm. Set on a site less than 2 acres in size it has gradually expanded since its foundation in 2002 and now regularly receives around 200 visitors on peak summer days. Pennywell Farm at Buckfastleigh is another similar attraction. Both attractions require visitors to travel outside of Torbay, and given the significant number of visitors staying within the bay during the summer months a local attraction would likely be visited by them in preference.

The largest and longest established animal farm visitor attraction in the UK is the Cotswold Farm Park run by the BBC Countryfile TV personality Adam Henson. Established in 1971, it currently receives 72,000 visitors per year on its 17 acre site. This compares to, for example, 90,000 visitors per year at the National Trust Colaton Fishacre house and gardens which sits on a 24 acre site. Paignton Zoo receives approximately 500,000 visitors per year.

Residents for Churston estimate that a modest four acre attraction would receive 20,000 visitors per year and that the majority of these visitors would have already travelled to the site to visit one of the adjacent attractions or be en-route to the attractions of Brixham. As such, the number of associated traffic movements would be considerably lower.

Market Size

We believe such an attraction, on this particular site, would complement the adjacent Go-Karts, Cayman Golf and War Games attractions as well as the Churston Farm Shop. An agreement has already been reached between the three traders to offer a single ticket which would allow entry to all three attractions. Hence, this development would contribute to the critical mass of the area as a whole and provide a more rounded offer for the family market as both the Go-Kart and War Games attractions are oriented more towards boys rather than girls.

Similar negotiations are taking place between the traders to combine their marketing expenditure. The discrete attractions could be combined under a single brand and their internet presence could be substantially increased. At the moment the Go-Karts does not have a web site and none of the operators are engaged in social media marketing.

5.0 Finance

This proposal combines both profit making and not-for-profit components. The purpose behind this mixed approach is to finance (i) the capital cost of creating and (ii) the operating cost of maintaining, the not-for-profit aspects at no cost to the Local Council or end user by an 'enabling' profit making development. This is particularly relevant when significant funding cuts are now being made across departments. Indeed, the financial position of Torbay Council would improve as a result of this proposal.

Residents for Churston propose that the operator of the animal farm visitor attraction will finance the capital cost of creating and the operating cost of maintaining the modern village green, bridleway network, and bus pull in lieu of paying a commercial rent on the animal farm visitor attraction. We anticipate the likely operator will be Mr Haddock, and he has agreed to this proposal.

Certainty of Funding Position

The table below sets out the anticipated investment in the project. Residents for Churston has sought information on budget costings from three separate large firms of contractors who are regularly involved in Local Authority and Housing Association works. As a result, we anticipate there could be an investment of £260,500 in off-site improvements and a further investment of £600,000 in creating the animal farm visitor attraction:

	£s
Modern Village Green	
Grassed area (4 acres)	80,000
Feature Planting (0.25 acres)	17,500
Creation of earth bunding	2,500
Creation of lake (1.5 acres)	50,000
Total Budgeted Cost	150,000
Bridleway Network	
Section Parallel to Bridge Road	320
Section Parallel to Bascombe Road	390
Section Return along edge of Cayman Golf	100
Section Return along edge of Farm Shop / Go-Karts	365
Total Distance	1175 m
Total Material Content at 4.8m width and 250mm depth	1410 m³
Total Budgeted Cost at £50 per cube	70,500
Bus pull-in	
Total Budgeted Cost	40,000
Animal Farm Visitor Attraction	
Total Budgeted Cost	600,000
Total project investment	860,500

On the basis of the land ownership issues previously identified, and what is in effect a ransom strip, Residents for Churston believe the operator of the animal farm visitor attraction needs to be Mr Haddock. There is no reason in principle why an alternative operator could not run the attraction having agreed payments for access rights to Mr Haddock, however, in view of the synergies of combining such an attraction with the farm shop it is unlikely such an operator would deliver better value.

Residents for Churston has sought comfort both from Mr Haddock's Auditors and Bankers and we have concluded he has sufficient funds to participate in the project. We also note he is variously quoted as having invested £1 million in the original Farm Shop and more recently a further £1 million to create the additional Garden Centre and Cafe facilities. As a result a further £860,500 investment would appear plausible.

As an experienced farmer who also runs a soil recycling business, Mr Haddock already possesses many of the necessary skills, labour and capital equipment required to undertake all of the construction and maintenance works. For example, the significant majority of the construction works to create the Churston Farm Shop and the recent Cafe and Garden Centre expansion were undertaken in house. In our view, this gives further support to his ability to finance the project.

Financial Viability

Residents for Churston has considered whether the scale of the proposed animal farm visitor attraction supports the proposed off-site improvements. We believe it does and set this out in an illustrative Profit and Loss Account below.

Visitors	20,000
Average Spend (pounds)	6.00
	£
Total revenue	120,000
Operating costs (staff, heat, light, etc)	30,000
Interest cost (assuming 60:40 debt:equity financing with debt at 6% rate)	30,978
Business Rates	15,000
Total cost	75,978
Profit before Tax	44,022
Profit after tax	35,218
Return on Equity	10.2%

The return on equity is reasonable at 10% and this would increase if our conservative spend assumption of £6 per visitor was increased. There would likely also be sales generation in the Farm Shop business, but this is not considered in the above analysis to illustrate the point that such a business could be run by more than just one operator.

Delivery of Best Value

Residents for Churston have considered the annual implied leasehold rent that would be paid by the operator of the animal farm visitor attraction. This is comprised of both the value of the commitment to fund the ongoing maintenance costs of the Modern Village Green, Bridleways and Bus Pull-In and Turning Circle, as well as the value of the up-front capital investment required to initially construct these areas.

We have obtained information from a variety of ground maintenance contractors to assess the likely costs of the ongoing maintenance. We are advised this is largely a function of the level of maintenance standard required and accordingly the frequency and finish of grass cuts. We are advised that £7,500 would be a reasonable estimate.

As regards the implied annual cost of the off-site improvements, this can be calculated when the term of any lease is known and an appropriate discount rate is applied.

We have assessed the implied annual leasehold rental payment to be approximately £33,000 per year. Based on the advice we have received from commercial agents this appears either above or in line with market rates for such a site, particularly when it is considered that the operator still has to construct the attraction.

Annual Maintenance Spend	£ 7,500
Total investment in off-site improvements	260,500
Discount rate	10%
Lease Duration (years)	100
Implied annual cost of offsite improvements	25,817
Implied annual leasehold rent for 100 year lease	<u><u>33,317</u></u>

Residents for Churston will also seek a financial guarantee to provide for 3 years of ongoing maintenance costs in the event the operator of the animal farm visitor attraction were to cease trading. This would secure the future of the project during the time required to find an alternative operator.

Financial Impact on Torbay Council

Our proposal would improve the financial position of Torbay Council on an ongoing basis due to the business rates that would be levied on animal farm visitor attraction. This is set out below:

New Business Rates levied on project	£ 15,000
Loss of income from Agricultural lease	(1,000)
Total Positive Impact on Torbay Council Finances	<hr/> 14,000 <hr/>

The site was previously leased for agriculture at an annual rent of c. £1,000 per annum. It currently lies vacant as notice was served on the previous tenant Michael Tooze at the apparent request of Torbay Sports Council.

Residents for Churston propose that agriculture will continue on the site and the rent from the continuing agricultural will be ploughed back into the maintenance costs of the site.

6.0 Key Personnel

Residents for Churston now represent a significant proportion of the residents across the Churston, Galmpton and Broadsands areas. This has been achieved as a result of signing up members at two community engagement events only. Our strategy of obtaining membership is important to us: it means only the people who support our project and who felt strongly enough to take time out of their schedule to attend a public meeting and engage with our committee, learn about our proposal and declare their support for it are members of our group. As a result we have captured the support of precisely those residents who are more likely to play an active role in the project going forward.

Assuming our project goes forward we would like to involve as much of the community as possible in our democratic decision making processes. For the time being, much of the work is being led by a steering group committee, all of whom are local residents with significant relevant business experience. They have committed their time to the project going forward.

7.0 Implementation

Formalisation of Residents For Churston

Assuming this project is supported by Torbay Council heads of terms would need to be agreed setting out the terms of a lease in principle. Following this, the group Residents for Churston will formalise itself as a recognised legal entity with a not-for-profit objective.

Residents for Churston would actively promote membership so as to ensure the project was not only accountable too, but also directed by, the local neighbourhood. Members would have voting rights at general meetings on all key decisions and would provide a guarantee of a very small nominal amount, which we submit should be £5 per member. All of the committee of Residents for Churston have confirmed they would like to become members and we have to date received a large number of requests from other people across our community with whom we have discussed our proposals who similarly want to become members.

Proposed Leasehold structure

Residents for Churston would seek a lease over the full 17 acres of land at a nominal rent commensurate with the non-for-profit company's charitable objective. We submit this lease should be for 100 years. This is to allow more competitive finance to be sought on the commercially delivered parts of the scheme and recognise Residents for Churston's lack of security of tenure as a non-business within the provisions of the Landlord and Tenant Act 1954.

The implementation of this lease would be conditional on subsequent planning permission. Residents for Churston would then enter into two sub leases and implementation of both of these would be also be conditional on planning permission.

The first sub-lease would be to the operator of the animal farm visitor attraction for the parcel of land on which the attraction would be located. As the main access to this attraction would be through the Churston Traditional Farm Shop (as is also the case with the Sports Hub proposal) we submit there would be a strategic benefit to any operator if these operations were to be combined and that this would allow a higher rent (or in this case rent in lieu) to be charged. The operator of the Churston Traditional Farm Shop is Mr Haddock and he has confirmed his interest in being part of the proposals. This lease would be on full commercial terms.

However, instead of rent in the form of cash Residents For Churston would look to the operator of the animal farm visitor attraction to deliver on a non-chargeable basis off-site improvements (the community recreation and leisure area, the bridleways and the bus lay-by) which would benefit the community. These works would be detailed in the Section 106 agreement which would form part of the operator's planning permission. It would be a condition of the sub-lease that completion of these works would be required before any works could commence to the animal farm attraction.

The second sub-lease would be to the farmer working the land which is retained in agricultural cultivation. The previous tenant Michael Tooze of Elbury Farm has confirmed his interest in farming the land again. This lease would be on full commercial terms and Residents for Churston would put the land out to tender. This rent would be used to fund the operating costs of the non-for-profit company limited by guarantee with any surplus being either returned to the freehold owner or invested in developing the project as decided at a general meeting.

Ongoing maintenance and governance

As set out, the formalised group Residents for Churston would manage the project on an ongoing basis. There would be a general meeting of a minimum once per year.

There is further consultation necessary on whether the Local Authority wish to be involved with any maintenance on the not-for-profit aspects of the project. This may deliver better value by facilitating more up-front cash investment on the basis there would be a reduced requirement to provide for ongoing maintenance costs.

To the extent that there was a necessity to look towards the animal farm attraction to fund the ongoing maintenance costs, this would be set out in the respective lease documentation and any appropriate guarantees would be sought.

This page is intentionally left blank

Brokenbury Sports Hub



Outline Business Plan

1. Executive Summary

1.1 The Proposition

This document is an overview business plan for the development of a community sports facility at Brokenbury, Churston by Torbay All Sports Hub Limited ["TASH"] and Torbay Council.

TASH is a joint venture company comprising three local sports clubs, Paignton (Torbay) Rifle & Pistol Club Limited, Brixham Archers Limited and Brixham Villa Football Club.

TASH has been formed to facilitate the following aims:

- To provide a modern purpose built facility for the three anchor tenant clubs. At present these three clubs have no lease or inadequate facilities to allow for growth and development going forward;
- To provide a much needed community sports hub that will facilitate many sports and service the needs of Torquay, Paignton, Churston and Brixham, in order to enhance general well being and social interaction;
- To create a community social area that will allow nature walks to Elbury Cove and a cycle/jogging/walking track, joining onto surrounding amenities leading to Brixham and elsewhere.

1.2 Public Benefits

The one stop sports and wellbeing hub proposed for Brokenbury will allow a first class multi sports arena to showcase sports to all ages and abilities, enhancing the Torbay strategic plan, in conjunction with lifting and sustaining the clubs' futures in line with the Mayoral Vision.

The facility will have links and support from South Devon College, resulting in the hub having full usage status. College students and others will have access to daily sports and recreation use, in addition to participating clubs, mainly during evenings and weekends, with a structured accessible program of sporting events such as:

- Football
- Rugby
- Tennis, both grass & hard court
- Rifle & archery club
- Multi sports pitch suitable for hockey, 5 a side football
- Indoor facility suitable for badminton, football, netball & cricket nets
- Petanque

1.2.1 Torbay Council

The current Torbay Local Plan has earmarked a parcel of land of approximately 17 acres for the provision of sports pitches. This is in line with Planning Policy Guidance 17, which promotes the provision of good quality sports and recreational facilities.

It is believed that the proposed community sports hub at Brokenbury would help Torbay Council meet its current obligations under the Local Plan.

1.2.2 The Local Community

The sports hub will provide the local communities of Torquay, Paignton, Churston and Brixham with an enhanced sports facility to encourage increased participation in a variety of sports, with associated health benefits, at a facility which will be fit for purpose, both for now and the foreseeable future.

The development will also provide new investment and facility development, with some local job creation as a consequence.

1.2.3 TASH

The development of the facility will ensure the sustainability of each of the anchor tenant clubs by:

- Maximising existing and future income streams;
- Reinvestment of existing income into their own asset;
- Ensure future expansion of the clubs is achievable;
- Help to fulfil the Clubs' community obligations

Achieving a permanent home for each of the anchor tenant clubs is critical to each of their respective futures. The development location has good transport links from both Torquay, Paignton and Brixham.

The facility will also allow the clubs to significantly expand their earning potential and make each a viable sustainable operation going forward, which will also facilitate expansion of its community programme.

1.3 Financial Projections

1.3.1 Capital Cost

An initial capital costing has been drawn up for the project by quantity surveyors, which prices the entire project to turnkey stage at £3.5m. The final cost cannot of course be confirmed until tender stage and includes a number of variables, as the ultimate specifications of the sports hub are still being finalised.

1.3.2 Capital Funding Package

TASH aims to fund the build cost of the proposed development through a variety of funding sources:

	£
Ear marked community funding	500,000
s.106 contribution	700,000
Community college contribution	100,000
Reaching & Sustainable communities	500,000
Lawn Tennis Association	700,000
Care Trust wellbeing	150,000
Lottery Nature Walks	175,000
Football Foundation	100,000
Rugby Football Union	200,000
Sport England	500,000
	3,625,000

The funding identified as being available to the project is earmarked to both build the facility and provide it with its initial working capital requirement.

1.4 Trading Projections

1.4.1 Existing Trading Position

The three anchor clubs have combined reserves at the current time of approximately £60,000.

1.4.2 Future Trading Forecasts

a) Income

The prime change in the trading position of the anchor tenant clubs will result from them having their own facilities and being able to secure additional income from the use of the resource. The additional income expected to arise from the development is as follows:

- All TASH members will pay a £10 monthly membership fee, with there currently being approximately 300 members of the three clubs;
- The ability to secure sources of revenue not presently open to the clubs, such as perimeter advertising, club, ground and stand sponsorship and income from events. Advertising income from boards etc. in year one should equate to approximately

£14,000, from 55 advertising hoardings at £250 each. In subsequent years this income will reduce to £5,500, the annual fee reducing to £100 for each hoarding;

- Pitch hire of the all-weather pitch should bring in approximately £600 per month;
- Tennis court hire is expected to generate approximately £500 per month income;
- Catering sales are expected to generate a gross profit in the region of £2,000 per month;
- Indoor facilities hire is estimated to generate an average of 25 hours hire per week at £20 per hour, producing a monthly profit of roughly £2,000;
- Events and tournaments, say 4 per annum expected to generate an annual profit of say £6,000 (£1,500 per event).

b) Overheads & Costs

The expected running costs of the new facility are estimated to be as follows:

- Full time staff management and honorarium payments to manage the facility, pro rata to the number of events organised expected to cost in the region of £35,000 per annum;
- Cleaning contract estimated at £12,000 per annum;
- Pitch maintenance and general upkeep costs - £12,000 per annum;
- Insurance - £11,000 per annum;
- Utilities - £11,000 per annum;
- Rates - 80% mandatory rates relief available to the facility, rates estimated at £4,000 per annum

c) Summary Five Year Projection

A summary table of the projected trading activity is detailed below, which indicates the positive impact that this proposed development will have:

	Year 1	Year 2	Year 3	Year 4	Year 5
	£	£	£	£	£
Income	116,800	169,632	174,060	178,624	183,312
Cost of sales	(57,000)	(79,659)	(82,309)	(85,039)	(87,875)
Gross Profit	59,800	89,973	91,751	93,585	95,437
Advertising revenue	13,750	5,500	5,610	5,722	5,837
Overheads	(71,925)	(74,366)	(76,903)	(79,536)	(82,268)
(Deficit)/Surplus	1,625	21,107	20,458	19,771	19,006
Depreciation	(11,256)	(11,256)	(11,256)	(11,256)	(11,256)
Interest received	257	428	630	796	958
Retained Income	(9,374)	10,279	9,832	9,311	8,708
Taxation	-	181	1,966	1,862	1,742
Surplus after taxation	(9,374)	10,098	7,866	7,449	6,966

This page is intentionally left blank

Pre application enquiry

**Change of use to visitor attraction farm,
Land to east of Bridge Road and south of Bascombe Road, Churston**

The site is designated in the Torbay Local Plan 1995-2011 as Countryside Zone (Policy L4) and for new playing fields (Policy R3.3).

As the current use of the land is agricultural the proposed use would require the benefit of planning permission because it would constitute a change of use to a commercial business. There is a strict definition of agriculture in planning law that the proposal would not fall within. The proposed farm would be contrary to the designation of the site in the Torbay Local Plan 1995-2011 and therefore any application would be treated as a departure from the plan.

As part of any planning application the loss of land for use as sports facilities would need to be addressed. An assessment would be needed of the current sports provision in Torbay, areas where there is a shortfall of facilities, the potential to improve these facilities and what the effect of losing the application site from sports use would be. It would be preferable for this to be agreed with Sport England prior to the progression of any planning application.

The principle of the proposed change of use would be assessed against Policy L4 in the Torbay Local Plan 1995-2011. It may be possible to make a case that the proposed use would be consistent with L4.4 in that it would constitute "tourist facilities, appropriate to the rural setting". It would be important that the scale and character of the proposed farm would respect the rural character of the area. For example low key buildings would be appropriate with an agricultural appearance.

The impact of traffic generated from the site would be a material consideration. It appears that the most straightforward way of addressing this would be for the park and ride site on Brixham Road to be used for parking. This would mean that traffic to the site would manoeuvre directly on and off the Brixham Road. Further advice on whether a traffic assessment would be needed in support of an application should be sought from the highway engineer. A green travel plan would be required for staff and visitor journeys. A sustainable transport contribution towards improving the park and ride facilities would be sought.

A key constraint in the Churston area is the use of the area by Horsehoe Bats for foraging. This means that an ecological survey would need to be submitted as part of any planning application. Advice on this should be sought from Natural England. It is likely that a year of surveys may be required to collect the appropriate data.

The above comments are made without prejudice to any subsequent decision.

Helen Addison
Senior Planning Officer

This page is intentionally left blank

Churston Galmpton and Broadsands Community Partnership

Brokenbury Development Proposals – Community Consultation

Over the last few weeks the CGBCP have been consulting with local residents in an effort to understand their views on the proposals for the Brokenbury site in Churston. Our current understanding is that there are two proposed developments:

1. The “Sports Hub” proposed by Torbay Sports Council in conjunction with Brixham Villa FC, Brixham Archers and Paignton Rifle and Pistol Club,
2. The “Rural Community Recreation Project” facility proposed by “Residents for Churston” in conjunction with Richard Haddock who runs the Churston Traditional Farm Shop adjacent to the Brokenbury site.

We have held two key consultation events. The first was a site visit and display using the council’s consultation caravan at Churston Grammar School which took place in the autumn. Subsequently both projects were featured at our Community Engagement event on January 5th. We estimate that some 100 people attended the first event and over 500 people the second event. It should be noted that there were a wide range of exhibitors at our Community Engagement event and it is therefore impossible to know whether all those who attended were specifically interested in Brokenbury. However, throughout the evening both the Sports Hub and the RCRP stands were very busy!

At both these events people were given the opportunity to fill in feedback forms. These forms did not specifically ask people to express a preference for one project or the other (although many did so) but rather gave the opportunity to give general comments about both projects. The forms were created by Tracey Cabache’s Community Partnership management team and once collected were collated and analysed by that team. A copy of their report is appended at Appendix 1. The “votes” referred to in that report are intended to put a quantitative interpretation on what was essentially qualitative feedback.

In addition to the responses on the feedback forms the Community Partnership has been made aware of other concerns including:

- Noise & light pollution from a sports hub development.
- The vehicular access to the Sports Hub which is shown in the latest plan (as exhibited at the Community Engagement Event) as being off Bridge Road.

In summary, there was overwhelming opposition to the Sports Hub and a clear indication that if Brokenbury is to be developed then the RCRP is the preferred option for local residents.

We would make two significant observations on these results:

1. In addition to the feedback forms received members of the CGBCP Steering Group have spoken widely and at length with local residents. One theme that has come through from these discussions is that people prefer the provision of the RCR to the Sports Hub only if

something has to happen on the site. We feel that people are largely resigned to the fact that development will take place on the site and it is in this context that a preference has been expressed for one development over the other. The view of the Community Partnership is that if there is a genuine option to retain the site in its current form, securely protecting it from development in the long term, then this would be the preferred option of local residents. At the last Steering Group meeting of the Community Partnership this view was endorsed by representatives from Galmpton Residents Association, Broadsands and Elbury Residents Association and indeed Residents for Churston.

2. Neither scheme is in a final plan form. Rather both schemes are in a draft form with scope for modifications.

In light of the consultation carried out so far the Community Partnership view is as follows:

- A. The Sports Hub proposal should be rejected, certainly in its current form which is well beyond the meaning and spirit of the site designation in the Local Plan, out of keeping with the area and opposed by the local community.
- B. We wish to investigate fully with the TDA and Torbay Council the possibility of retaining the site in its current form, securely for the long term.
- C. If indeed there is a possibility of the site remaining in its current form this alternative should be properly communicated to local residents and their views sought.
- D. Notwithstanding the views of local residents it is not possible at this juncture for the council to make a decision between these two projects given that neither has been consulted upon in a "final" form.
- E. If the Sports Hub proposal is not rejected at this stage then both that and the RCRP scheme should be developed to a final firm design stage and presented to the local community for further consultation.
- F. As part of a further consultation stage a formal questionnaire or ballot should be used to ascertain the preference of the local community in respect of all available options.

We hope that you will respect the views of the local community reflect the above considerations in your recommendations.

Ken Pritchard

Chairman, Churston, Galmpton and Broadsands Community Partnership

APPENDIX 1.

Brokenbury Quarry Development – Consultation Results

123 forms were completed by residents living within the Community Partnership area.

The results from those residents are as follows:-

For the Rural Community Project	96 votes
For the Proposed Sports Hub	4 votes
For a lower scale sports facility	8 votes
No development at all	4 votes
No answer regarding preference	10 votes
No preference but against Sports Hub	7 votes

36 forms were completed by residents living outside the Community Partnership area.

The results from those residents are as follows:-

For the Rural Community Project	1 vote
For the Sports Hub	23 votes
No development at all	1 vote
No answer or not clear what was being supported	11 votes

10 forms were completed without provision of a name or address.

The results from those are as follows:-

For the Rural Community Project	3 votes
For the Sports Hub	2 votes
No answer	2 votes

No development at all

3 votes

Most of the comments involved concerns over increased traffic on a road that is already heavily congested.

There were concerns over any development of a sports facility leading to the area being re-designated as a brown field site, opening the way for future housing developments. Most felt that the Hub would not be a sustainable option due to other sports facilities struggling with membership and finances, which would ultimately lead to closure.

Many people suggested that this rural location is not suitable due to the nature of the surroundings and access issues, and felt that it would be more suitable for a Sports Hub to be built at Whiterock, South Devon College, Churston Grammar School, Clennon Valley or the ring road.

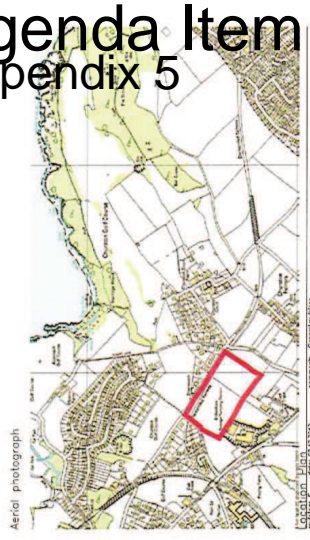
They also wanted the buildings of the sports facility to blend in with the rural surroundings if that goes ahead.

APPENDIX V SITE PLAN AND POSSIBLE SPORTS HUB PLAN

49. Planning permission for the proposed development is subject to the following conditions:
1. The proposed development shall be in accordance with the approved plans.
2. The proposed development shall be in accordance with the approved plans.
3. The proposed development shall be in accordance with the approved plans.
4. The proposed development shall be in accordance with the approved plans.



Agenda Item 5 Appendix 5



Location: Main Campus
Reference: E
Date: 03/07/2015
Author: G. G. G. G.
Checked: G. G. G. G.
Approved: G. G. G. G.
Project: Breakers Quay
Proposals: Community Leisure Hub Facility
Drawing no: 105_001
Revision: F
Scale: 1:1,000 @ A1
Date: 11/03/2014
Project: Breakers Quay
Proposals: Community Leisure Hub Facility
Drawing no: 105_001
Revision: F
Scale: 1:1,000 @ A1
Date: 11/03/2014



- LEGEND**
- 1 One fenced in full sized grass oval pitch to Peninsula standard.
 - 2 100m x 60m football pitches.
 - 3 Covered groundpad with seating for 100.
 - 4 Seating and football changing.
 - 5 400m running track, futsal pitch.
 - 6 Twelve number tennis courts (three grass, six hard, three multi-surface).
 - 7 Badminton court.
 - 8 Table tennis table.
 - 9 Community Leisure Hub Building comprising: Reception and refreshments, Offices and administration, Club meeting rooms, Bar and lounge, Changing facilities, Rifle Club, Plant area.
 - 10 Disabled car parking and drop off/pick up area.
 - 11 Cycle storage.
 - 12 Leisure/Cycle track to perimeter.

This page is intentionally left blank



Report No: **74/2011** Public Agenda Item: **Yes**

Title: **Review of Primary School Places in Brixham: Chestnut Primary School and St Margaret Clitherow Catholic Primary School**

Wards Affected: **Berry Head with Furzeham, Churston with Galampton and St Marys with Summercombe Wards**

To: **Cabinet** On: **22 March 2011**

Key Decision: **Yes – Ref. X42/2010**

Change to Budget: **No** Change to Policy Framework: **No**

Contact Officer: **Tony Jordan**
Telephone: **01803 208270**
E.mail: **Tony.jordan@torbay.gov.uk**

1. What we are trying to achieve and the impact on our customers

1.1 Provide a first-class education for Torbay's young people through effective management of school places and school organisation.

2. Recommendation(s) for decision

- 2.1 **That the Mayor, on behalf of the council, concludes the consultation into future options for Primary education in Brixham by closing Chestnut Primary School at the end of the summer 2011 term.**
- 2.2 **That all primary schools in Brixham work together and with the Council to secure excellent alternative education provision for those pupils affected by the closure of Chestnut Primary school**
- 2.3 **That the People Commissioner carry out a study in the potential future uses for the site of Chestnut Primary School and report back at the end of September 2011.**

3. Key points and reasons for recommendations

- 3.1 The recommendations have been informed by wide consultation held jointly by the Council and the Catholic Diocese.
- 3.2 The consultation developed out of a series of meetings between the Council, headteachers and chairs of governors of all Brixham schools and the Dioceses. These meetings were prompted by the Council's concern over the significant

level of surplus places in Brixham primary schools and how this was impacting adversely on school leadership and management, financial stability and pupil attainment. There are currently over 270 empty school places amounting to nearly 20% of all available spaces. When school rolls fall, there is less per pupil funding available and, generally, schools find it difficult to reduce costs at the same speed as resources diminish. This means that schools have to make compromises such as combining year groups or using teachers out of specialism in order to avoid deficit budgets. Such actions can impact negatively on pupil attainment.

- 3.3 The Council worked with schools in Brixham and the Dioceses to develop specific options for change and bring forward a public consultation. The rationale for these options for change was outlined in a consultation document, which is included as Appendix 1 and a report on the response to consultation is to be found in Appendix 2.
- 3.4 The response to public consultation revealed that there was significant public support for retaining Chestnut Primary School. Equally, most respondents were realistic and acknowledged that the school roll had fallen in recent years, creating real difficulties for school leaders.
- 3.5 The recommendation is based on professional advice that Chestnut Primary school cannot continue in its current form. The school currently has 104 surplus school places and only 3 families identified Chestnut as their first choice school for the class of September 2010 and 7 for September 2011. The school roll will fall further in September 2011 and the school needs to undergo some important changes including an internal re-organisation from 4 class bases to 3. In addition, the headteacher is to retire at the end of the school year
- 3.6 There are clear risks surrounding a continuation of Chestnut Primary. Numbers on roll are low and declining and applications for places remain alarmingly low. The pupil roll is predicted to be approximately 60 pupils in 2011-2012, with a budget only able to support a very constrained 3 class structure, with all children in mixed age classes. The KS2 class would have to support children aged 8-11 with a high percentage of pupils with special educational needs. The School Improvement Partner reports that the school is at risk of being placed in an Ofsted category due to low attainment at the end of KS2 in 2010 with a low percentage of pupils attaining Level 4+ in both English and Mathematics. Levels of attainment at the end of Key Stage 1 remain well below the National Average. As a small school, Chestnut will face challenges in ensuring that its pupils receive a broad and balanced curriculum. With the impending retirement of the headteacher, and the current staffing situation, the school may struggle to provide evidence of a capacity to improve
- 3.7 The most credible alternative to a closure of Chestnut Primary school would be a hard federation with another school. The impending changes in staffing at Chestnut mean that this federation option would resemble a complex “fresh start” option carrying significant risk. However, this course of action will not reduce the number of surplus places.
- 3.8 The recommendations directly address the issue of surplus places in Brixham, which is currently acute, by the removal of 164 school places.

- 3.9 The latest birth figures (2008-09) for Brixham became available recently. They reveal a significant increase on previous years and at 172 births was the highest since 1999-2000. The average of the intervening 8 years is 138 births. It is too soon to know whether the 2008-09 is the start of an upward trend or simply a “blip”. Whilst this raises questions about whether current surplus school places should be removed through a school closure, the current school organisation cannot sustain the effects of a large number of surplus places during a long period of gradual recovery without a risk to pupil outcomes. This is because school budgets are so dominated by per capita funding formula, those schools with a high number of surplus places will struggle to afford the range and numbers of staff required to deliver good pupil outcomes. The deleterious implications for pupil outcomes should not be underestimated in these circumstances. Action needs to be taken to rectify the surplus in the short term.
- 3.10 One option presented in the consultation was to invite the Catholic Diocese to relocate St Margaret Clitherow Primary School to the Chestnut site, if the Council decided to close Chestnut Primary School. The recommendation is to give further consideration to this and other options for the Chestnut site and report to Cabinet at a later date about the full range of options. The Chestnut site is an important community facility within the higher Brixham community and the school site has potential for developing additional community services such as community play and a community garden. It might also be possible to use spare school accommodation to develop specialist resources for the benefit of the wider community of schools. Some of these ideas need to be explored alongside the potential for the relocation of St Margaret Clitherow Primary School.
- 3.11 Carrying out the recommendation to close the school will require the Council to publish statutory Notices setting out a formal closure proposal. The Council must then allow a period of 6 weeks for Representations. At the end of the period for Representations, the Mayor must then take a formal decision on behalf of the Council whether to implement the Notice of closure. This decision must be taken within two months of the end of period for Representation. It is likely that the Mayor will be invited take this final decision in June or July 2011.

For more detailed information on this proposal please refer to the supporting information attached.

**Dr Carol Tozer
People Commissioner**

Supporting information to Report 74/2011

A1. Introduction and history

- A1.1 The current school organisation in Brixham was established in 2005 after a re-organisation that replaced a mix of primary, infant and junior school arrangements so that there were 6 all through primary schools.
- A1.2 This re-organisation also removed 72 places at a time when the town had 172 surplus places. Since then, pupil numbers have fallen below the totals forecasted and the number of surplus places has increased to over 270.
- A1.3 The Council became concerned over this deeper than expected fall in roll and in 2008 began exploring the options for making changes to school organisation so that there is a better match between supply and demand for school places.
- A1.4 The Council acted to initiate a dialogue over possible changes when some of the difficulties associated with falling rolls began to manifest. These included: financial uncertainty (including potential deficits) for schools, internal school re-organisations, variable pupil attainment, staff redundancies and a very uneven pattern of pupil enrolments.
- A1.5 The question of school organisation has been explored in depth between Council officers, headteachers and chairs of school governing bodies of Brixham schools. Several meetings took place at which the Council, Headteachers and Chairs of Governors identified potential solutions. The Council and schools jointly commissioned independent, expert research into possible future options. The independent research was captured in the "Owen Report". This report provided the basis from which the Council developed a detailed options paper for a wider public consultation with interested parties. The Owen Report is included as Appendix 3.
- A1.6 One of the key questions at the heart of a review of school organisation is whether the existing pattern of 6 primary schools in Brixham provides too many school places and whether reducing the number of schools would enable the finite resources available for school funding to be used more efficiently and effectively to the benefit of all pupils.
- A1.7 The series of meetings between Council officers, Headteachers and Chairs of Governors revealed an enthusiasm among schools in Brixham to support each other in order to mitigate some of the effects of falling rolls, but there was also a clear call for the Council to take action to adjust the supply of places.
- A1.8 Consequently, Council officers developed a consultation paper featuring what they considered to be the best options for change. The consultation paper is attached (Appendix 1) and contains a full explanation of the options and the rationale.
- A1.9 A wide, public consultation was held between 26 November and 7 January 2011 and centred around three options

Option One: Status Quo – no change to school organisation

Option Two: Closure of Chestnut Primary School

Option Three: Closure of Chestnut Primary School and the relocation of St Margaret Clitherow Catholic Primary school to the Chestnut site.

The consultation also allowed for other options to emerge during the consultation.

A.10 A report on the consultation is attached (Appendix 2) and each of the options has attracted some support, though the option that attracted most numerical support were those featuring a continuation of Chestnut Primary School.

A2. Risk assessment of preferred option

A2.1 Outline of significant key risks

A2.1.1 The key risks of the recommendation are:

A2.1.2 There is an inherent risk with service proposals based on population forecasts. The increase in births in 2008-09 may prove to be more than a “blip” and the number of pupils needing primary school places may increase at a higher than forecasted rate. However, even with an accelerated recovery in the birth rate, it would still be several years before surplus places reduce to a sensible level. The recommendations make clear that it is not viable to maintain a school at the Chestnut site at present, but the long term future of the site can be a matter for further consideration.

A2.1.3 The recommendations will require a transition to another school for all pupils currently attending Chestnut and it is widely recognised that pupil transitions can affect progress. This risk will be mitigated through the careful planning for transition and all of the Brixham primary schools have agreed to work together to organise an effective and smooth transition. The Council will oversee the arrangements for transition for pupils with Special Educational Needs.

A2.2 Remaining risks

A2.2.1 None

(Note: A full risk assessment of the proposals is available from the report author.)

A3. Other Options

A3.1 The Council consulted on three options and invited respondents to suggest other options. The rationale behind the Options is explained in the Consultation Paper (Appendix 1).

A3.2 Option One was to make no change to school organisation.

A3.3 Option Two was the “stand alone” closure of Chestnut.

A3.4 Option Three was the option to close Chestnut Primary school and invite the Catholic Diocese to relocate St Margaret Clitherow to the Chestnut site and to

expand the school to 210 places.

A3.5 Option Four was “any other option emerging during consultation”. Some respondents made suggestions that changes to the leadership, management and organisation of Chestnut would allow it to continue and have presented these suggestions under Option Four “Any Other Option”. These suggestions included setting up a federation with another school and suggested that the net should include schools in Devon such as Kingswear Primary School. There were also suggestions made to maintain six schools by reducing the capacity at other schools, Eden Park Primary in particular.

A3.6 The risks of maintaining Chestnut have been explored earlier in the report. Certainly, attempting a simple continuation of the school carries a high risk of failure. The only credible option for a continuation would be through a hard federation with another school and leadership under an Executive Headteacher. However, it may prove difficult to set up federated governance and leadership arrangements that are effective and sustainable over the longer term. The costs of supporting the fresh start and ongoing federation may be higher than anticipated and may restrict the capacity for the Council to support other schools which may experience difficulty. At an earlier stage, and before the Council decided to bring forward a consultation on changes to school organisation, Chestnut Primary School was not successful in brokering a hard federation with any other Brixham school. Establishing a federation between Chestnut and another school would not have any effect on the number of surplus places in Brixham and in itself is no guarantee of increased pupil enrolments at the school.

A4. Summary of resource implications

A4.1 Whatever course of action is followed, there will be resource implications. The recommendations will require resources to be allocated to support staff redundancies and pupil transitions. It is fair to say, however, that even if no change were made to school organisation, Chestnut would face a contraction and the Council might have to assist with the cost of staff redundancies. The Council would also have to make special arrangements to support Chestnut as a vulnerable school. An alternative option such as setting up a federation would also draw on resources to broker the arrangement and secure minimum levels of funding during a period of establishment.

A4.2 On balance the costs of a managed closure are easier to predict and manage compared to the rather more unpredictable costs of ongoing support for a vulnerable school. Children’s Services has finite resources to support schools and concentrating a significant proportion of the available resource on one school will reduce the capacity of the Council to support other schools.

A4.2 In general terms, the current level of surplus school places does not represent the most efficient use of resources.

A5. What impact will there be on equalities, environmental sustainability and crime and disorder?

A5.1 The recommendation will not have any significant effect on access for disabled pupils since alternative schools have broadly comparable levels of physical

access to that of Chestnut Primary School.

A5.2 The recommended action reduces the number of community school places but retains a good mix of diversity of provision between community, Catholic and Church of England primary schools in Brixham.

A6. Consultation and Customer Focus

A6.1 The options for change were explored extensively with headteachers and chairs of governors in Brixham in order to form proposals that were brought forward to a public consultation. A report on the public consultation is included in (Appendix 2)

A7. Are there any implications for other Business Units?

A7.1 The implementation of the recommendations will require the support of the Council's Human Resources team.

Appendices

Appendix 1 Consultation Document "Primary School Places in Brixham: A consultation on possible changes".

Appendix 2 Report on public consultation.

Appendix 3 The "Owen Report" into options for school provision in Brixham

Documents available in members' rooms

None

Background Papers:

The following documents/files were used to compile this report:

File of all responses to consultation

This page is intentionally left blank



Primary School Places in Brixham

A Consultation on Possible Changes

A Joint Letter from Torbay Council and the Catholic Diocese

The demand for primary school places in Brixham has been falling in the past few years. There are now over 270 empty places spread across the 6 primary schools in Brixham. This is over 19% of school places in the town.

We are concerned that there are no longer enough children to keep 6 primary schools open and we are consulting over whether to reduce this to 5 schools.

Our shared priority is to ensure that children get the best possible start in life and one way to do this is to create strong schools that are not faced with worries about too many empty places.

Torbay Council and the Catholic Diocese of Plymouth are consulting jointly over options that change the supply of school places affecting Chestnut Primary School and St Margaret Clitherow Catholic Primary School.

This paper sets out the background to the fall in pupil numbers and explains the options for change.

The consultation involves the parents, staff and governors of the two schools, but we are also seeking the views of other interested parties including other Brixham schools, Brixham Town Council, Brixham Community Partnership and the Catholic Parish of Brixham. Because this is a public consultation anyone is entitled to take part and give their views.

If you require this document in a different format, please contact 01803 208279.

No decisions have been made and we are holding this consultation to gather your views.

Yours sincerely

Richard Williams
Head of Transformation
Children's Services
Torbay Council

John Mannix
Director of Schools
Catholic Diocese of Plymouth

Why are pupil numbers falling ?

The fall in pupil numbers was caused by a decline in the birth rate. For several years when older children left primary school they were replaced by smaller groups of younger children starting school.

In most places, primary school numbers are on the increase again. This is because the birth rate is rising in the UK. Certainly, the number of pre school children in Torquay and Paignton has been on the increase since 2002, but this has not been the case in Brixham, although the 2008-09 figure of 172 is unusually high. This figure is being regarded as a “blip” in an otherwise steady trend.

The table below shows how the birth rate for Brixham has changed.

School Year	Live Births By Town		
	Brixham	Paignton	Torquay
1997-98	165	419	662
1998-99	155	427	665
1999-00	192	368	598
2000-01	163	357	564
2001-02	139	370	570
2002-03	141	452	678
2003-04	148	451	666
2004-05	141	468	729
2005-06	110	436	729
2006-07	147	461	789
2007-08	118	476	819
2008-09	172	481	771

Table 1: Live Birth Trends in Torbay 1997-2010. Data Source: Health Authority Data

What about the future ?

We do not think that the position in Brixham will change very quickly. As you may know, the Council is worried about the strength of the local economy and is trying to revive it. We are also looking at how the Bay can grow in the next 20 years to meet the demand for new housing. We think that most of the growth of population will be in Torquay and Paignton.

The table below shows our forecasts for pupil growth and this is based on trends in the birth rate and an assumption that previous levels of housing growth will continue. This assumes that there will be an average of 90 new dwellings created in Brixham each year. This rate of housing growth is not expected to increase and would only increase if a number of new, unexpected large housing developments came forward.

One thing to bear in mind about housing growth is that Torbay has a very low “conversion rate” from new housing to additional school children. Whilst there are many types of new home, the average across the bay is that each new home produces 0.2 of a school age child.

The high figure for births in 2008-09 casts some doubt over our forecasts, if this signals an end to the steady trend. These children will not start school until September 2013, so do not provide an immediate answer to the difficulties caused by empty places.

Year	Primary pupils	Primary school places	Empty places	Percent empty
2010-11 actual	1151	1428	277	19%
2011-12 forecast	1164	1428	264	18%
2012-13 forecast	1205	1428	223	16%
2013-14 forecast	1224	1428	204	14%
2014-15 forecast	1237	1428	191	13%

Table 2: Primary age pupil forecasts for Brixham until 2015. Source: Torbay Council forecast data

Which Schools have been affected most by this fall ?

The table below shows how the numbers of pupils attending Brixham schools has changed. Bear in mind that the increase at Brixham CE Primary School was as a result of it changing from an infant school to a primary school in 2005. Also we have merged the Eden Park Primary School figures as if it had been one school, even though in 2005 they were separate Infant and Junior schools.

School	Places	January Pupil Numbers						Oct 2010
		2005	2006	2007	2008	2009	2010	
Eden Park	420	472	444	428	396	356	349	321
Chestnut	168	133	124	114	112	107	91	64
St Margaret Clitherow	140	158	141	115	100	107	92	91
Furzeham	280	242	243	212	234	226	236	268
Brixham CE	210	73	97	129	165	193	198	202
Galmpton	210	222	215	217	218	212	210	205

Table 3: change in Brixham Primary School Rolls 2005-2010. Data source, annual January pupil census and ad hoc census October 2010

Wasn't there a re-organisation in 2005 ?

Yes. The Council made changes in 2005 which changed Brixham CE from an infant school to a primary school and it created Eden Park Primary school to replace to previous Infant and Junior schools. These changes also removed 72 primary school places.

Unfortunately, we think we may still have too many school places even when taking into account future growth. There are options in this paper that could remove 168 or 98 school places.

The options that remove school places aim to deal with the current difficulty of empty places, but the options also take account of growth in the future.

What is the impact on schools of empty places ?

As the number of pupils fall, schools receive less money. Funding for schools is based on a head count of pupils, so with fewer pupils, schools will have less funding. A fall in the number of pupils does not lead to smaller class sizes.

Since 2005, Brixham primary schools have "lost" 150 pupils and this has reduced the funding available for Brixham primary schools by over £300,000 though we still have the same number of schools. This means that Brixham schools are managing with lower levels of funding and, if this carried on for a long time, it will probably affect the quality of education.

When schools have fewer children, they often reduce the number of classes and so some classrooms are left empty. These classrooms still need to be cleaned, repaired and heated, which is a waste of money. In the current age of spending cuts, we need to make the best use of the money we are given by the government.

A fall in numbers can also affect the way that a school organises its teaching and can lead to uncertainty. Sometimes schools with low pupil numbers can only afford to offer short term employment contracts which means that they cannot always recruit and hold onto the best staff.

There can sometimes be a loss of confidence in a school with low pupil numbers and this can lead to parents transferring their children to schools where there are more pupils.

Schools with low pupil numbers can be successful, but it can be very difficult when there are other, larger schools nearby who are better able to recruit pupils. Generally, it will always be more a “struggle” for schools in this situation. This can damage staff morale.

How can empty school places be reduced ?

There are several ways to do this.

- We could get rid of poor classrooms and make some schools smaller.
- We could convert empty classrooms to be used for other things.
- We could reduce the number of schools and invest the savings in other schools.

Whatever options are followed, reducing the number of empty places is the best solution for schools and pupils because there is more chance that schools will then be able to fill most of their places. This will help them plan the number of teachers they need with more certainty and help to recruit the best teachers due to job security.

The Council has used all of these ideas to reduce surplus places in the past, but it has not closed a school in Torbay for many years (other than when joining Infants and Junior schools together).

What options are being considered for Brixham ?

We think we need to ask a serious question about whether Brixham can support 6 primary schools any longer. We do not think that reducing the number of places at some or all of the Brixham schools will help the situation.

The options for change focus around Chestnut Primary School because this is the school that has the lowest number of pupils and there is a risk that the number of pupils attending the school might fall further.

Option One is to do nothing i.e. status quo.

Option Two is to close Chestnut Primary School

Option Three is to close Chestnut Primary School and relocate St Margaret Clitherow Catholic Primary School to the site of Chestnut Primary School.

Option Four is any other option that may emerge during the consultation

Option One: No Change/Status Quo

Under this option, we would make no changes and Chestnut would remain open to see if the school can continue to operate as a small school and to see if the pupil roll increases.

Some arguments in favour of Option One

- Parents in Brixham will still be able to choose between 6 primary schools
- There will still be a primary school in higher Brixham
- Children will not need to change schools
- Closing a school is a big decision that cannot be reversed
- It reduces the risk that future growth will leave us with too few places

Some arguments against Option One

- Chestnut may become so small that it can no longer afford the things it needs to offer a good education
- Chestnut may become so small that it has to close suddenly without plans in place for the children who need to move schools
- Small schools find it less easy to cope with events such as staff changes, budget cuts and price increases
- There would still be over 270 empty school places in Brixham
- It may be difficult to replace to headteacher when he retires
- With so many empty places, Chestnut will continue to face an uncertain future

Option Two: Close Chestnut Primary School

Under this option, there is a carefully planned closure of the school at the end of July 2011, so that children have a managed transfer to other schools (taking into account parents' wishes) for September 2011.

Some arguments in favour of Option Two

- It is a decisive way forward and ends uncertainty for Chestnut
- There are places at other local schools for Chestnut children
- It reduces empty places by 168
- It will enable around £80,000 in "fixed costs" to be recycled back into the Torbay school funding pot

Some arguments against Option Two

- It is disruptive to the children at Chestnut
- Most other Brixham schools will need to reorganise to admit pupils from Chestnut
- It means that there would be no education site in higher Brixham
- It may put the Children's Centre at risk
- It may remove too many school places and leave too little room for future growth

Option Three: Close Chestnut Primary School and relocate St Margaret Clitherow Catholic Primary School to the site of Chestnut Primary School

Under this option, Chestnut Primary School is closed and the Council invites the Catholic Diocese to move St Margaret Clitherow school to the Chestnut site. This is so that a school is

still available within the higher Brixham Community. Pupils from Chestnut would be guaranteed a place (if their parents wish) at St Margaret Clitherow Catholic Primary School.

The relocated St Margaret Clitherow School would have new admission arrangements so that it would give equal priority to children from the local community and to those of Catholic faith. The school would also be enlarged to 210 places (7 classrooms) so that two small schools are replaced by one school with enough space for one class per year group.

Some arguments in favour of Option Three

- It is a decisive way forward and ends uncertainty for Chestnut
- There is still a primary school in higher Brixham
- It reduces empty places by 98
- It is a better fit for future growth in population
- It will enable around £80,000 to be recycled back into the school funding pot
- One 210 place school is better for organising education than two smaller schools
- The Chestnut site offers better scope for school development.
- It secures the future of the Children's Centre
- It is the option that minimises disruption to pupils in Brixham if Chestnut closes
- The two schools are close together and already serve a very similar local community

Some arguments against Option Three

- It is disruptive to the children at Chestnut
- All schools in Brixham would need to reorganise to admit pupils from Chestnut, but St Margaret Clitherow will experience this the most under Option Three
- Some Chestnut parents may not want their children to attend a Catholic primary school
- Some St Margaret Clitherow parents may not want their school to relocate

Option Four

Option Four is "any other option that may emerge during consultation". We are consulting with an open mind and, whilst we think the first three options are the main ones, there might be an option that no-one has thought about until it is suggested during consultation.

If Chestnut closes, what does "Managed Transfer of Pupils" mean ?

If a decision is taken to close a school we can begin working with parents, pupils and other schools to ensure that this is done smoothly. We would ask parents which school(s) that they would like their child to attend and we would try our best to arrange for them to transfer to their preferred school.

Once a place is offered at a new school, we would help the schools to arrange induction events for pupils to make new friends and for teachers to find out all about their new pupils. We would take particular care over pupils with Special Educational Needs.

The option to close Chestnut and move St Margaret Clitherow school is being offered because we think that the best way to manage the transfer of pupils is for them all to join a new school together. Of course, we would still support the transfer of pupils to other Brixham schools.

If Chestnut closes, how will a Catholic School serve the higher Brixham community ?

The Catholic Diocese welcomes children of all backgrounds to its schools. Across the South West, Catholic schools are the school of choice for very many parents of other denominations, of other faiths and those of no particular faith background. Overall, fewer than half the children in Catholic schools are from Catholic families. The Catholic Diocese gives guidance to its schools to make it clear that their job is not to 'convert' people to Catholicism; they are asked to provide a school environment, modelled on Catholic principles, in which all children feel safe and welcome.

If St Margaret Clitherow should be relocated to the Chestnut site, the admissions criteria would be revised to ensure that all the current families of Chestnut pupils would be admitted to the Catholic school, if that is the wish of their parents. The school would also seek to appoint some additional governors from the current Chestnut School to help ensure the continuity of experience for those children who make the transfer.

What about pre school education at St Margaret Clitherow if the school relocates to the Chestnut site ?

If the school relocates to the Chestnut site, the full range of provision from 0-11 will be available on the site with a pre school and a Children's Centre. The detail of the pre-school arrangements has not yet been decided and is not part of this consultation.

What will happen if Chestnut closes and there is an empty school site ?

If Chestnut closes, then there will be an empty site, either at Chestnut or at St Margaret Clitherow. This consultation cannot deal with what happens to an empty school site, since this is a separate decision and the local residents would need to be consulted before anything could be decided.

Has anyone else been involved in developing these options ?

We have been working closely with all schools in Brixham to identify the best way forward. The fall in pupil numbers affects all Brixham schools and so every school is keen to find the best solution. We also asked some independent education experts to carry out investigations into the options before we produced this consultation paper.

Why are changes at other schools not being considered ?

For different reasons, we do not think it would be a good idea to make changes to other schools.

In the case of Furzeham, this is the only school serving north Brixham; Galmpton and Brixham CE are both full and for Eden Park, a period of stability is preferred, since it was only formed in 2005.

St Margaret Clitherow is involved in Option Three partly because it is the nearest school to Chestnut, but also because it is the other small school in Brixham and would benefit from enlargement which is only possible under Option Three.

What will happen to school staff affected ?

If a decision is taken to close Chestnut under Option Two or Option Three, then their jobs will be at risk and we will work with staff and other Brixham schools to see if we can find a

suitable job for them. Under Option Three and, if most Chestnut children transfer to St Margaret Clitherow, then it increases the chances of finding a suitable job, but we cannot make guarantees.

We are holding separate consultations with school staff and, if Chestnut is closed, we have to hold formal negotiations with staff and Trades Unions.

Under Option One where no change is made, jobs at Chestnut may still be at risk from any further fall in pupil numbers.

Is the Catholic Diocese consulting separately ?

No because the Council and the Diocese have agreed to hold a joint consultation and have worked together on this document. The Council and the Diocese are sharing all information and correspondence connected to the consultation.

Who is making the decision after consultation ?

Although there is a joint consultation, there are two separate and independent decisions involved.

The Council will decide whether to close Chestnut. This decision will be taken by the Council's elected Mayor.

The Catholic Diocese will decide whether to relocate St Margaret Clitherow School if Chestnut closes. This decision is taken by the Board of Trustees.

When will a decision be made ?

This consultation will last from 29 November 2010 until 7 January 2011. Then a report will be written for the Mayor who will also see all the comments that have been made during the consultation. The Mayor will see all letters, emails, notes of what is said at public meetings and a summary of questionnaire responses.

The Mayor is expected to make a decision in Cabinet on 15 February 2011.

If The Mayor decides to make a change involving the closure of Chestnut, the Council will then publish Notices that allow 6 weeks for people to make "representations" about the closure.

At the end of the 6 weeks for representation, the Council then has up to two months to decide whether to go ahead with the closure.

All of this means that it may be late May or even June 2011 before a final decision is made. It is a long process, but the good thing about this is that no-one is able to rush into a decision without everyone having a chance to be heard.

If the Council decides to publish Notices in February to close Chestnut under Option Three, then it will make a formal invitation to the Catholic Diocese to move St Margaret Clitherow school to the Chestnut site.

The Catholic Diocese will by then be in a position to say whether it wishes to accept the Council's invitation to relocate its school.

How to make your views heard

Attached to this document is a response form. We do have to ask for your name since everyone and anyone is entitled to return one form only.

From Friday 3rd December, the response form will also be available to download from the Torbay Council website www.torbay.gov.uk under 'c' for consultations, and can be emailed to Policy&PlanningTeam@torbay.gov.uk

We are also holding open meetings as follows:

St Margaret Clitherow School	Tuesday 7 December at 6.30 p.m.
Chestnut Primary School	Monday 13 December at 6.30 p.m.

The meetings are open to all, so if you are a parent of a Chestnut pupil you can attend the meeting at St Margaret Clitherow and vice versa.

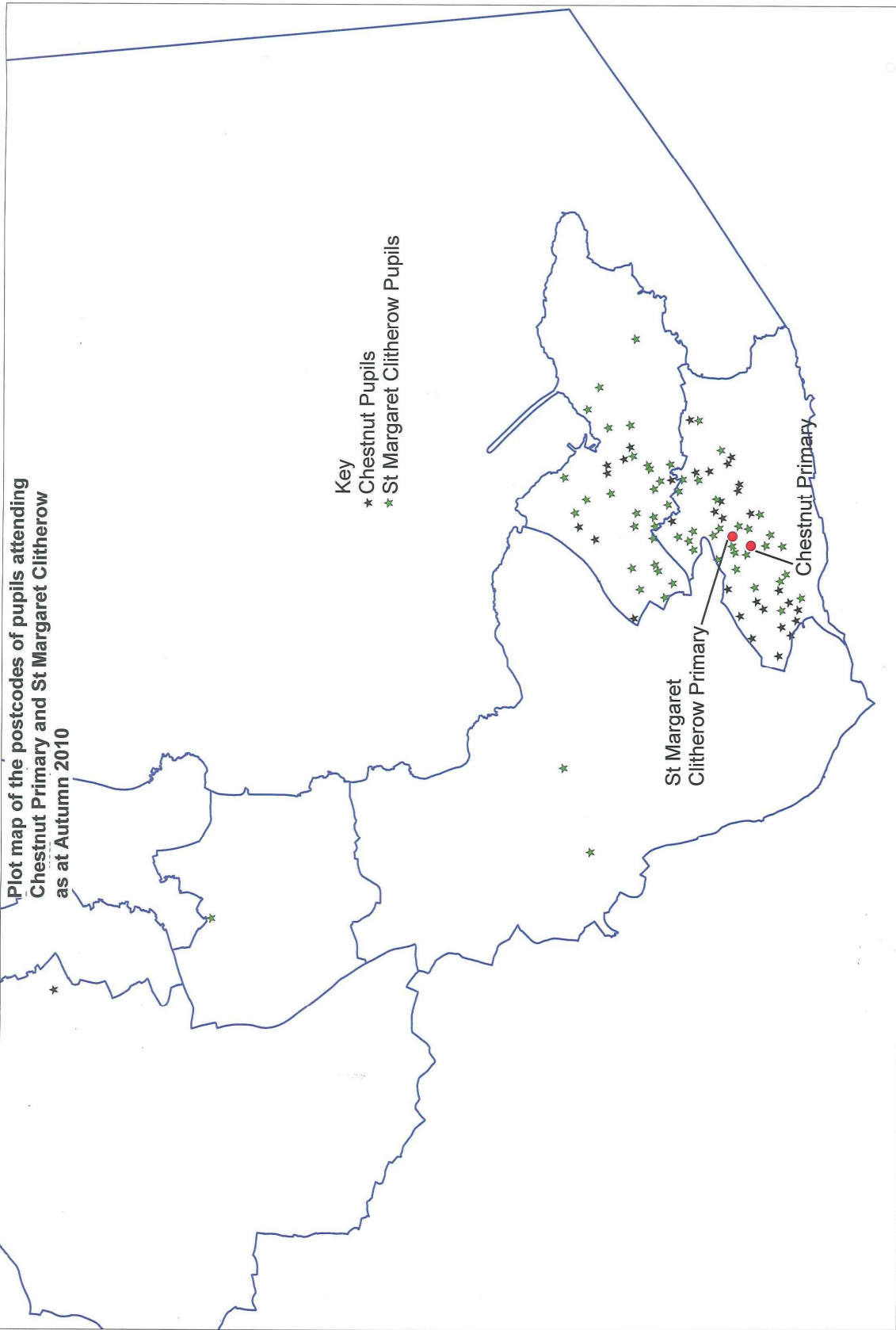
The meetings will begin with a very short presentation to set the scene, but then the floor will be open for people to ask questions and make their views known. These will be noted down for the decision-makers to see.

In addition to completing a response form, or instead of completing a response form, you can also send your views by letter or email to the following addresses.

Letter	Brixham Primary Consultation	Email	Policy&PlanningTeam@torbay.gov.uk
	Children's Services		
	Oldway		
	Torquay Road		
	Paignton		
	TQ3 2TE		

The Council will gather all of the responses for the joint consultation and forward them to the Diocese.

If you would like additional copies of this document and response form, or require it in a different format or language, please telephone 01803 208279



Report on Consultation

The form of consultation

The consultation was held jointly by the Council and the Catholic Diocese of Plymouth.

The consultation ran from 29 November 2010 to 7 January 2011.

The method of consultation was a consultation document and open meetings held at St Margaret Clitherow School on 7 December 2010 and Chestnut School on 13 December 2010. Two additional consultation meetings were held, one for staff of Chestnut School on 13 December 2010 and one for governors at Chestnut School 4 January 2011.

The consultation document was sent to all staff, governors and parents of all pupils at St Margaret Clitherow School and Chestnut School.

The method of response was by hard copy response form attached to the consultation paper. A facility to download and submit forms electronically was also made available. Respondents were permitted to append additional information to response forms.

The respondents were required to state their name so as to ensure that each person submitted a single response form.

During the consultation period comments were also received in the form of letters and emails.

Levels of Participation in Consultation

The open meetings were well attended; around 100 people attended the meeting on 7 December 2010 and around 60 attended the meeting on 13 December 2010. Some people attended both meetings.

The meetings for staff and governors at Chestnut School were well attended.

175 response forms were received.

44 letters and emails were received.

Summary of Response Forms received

Responses were invited to the following Options

Option One: status quo

Option Two: a "simple" closure of Chestnut Primary School

Option Three: the closure of Chestnut Primary School and the relocation and enlargement of St Margaret Clitherow Catholic Primary School to the Chestnut site

Option Four; any other option emerging during consultation.

The numerical summary of the response forms received is set out below:

Consultation Group	Option 1	Option 2	Option 3	Option 4	No vote	Totals
Parent/Carer/Relative	56	21	7	31	2	117
School Staff	8	2	7	2		19
School Governor	2		4	5		11
Other	7		6	15		28
TOTALS	73	23	24	53	2	175
PERCENTAGE	42%	13%	14%	30%	1%	

Option One

This option has attracted most support. This is a mixture of respondents connected with Chestnut who wish the school to remain open and some who are connected with St Margaret Clitherow who do not wish their school to relocate, or do not wish their school to be involved in any proposal affecting Chestnut.

Option Two

This option was the least popular option numerically.

Option Three

This option attracted slightly more support than Option Two

Option Four

Option Four attracted a number of positive responses. This is the “any other option emerging” and there two main other options were circulated by specific respondents.

A proposal was submitted by Mr Callahan, a class teacher at Chestnut, for the school to re-organise into three teaching classes and continue. This proposal is contained with the consultation appendix. 32 respondents expressing support for Option Four have specifically mentioned support for Mr Callahan’s proposal.

A proposal on similar lines was submitted by Mr Henderson a Brixham Town Councillor. This is also attached in the appendix.

Other suggestions were made

- Chestnut should close and all the children should be transferred to Eden Park Primary School
- The capacity of Eden Park School should be reduced to remove surplus places
- The capacity of several Brixham schools could be reduced.

The Views of “Special Interest” Groups.

Statutory guidance on consultation identifies that certain parties must be consulted and, in addition to these, the Mayor and the Diocese decided to add two parties to the prescribed list namely, the Brixham Community Partnership and the Brixham Catholic Parish, Our Lady Star of the Sea.

Parents of pupils at St Margaret Clitherow and Chestnut Primary Schools

Notes of the meetings held on 7 December and 13 December 2010 are attached.

Governing Body at Chestnut Primary School

The Governing Body decided that it could not reach a collective view, but there are notes attached of the governors' consultation meeting held on 4 January 2011

Staff at Chestnut Primary School

No collective response was made. There are notes attached of comments made at the staff consultation meeting held on 13 December 2010 and individual staff members have also responded.

Governing Body at St Margaret Clitherow Primary School

The governing body has been considering its position with regard to the scenario where the Diocese might be invited by the Council to relocate its school. At the time of this report's publication, the governing body has not submitted a collective view about this.

Staff at St Margaret Clitherow Primary School

No collective response was made, but some individual staff members responded.

Other schools affected by the proposals

All Brixham schools were consulted and two letters were sent in response signed by all the headteachers of Brixham schools.

The CE Diocese

Completed a response form and expressed support for Option Three.

Devon County Council

No response was received.

Brixham Town Council

The Council consider this issue on 16 December 2010 and passed a minute (attached)

The local Member of Parliament, Sarah Wollaston MP

Responded by email (attached)

Brixham Community Partnership

No response was received

Brixham Catholic Parish Our Lady Star of the Sea

Responded with a letter and a petition from parishioners. The letter is attached.

Responses received after the publication of the Report for Cabinet on 3 March 2011

5 responses were received supporting the continuation of Chestnut Primary School.

The headteachers of all Brixham primary schools made a further representation seeking a decision to adjust the supply of places through the closure of Chestnut primary school.

All of these responses were forwarded to the decision maker.



BRIXHAM PRIMARY CONSULTATION

Date: Tuesday 7th December 2010
Time: 6.30pm
Venue: St Margaret Clitherow Catholic Primary School

<p>1.</p> <p>1.1</p>	<p><u>Attendance</u></p> <p>Present on the top table</p> <p>Richard Williams (RW) - Head of Transformation, Children’s Services, Torbay Council Tony Jordan (TJ) - Assistant Director, School Organisation & Policy, Torbay Council John Mannix (JM) - Director of Schools, Catholic Diocese of Plymouth Matthew Tookey (MT) - Head Teacher, St Margaret Clitherow Catherine Harris (CH) - Policy & Planning Assistant</p>
<p>2.</p>	<p><u>Introduction</u></p> <p>RW gave a brief introduction to the meeting, outlining its purposes and role within the consultation process. He emphasised that no decisions were yet made, and that Torbay Council would consider all other options brought forward.</p> <p>The floor was then open to questions.</p>
<p>3.</p>	<p><u>Questions</u></p> <p>Joe Motil (SMC Parent and Treasurer of Parents Association) – Talked about the table of birth rates on page 1 of the consultation document, saying it was unclear what it was meant to show. He questioned averaging 12 years as statistically it shows a small gap, and suggested looking at the last 20-25 years. He also raised concerns regarding what would happen when birth rates increased.</p> <p>TJ – Acknowledged comment and agreed a good point, but said that we can’t predict the future. Although we could look at data further back, it wouldn’t likely help. He said that although we were not sure about the future, birth rates do cycle, and this tends to bring about constant regeneration with new schools built etc. However he did say that he would make sure the decision makers looked at this point.</p> <p>RW – Emphasised they were not here to argue, but to hear the views of people so that they could be represented to politicians.</p> <p>Joe Motil – Spoke about Option 3, saying the arguments against were unclear since they talk of the disruption to the children of Chestnut. Isn’t it also disrupting to the children of St Margaret Clitherow?</p> <p>TJ – Replied that any option regarding a change will be difficult for pupils and teachers at both schools, and that they were trying to present a balanced picture. He looked at point 2 on option 3, and said that St Margaret Clitherow would face the lions share under this option, and that this would maybe seem unfair, but they are trying to manage any change effectively and focus on one change, rather than managing changes within 5 or 6 schools.</p> <p>Helen Cumming (SMC Parent and Teacher) – Why is a merger of the two schools not appropriate?</p> <p>JM – It would be different if they were two community schools. He pointed out that although Catholic schools serve</p>

all children, it is the things that happen in the background that make it a faith school, as well as the history of the school. There is not a half and half option. However he said he was looking at the future but currently there were no real amalgamated schools to show a model of this.

Helen Cumming – Argued there was a model which had worked in Solihull.

JM – Agreed he would look into this, and also asked Helen Cumming to get some more information regarding this. He said that he wanted to support changes, but not at the loss of any values.

Helen Cumming – Said closing a school was very harmful, describing it as evil, and said she wanted all the pupils to keep their current teachers.

JM – This would come under the 'no change' option, and would have to be compared to the year on year instability the schools are currently facing. He emphasised that any decision would not accommodate everyone, but that he wanted to offer some security. He also said that help would be given to teachers who may face redundancy.

Helen Cumming – Stated that she was worried that any help to teachers to preserve employment would be minimal.

JM – Pointed out that with no change, 2 sets of teachers would face uncertainty, which again would be harder to manage.

John Cornish – Looking at the arguments in favour of option 3, he wanted clarification of the £80k that could be recycled back into the school funding pot.

TJ – Explained that £80k were the fixed costs of running a school, then went on to describe how funding works, and how some schools get a bigger share which is generated by the number of pupils. However £80k was a rough figure of fixed costs irrespective of pupil numbers. He also pointed out that part of the LA's job was to make sure money was spent wisely and efficiently around all schools.

Sue Callaghan (SMC Teacher) – Pointed out that she was in a unique position since her husband worked at Chestnut, and that she wanted to come to Chestnut's defence. She said that TJ seemed concerned about Chestnut continuing a good standard of education, and urged him to look at the Ofsted reports which show that they are providing a great education for the pupils.

TJ – Emphasised that he had no concern over the current standard of education, but that he was concerned about Chestnut continuing to punch above its weight. He pointed out that smaller schools were vulnerable and more at risk as it would be harder to make any special arrangements in the future, and that it was easier and more efficient to provide help and manage fewer larger schools.

Sue Callaghan – Pointed out that parents were now not sending pupils to Chestnut due to the fear of closure, and that this will become a self fulfilling prophecy.

Parent – Said she had a special needs daughter at Chestnut, and that there had been rumours of closure for years so it was not surprising that the school had low numbers, agreeing with Sue Callaghan's point above. She also said that she had written to TJ a few times and still had not received a sensible answer regarding where to send her daughter.

Mr Morton (C Parent) – Pointed out that in 2005, both schools were declining in pupil numbers, then in 2008 Chestnut numbers began to decrease even further. Why didn't the education department do something then to arrest the threat?

TJ – Acknowledged the comment, but said that the LA couldn't produce more children. He said that uncertainty around schools can lead to falling numbers and vice versa, and pointed out that it was hard to quash rumours. He also said that at the time, Brixham schools wanted to wait and see what happened, and emphasised that now they were coming together to find a solution.

RW – Said that there were misunderstandings regarding what the LA actually does, and that they work with the schools, rather than telling them what to do.

Debbie Parry (C Parent and Governor) – Asked why Torbay can't support small special schools, and said this was

very sad. She argued that Torbay wasn't flexible, and that the Devon model should be looked at.

TJ – Pointed out that it was more difficult to provide this support, and that parts of Devon had to adapt a different approach to smaller schools due to the rural location of families.

RW – Said that Torbay did have an interest in supporting small schools.

Debbie Parry – With reference to the Chestnut site, it has developed extremely well into a progressive school model, with breakfast and after school clubs. How would people feel about the loss of this with option 2?

TJ – Emphasised that they are looking at the school place planning angle and that there might not be enough children to sustain. However confirmed that losing a site like Chestnut would be very sad, which is why the relocation of St Margaret Clitherow is being considered.

Craig Huskly (C Parent) – My 2 year old son is due to start reception class. What would happen?

RW – Confirmed in terms of the children's centre and space, there would be scope to take on Butterflies. There is no need to lose this facility.

Shaun (C Parent) – Said he was interested to know how St Margaret Clitherow parents felt.

TJ – Pointed out that it was early days and that although some parents had already presented their views, opinions and response forms etc were not going to be counted up until early January.

Roger Standard (Union) – Argued that smaller schools in Devon were often better performing.

Bill Callaghan (C Teacher) – Asked whether the Diocese had the appetite to move Chestnut to St Margaret Clitherow?

JM – If the LA closed Chestnut, then the Diocese would consider that option. He emphasised that they had a commitment to the common good, and that he was trying to evaluate what the general picture was. Would a move to Chestnut be a good thing? Would it be supported? If yes, would a Catholic background stay? Again JM emphasised that Catholic schools were about a type of provision, and that more than half of the children currently attending weren't actually Catholic, and the Diocese didn't want to offer something that wasn't wanted.

Bill Callaghan – Wanted a show of hands to get a rough idea of feeling about this.

JM – Pointed out that having a show of hands can give an inaccurate view, especially since people who are apathetic wouldn't likely be at the public consultations. He also said that despite all the good things at Chestnut, the school was still vulnerable, and contrary to the view to keep the status quo, this would make everyone vulnerable and would be sitting back to allow a train wreck to happen.

Joe Motil – Wanted to speak about funding in relation to small schools, and emphasised that parents often chosen these schools because of their size. He quoted TJ comment that small schools can be dominated by larger schools who take a larger slice of the funding as well as support and decision making, and said that it was like bullying. He said that the LA should say 'either be a good small school or a good big school', and support both.

Parent (SMC) – Said that she sympathised with Chestnut, but was concerned about relocating her daughter. Why would St Margaret Clitherow have to relocate to Chestnut, especially when Chestnut pupils leave at the end of the academic year, it would be relocating to a schools with around 20 children in it.

Another parent queried where above parent had obtained these figures, and was answered with 'a reliable source'.

Parent – Raised concerns over the response form, and suggested respondents should have been asked to rank the options. She thinks that people will put 'no change', and then the decision will be taken from their hands.

RW – Acknowledged this point and agreed to look at this.

Cllr Ellery – Asked who will make the final decision? He said that he supports what people were saying about the rumour mill. He doesn't want a school to close, and didn't become a Councillor for this. All size schools have a

place, especially when they have different specialisms. He asked why he hadn't seen the option of amalgamating headships etc, and said it was all about money. He argued that mixing children of different faiths worked very well, and asked why the Diocese were worried about merging with a community school.

RW – Acknowledged the option of a federation between the two schools under one headship, asking this to be logged.

TJ – Detailed the decision making process and confirmed that the final decision would be the Mayors. He explained that the Mayor would want to hear from the Brixham Town Council, and would also be speaking to Councillors. The Mayor also takes advice from his cabinet, and emphasised that it is not the Council that decide. TJ also confirmed that the decision is due to be made at Cabinet on 15th February.

Joe Motil – Stated his disappointment regarding the Mayor not being here since he was the decision maker, and said that his cabinet was not the Mayors boss, the people were.

TJ – Agreed this to be a fair point but said that the Mayor wanted him to gather all the information together so that he can make a decision in a dispassionate way. He pointed out that the purpose of the consultation was to debate the options, not to put the Mayor on the spot.

JM – Answering Cllr Ellery's second comment, he said he had been misunderstood regarding the difficulty of joining a community school with a faith school. He explained he originally meant that there is no legal entity as a half Catholic school. You cannot remove the ideas and values of a Catholic school and then merge with a community school since it would not be a Catholic school. He emphasised that he was open to other options though.

Vicky (SMC Parent) – Stated that the idea of a federation sounds great as everyone can stay at what site they originally chose.

RW – Pointed out that this option had been logged and would be considered.

TJ – Agreed that the federation of the two schools could be a solution, but that it would be a different organisation, and added that they work with the family of schools in Brixham who had previously said that they didn't think coming together as a federation would help falling numbers. He pointed out that the Council couldn't force schools to do something they didn't want, but now he could go back to them to say that some parents supported this.

RW – Reiterated the council's role, saying that they worked with schools who are independent and that it was a partnership.

Parent – Is that because the LA is pushing for bigger schools?

TJ – Emphasised that the council is more strategic than operational. Years ago, the council wanted bigger schools, but this view could be changed to promote a bigger number of smaller schools rather than a small number of bigger schools. However he did argue the point that larger schools were easier to manage.

Jackie Stockman (Town Council and grandmother) – Raised concern that parents were now deciding what schools to send their children to next year (decisions regarding preferred place due in January), and that these schools may not be chosen due to the uncertainty around them. She said she was also concerned that the Mayor would be making the final decision, and that the findings of the consultation would not be listened to.

RW – Pointed out that the decision making process couldn't be changed. He also emphasised that the situation was not about cuts, but about the efficiency of funding that it received. However he acknowledged the point made, and made sure it was logged.

Brian Holden – What happens to the site if it closes?

TJ – Reiterating what it said in the consultation document, said this matter would need a separate consultation. He said that the Chestnut site was owned by the council, and if St Margaret Clitherow were to relocate, they would pass the asset back to the council, therefore it is a decision for the LA. He also emphasised that he wanted this consultation to be about place planning and said there was no hidden agenda.

Parent – Raised concern that the site could be sold for housing.

TJ – Explained there were strict guidelines about old school buildings, and that whatever happened with the site it would still need to be within education.

Bill Callaghan – Quoted the Mayor speaking on the radio saying he would look after the vulnerable. He also mentioned Sarah Woollaston (MP for South Hams) and Adrian Saunders (MP for Torbay), and said that the government promised a pupil premium. He also asked for the minutes to be sent to Michael Gove (Secretary of State for Education).

Craig Huskley – said that although not a Catholic family, his son was very happy at St Margaret Clitherow. He also pointed out that the options in the consultation document didn't look at Chestnut pupils relocating to St Margaret Clitherow. He then went on to talk about the mixing children of different and no faith, and said that this already existed within the school.

TJ – Pointed out that under option 2 this would probably happen by default, however St Margaret Clitherow wouldn't be able to take all of the pupils at Chestnut, and therefore this presented more risk.

Sylvia Shaw (Parishioner and grandmother) – Asked about the possibility of building a new school that could accommodate all 210 children and more.

RW – Acknowledged and logged the option of a complete new site as an option.

Gareth Brown (SMC Parent and teacher under the Devon model) – Said that he choose to send his child to this school because of the faith aspect, and raised concern that Torbay Council was thinking big was better, and that at year 4, most would rather go to a smaller school. He then went on to say that there were many reasons for the decline in pupil numbers, but at the same time as this decline, other Brixham school numbers were increasing, arguing that this had a lot to do with the restructuring a few years ago. Also, forecasting the next 4 years, he suggested the primary pupils numbers would increase, and that if forecasting trends continue, there would be a problem in the next 10-20 years rather than now. This would lead to lots of money being spent to build a new school in the future.

RW – Pointed out that the consultation was finishing how they started, and asked for any new points before they closed the meeting.

Glenn Page (Chestnut Headteacher) – Said that it was interesting to hear different views on the matter, and thanked the nice comments regarding the good standard of education at Chestnut, but agreed with the earlier comment that they were punching above their weight, and although they were doing well, it had been very hard. He emphasised that the no change option was not an option, arguing if Chestnut stayed open, he'll soon be gone, and there would be a financial disaster in employing a new head who would likely be made redundant soon after. He urged 'something has got to change', and said that it would be hard to sustain the way the school has been going with teachers putting in many extra hours, and in a way he was relieved that something will now happen after a long time of speculation and uncertainty. He ended by saying again 'Something has got to change, and we need to accept that it will be different'.

RW – Emphasised to everyone that they all needed to consider the best outcomes for the children.

Stuart – Proposed that people write to the Mayor as he has an obligation to listen to the views of the people.

Joe Motil – ended the consultation meeting saying 'it's clear what the parents want, make it happen!'

Minutes recorded by Catherine Harris, Policy and Planning Assistant

BRIXHAM PRIMARY CONSULTATION

Date: Monday 13th December 2010
Time: 6.30pm
Venue: Chestnut Primary School

<p>1.</p> <p>1.1</p>	<p><u>Attendance</u></p> <p>Present on the top table</p> <p>Richard Williams (RW) - Head of Transformation, Children’s Services, Torbay Council Tony Jordan (TJ) - Assistant Director, School Organisation & Policy, Torbay Council John Mannix (JM) - Director of Schools, Catholic Diocese of Plymouth Catherine Harris (CH) - Policy and Planning Assistant</p> <p>Also in attendance - Mayor Nick Bye and Cllr Anna Tolchard</p>
<p>2.</p>	<p><u>Introduction</u></p> <p>After a brief introduction by Head Teacher Glenn Page, RW referred to the meeting at St Margaret Clitherow last week, and emphasised that the value of small schools had been strongly made, and that he had received many emails regarding this. He emphasised that in this second consultation, they were again there to hear people’s views and consider what the options were. He also explained that since the last meeting, people had come forward with alternative options, and so they were developing an expanding list, including the idea of a federation and the possibility of Chestnut moving to St Margaret Clitherow. He pointed out that all options will go to the decision makers, and added that although the Mayor was in attendance, he was there to listen.</p> <p>The floor was then open to questions.</p>
<p>3.</p>	<p><u>Questions</u></p> <p>Neil Pierce (SMC Parent) – Referring to Glenn Page’s statement last week and newspaper article, he asked whether the 3 original options were still relevant as it seems that the closure of Chestnut was a definite.</p> <p>RW – Emphasised that all the options were relevant.</p> <p>Glenn Page – Clarified what he had meant when he said ‘the option of no change is not an option’, and explained that Chestnut as it is now would be very different by September.</p> <p>David Greenway (SMC Parent) – Spoke about the idea of federation which was talked about at the last meeting with regards to joining a Catholic school with a community school. He asked whether it would be possible to join with Eden Park, and suggested a 12 month review with this so that the suitability could be assessed.</p> <p>RW – Acknowledging the point, he agreed to log the idea of a federation with another school.</p> <p>David Greenway – Pointed out that Chestnut had all the facilities which were missing from Eden Park, for example a playing field.</p> <p>TJ – Agreed that federation could be a possibility, but that it was a voluntary agreement of 2 governing bodies and this would require appetite and enthusiasm from both schools. He pointed out that the LA has worked with the family of schools in Brixham, and although there was some appetite for collaboration, there wasn’t any for joint headships. The question could be asked whether Torbay Council should take more of a lead role in this and promote this as a better model, and added that he would put this forward to the decision makers.</p> <p>Zoe Oxenbury (C Parent) – Referring to Eden Park, she said that they had a similar number of open spaces, and</p>

that maybe some of their funding should come to Chestnut.

RW – With regards to funding, he said the LA needed to look at vacancies, and pointed out that the situation wasn't 'us or them'.

Zoe Oxenbury – Pointed out that the infants were taught in a separate building at Eden Park, and suggested if this were to change it would save costs.

TJ – Emphasised that the number of places was important and reducing places at Eden Park would not quickly boost the roll at Chestnut. The LA needed to look at the best structure for education, and although he liked the idea of joining the 2 schools from an organisational point of view, this is a dispassionate view.

Glenn Page – Talked about the idea of a federation with Eden Park, and said that a while ago this was looked at proactively, but that appetite cooled very rapidly. He also emphasised that he was very keen on any federation that would work.

Andrew Wilson (SMC Parent) – Spoke about the time he had invested in looking at schools and deciding where to send his children, but that his final decision on St Margaret Clitherow was actually straight forward particularly because of its size and ethos etc. Referring to the consultation document, he said that someone needed to sell this to him, and asked why his children needed to be uprooted to another school. He also argued that the consultation seemed unorganised and rushed and didn't inspire confidence. He added that with regards to option 3 where St Margaret Clitherow would relocate to Chestnut, some parents may not transfer their children and that Torbay Council should write to them and ask this question before doing anything.

A Chestnut parent added that he agreed with the above.

RW – With regards to the consultation process, he answered that this was the point of the meeting, rather than simply writing parents a letter which was dispassionate.

JM – Said that he understood the sentiment Andrew Wilson had made, and that although he had made a good choice, things were now different. He added that people should understand that the options Torbay Council were presenting were there because they had been made available, and although people often get angry with the prospect of change, we needed to plan for the future. He pointed out that in the past, disfavoured making difficult decisions often caused the train wreck to happen, and this would bring about redundancies etc and forced change. However he also emphasised that this wasn't the last chance and they had not reached the formal consultation stage, adding that they were sketching out different options, and putting them in the public domain so that things didn't happen behind closed doors.

Andrew Wilson – Said that the LA made decisions regarding Chestnut since it was a community school, but since the Diocese were the decision makers of St Margaret Clitherow, *they* had to explain why it was in their interest to move.

JM – Answered that there was a misunderstanding with regards to 'The Diocese', and added that it's no more than its schools and parishes and does not have another agenda. He emphasised that Diocese schools should be offered to as many people as possible, and that they were not tied to locations since you can re-site a Catholic school and still retain the same values. He ended by saying that they were here to serve the community, but that they wouldn't go blindly, and added that he thought Chestnut was a very good school which demonstrates much passion.

Emma Gardner (C Parent) – Said she was confused by the comment that Chestnut facing these problems was not a cost issue.

RW – Answered that it was about numbers. It's not about cost cutting, but how the LA can use the funding received most effectively.

Liz Morton (C Parent) – Asked why numbers were the argument as in 2008 there were an equal number of empty places at Furzeham, but that Chestnut had lost 42 pupils since 2009.

Mr Morton added that in 2008, Chestnut was faring better than St Margaret Clitherow, but when the rumours started, some parents started to take their children from the school. He added that he thought Chestnut was being picked on due to the rumours.

Parent – Referred to TJ’s statement at the last week’s meeting when he asked ‘what could we have done about the rumours?’, and the parent said Torbay Council should have written a letter to parents at the time.

TJ – Pointed out that schools weren’t penalised for low numbers, but that they could only receive a set amount of money for each child that attended. He compared the situation to house hold budgets, and said it was not about the numbers of empty places, but about the money the occupants brought it, and how schools with low pupil numbers are fragile. With regards to sending out letters to quash rumours, he said it’s a chicken and the egg situation, and added that the LA didn’t know in advance what parents would do. He also pointed out that rumours had been circulating and parents transferring children some time before the council were aware of the problem.

RW – Bringing back the tenor of the meeting, he said they were there to talk about options regarding the way forward. He emphasised that we have to do something and that this was an opportunity to explore all options.

Bill Callaghan (C Teacher) – Said that 2 children had visited the school on Friday and although the parent had decided that they would start attending in January, because it was not before the 7th January, they wouldn’t receive money for them from the LA since the budgets would be fixed by this time. He then went on to talk about how the age of children can also have an impact on when they start school and therefore the budget the school receives, but argued that it shouldn’t be about the child’s age, but about their ability. He also went on to talk about what made Chestnut unique, and said it was clear that parents of both schools wanted the children to stay where they are. He brought another option to the table of having a 3 class structure (which was emailed to Torbay Council) and argued that they could have a fresh start in September.

Parent (SMC) – Said she felt very pressurised to move her child and added that her child was very anxious. With regards to available spaces she pointed out that Eden Park and Furzeham were both currently full, which would cause issues if Chestnut closed and parents didn’t want their children to attend St Margaret Clitherow.

TJ – Acknowledged this point but said that if Chestnut did close, Torbay Council would manage transfers, and schools might be able to re-organise to accommodate more pupils. He also added that Torbay Council would support schools in doing this but that they were not at this stage yet.

Louisa Bow (C Parent) – Stated that the main reason people weren’t putting their children into reception at Chestnut was because of the rumours, and went on to talk about all the good work Chestnut has done with her daughter who has really come out of herself since joining, adding ‘before she started she wouldn’t really talk, now she can’t stop!’

Mike Williams (C Parent) – Said that Shaun (another parent) had asked last week for a show of hands to assess how people felt and was told it wasn’t relevant. He asked if their voices would be heard in the next process and whether the votes were important. He emphasised that people wanted to know that their voice was being heard and asked whether this was the last chance to speak. Also, with regards to a merger of the schools, he said children approaching their 11+ would suffer at this emotional upheaval and that it would be too much for them.

RW – Talked about the voting process and emphasised that it was in the very early stages. He pointed out that once decisions were made regarding what the options were, it would then go to formal consultation, and whatever decision is made, this will then start another process.

JM – Questioned the issues regarding the strategy that parents would adopt and asked whether a vote would show this. He also emphasised that people could contact them directly so this was not the last chance to speak up.

Parent (C) – Stated that her eldest son was at Eden Park but that they couldn’t cope with him. Her doctor recommended Chestnut and said they had been absolutely fabulous. Her son had a great start, was excelling and now reading. She added that she hadn’t spent 5 years stopping her son slipping through the net so that that he could be squeezed in at another school, and wanted to know what her options were as with her son’s behaviour, she didn’t want him turned away.

RW – Said that any move would be managed, not squeezed, and added that they were there to look at all the options.

Parent (C) – Stated that his children love it at Chestnut and it had a very good nursery. As a parent he had to decide where to send his new child by 15th January and asked what he should do.

RW – Reiterated that no decision had yet been made and therefore Chestnut would still be an option he could choose.

Donna Nisbett (C Parent) – Asked whether a new document would be circulated pointing out all options, including the new ones that had been brought forward.

RW – Explained at the beginning of this, they had to write a document to test opinion, and at the end of the consultation, all of the material would be brought together before a meeting with the Mayor, and if a new proposal came out of this, the Mayor would decide if further consultation or documentation were needed. He emphasised it was a matter for the decision makers.

Donna Nisbett – Pointed out that it was difficult to vote for another option when nothing was on the board. Initially she thought option 1 was not an option so thought she would go with option 3 as St Margaret Clitherow seemed to have a similar ethos and she had been very impressed with the school. She then went on to talk about the great facilities at Chestnut, including outside space, a pond, parking etc, and said under option 3, the pupils of Chestnut would still have continuity, even if it was under a different name and that it would still be a small school with both sets of pupils. She finished by saying that she thought option 3 could work, but now she was thinking about option 4 but was worried as it wasn't clear what this would be.

RW – Pointed that alternatives under option 4 needed to be discussed.

Nicola Sevington (C Parent) – Said it seemed like 'them or us' but that this was not the case. She pointed out that Chestnut had more special needs children, and that this had helped her son who did not have special needs, and that all the children were treated as individuals. She also said that she didn't want her child to go to a Roman Catholic school and be pushed towards a religion.

RW – Asked what made Chestnut work.

Parent (C) – Answered it was the time and effort given to children on individual basis, with lots of 1 – 1, and it had a real community feel.

Another parent said it worked because special needs children were integrated with 'normal' children, and it was a great unique mixture.

JM – Going back to Nicola Sevington's comment, said the church probably hadn't done itself many favours in the past, but said that every child should be given a choice, and added the no faith option was still a choice. He added that at Diocese schools today do not ram religion down the throats of its children, which hadn't always been the case in the past, and that now it was more about a model of living.

Bill Callaghan – Pointed to the nativity scene at Chestnut and emphasised that although it wasn't a faith school, it still had faith.

Joy Hallis (Nursery parent) – Said that her child was due to start school in September and that she had to chose what school to send her to by 15th January. She wants to choose Chestnut since it's a small school which she feels would be good for her energetic boys, and then asked what would happen to the community whose children were coming of school age.

RW – Pointed out that the meeting was not about the closure of the building, but managing places. Chestnut would maybe close, but could be opened it a different way. He also added that the ethos of one school can be the ethos of another and that it wasn't exclusive.

Parent (C) – Said that her daughter was very disabled and couldn't be 'plonked' in another school as it would be very unsettling. She added that the teachers at Chestnut knew how each child ticked.

Cllr Ellery – Said there was an overwhelming theme here and that Torbay Council shouldn't look at the size of the school but what it achieves. He believes there is a place for both schools in Brixham and that they were both very special. He stated that we've got to find a way forward and now there were serious options to consider. He added that he still thought a joint headship could work, and urged that all options be considered.

RW – Acknowledged this point and emphasised all options would be looked at.

Joslin (SMC Parent) – Asked ‘why our two schools?’ and questioned whether schools could each take a percentage of children.

TJ – Explained the LA couldn’t reduce places if there was room to accommodate pupils as this was against the law. Places would have to be made available to parents and therefore this is not an option.

Vicky (SMC Parent) – Pointed out that in 2005 there was a reorganisation of Brixham C of E, and that Torbay Council created this problem, adding that it feels like it has been coming for a while.

TJ – Explained that in 2005, arrangements were made regarding Eden Park and C of E infants, and an all through primary school was created. He emphasised that Torbay Council were responding to what parents wanted, and made a change after much criticism. He pointed out that a lot of people were happy with this change, but that now other schools were having problems. However he emphasised that we needed to be constantly proactive regarding change.

RW – Responding to the comment that ‘Torbay Council had created the problem’, he pointed out that in 2005 a consultation regarding possible changes occurred, and that the council would have talked to parents and changes would have been made in response to the discussion.

Parent (C) – Again referring to the Glenn Page’s comment that no change was not an option, said that other people at the school were coming together to form a plan which could work and keep both schools open. He pointed out that once stability was back, the school could then expand.

Teacher – Argued that the time frame was very tight, particularly with Christmas around the corner, and asked if the council could give parents a second choice regarding which school to send their children to.

TJ – Pointed out that the council needed to set deadlines within a timescale so that people would know when to put their responses in by. He explained that the 15th February had been the date chosen for a decision, but that the Mayor could decide he wanted more information and prolong a decision. He acknowledged there was an issue regarding second choice and agreed to investigate this.

Grandfather & swimming coach (SMC) – Pointed out that he thought the school was fantastic, and although the Mayor has a difficult decision to make, he hopes he will bear in mind how helpful the school has been. He also asked, how many parents at St Margaret Clitherow would actually transfer their children to Chestnut under option 3, and pointed out that he had spoken to them and a lot have said they will not. He agreed that this could just be hear say, but if it wasn’t, the restructured school would continue to have low numbers and we would be in the same position. He urged Torbay Council not to make the same mistake as they did in the last consultation, adding that people may change their minds in the future.

Cathy Cooper (SMC Parent) – Stated that she moved house so that her and her children could walk to school, and that if St Margarets were to relocate to Chestnut, travel could be a problem. She also asked whether Torbay Council knew the numbers of parents that would relocate their children under option 3.

RW – Replied that they didn’t have the numbers as they are still in the process of assessing the issue.

Neil Pearce (SMC Parent) – Referring to Bill Callaghan’s alternative option of a 3 year class system, asked what the panel thought about this.

RW – Acknowledged that it was an option which would be added to the pot and be discussed.

Liz Jackson (C Parent) – Wanted confirmation that there would be a school on the current site despite the option chosen. She pointed out that she has a school place saved for her child at Kingswear but if there would still be a school at the Chestnut site come September, she would rather send her child here.

RW – Emphasised that they were trying to decide ASAP, and added that the site at Chestnut was valued by both the council and community, but what the school would look like is being explored.

Liz Jackson – Asked if relocation occurred under option 3, would all the pupils attend St Margaret Clitherow while any building works were carried out.

RW – Answered that this had not been discussed.

Parent – Emphasised again the importance of small schools, and said that it was important to give parents in Brixham a choice of two small schools – one of faith and one not.

RW – Acknowledged it was clear the value of the small school ethos, but pointed out that if St Margaret Clitherow merged with Chestnut it would still be a small school.

Parent (C) – Talked about the issues parents would have if they didn't drive, and asked if there would be any help with transport and travel costs.

TJ – Said Torbay Council would try to avoid this as it would be too expensive to arrange assisted journey's for everyone, but agreed special cases could be looked at.

Parent – Argued how expensive and time consuming travelling to a different school would be, and that the big hills were a particular problem particularly with small children.

Karen Howe (SMC Parent) – Stated that she relied on her 75 year old mother in law to walk her children to school. She then asked about the response form, and whether they still had to vote or if a new form with all the options would be sent out.

RW – Emphasised they were in the first stage of the decision making process, and that although the first set of options had already gone out, people could get in contact if they had new options to go into the pot.

Bill Callaghan – Emphasised the special relationship Chestnut already had with St Margaret Clitherow, and asked whether this had any impact on the recommendation that they amalgamate.

RW – Acknowledged this point and said that the consultant's possibly looked at the way in which the schools worked together. He then brought the meeting to a close, and said that all the information would be collated and information sent out before Christmas. He added that TJ would come back to people regarding admissions and would try to help.

Minutes recorded by Catherine Harris, Policy and Planning Assistant

Consultation Meeting with Chestnut Primary School Governors 4 January 2011

These notes were produced by Tony Jordan who attended the meeting to represent the Council.

TJ opened the meeting by explaining that this was the opportunity for individual governors to ask questions and make comments that they wished to be made known to the decision maker. TJ clarified that the governing body also had the opportunity to express a collective response to the consultation.

A governor asked for clarification of the financial saving that would result from school closure. TJ explained that there is around £80,000 in annual fixed costs associated with simply maintaining a school and these would be recycled in to the dedicated schools block for Torbay.

A governor asked what the cost would be of providing specific support to a vulnerable school. TJ replied that each case is different but it is not unusual for support for a school in special measures to cost around £100,000.

A governor queried the accuracy of pupil forecasts and whether removing places was a risk. TJ acknowledged a risk that the forecasts could be inaccurate and this needs to be weighed by the decision-maker.

A governor queried why small schools are at a disadvantage compared to large schools. TJ answered to say that, as a generalisation, small schools are more vulnerable to changes in funding, staffing and pupil numbers. TJ said that small schools can succeed, but it tends to be harder work for school leadership and management.

A governor asked whether a school like Chestnut would benefit from the government's new "Pupil Premium" funding arrangements. TJ replied that he thought that Chestnut might be one of the "winners" in the new funding arrangements, though the precise picture is uncertain.

A governor expressed the view that life in a small school is more difficult and Ofsted have recognised that the capacity to sustain improvement can be a barrier.

A governor commented that Chestnut was fortunate to have had a good senior leadership team which has performed well, but this has been at a personal cost for those involved in terms of their commitment.

A governor drew attention to the many good points about the school, including the support from the Town Council. The governor read to the meeting a letter from a parent that praised the school, particularly for meeting her child's special educational needs. The governor commented that the decline in roll at Chestnut was the result of rumours that had begun to circulate about its future. The governor referred to a suggestion for the continuation of the school being developed by Town Councillor Nick Henderson. This suggestion was circulated at the meeting.

A governor pointed out that the school is a focus of the local community and wondered if there would be a consultation on Option 4 (i.e. "any other option that emerges during the consultation"). TJ responded by saying that the decision-maker will have to decide whether to hold further consultation.

A governor pointed out that the Town Council wishes Torbay Council to maintain the current school organisation of 6 schools and spoke of the uniqueness of Brixham and that it is on the cusp of an economic revival.

A governor said that the governing body had tried very hard over the last few years to reverse the decline in numbers, but this had not succeeded. The loss of pupils is not a reflection on what the school provides. It is important to preserve education on the current site for the local community. The governing body has been concerned about the situation for a long time and had urged the Council to act sooner.

A governor commented that a small school could capitalise on its position and secure additional funding to pilot new ideas. A letter was circulated offering the possibility to become a "SEAL sanctuary" working with a teaching University.

A governor drew a contrast between the view of the Town Council and of the Brixham schools who do not seem prepared to work together to maintain the current school organisation.

A governor highlighted that retaining staff in a small school is more difficult because of the multiplicity of roles that staff must assume. The school lost its good SENCO to a rival for this reason.

A governor queried what exactly might happen at Cabinet on 15 February. TJ responded to say that this is the date when the decision-maker will decide whether to publish closure Notices, but there could be delays in implementation through the "call in" procedure.

A governor queried whether a "fresh start" scenario might enable staff to trigger their redundancy if this was their preference. TJ said that this might be the case, but the details of any "fresh start" have not been defined as part of the consultation.

A governor commented that the school had already considered a 3 class organisation, but had found it not to be viable in the long term.

A governor agreed with a previous comment that rumours about its future had led to decline in enrolments and the removal of children to other schools.

A governor disagreed and said that it was not simply rumour; the decline had started as long ago as 2005. The governors had tried to arrest this decline, but had not been successful.

The consultation meeting ended after 75 minutes when TJ withdrew to allow the governors to decide whether to make a collective statement in response to the consultation.

Consultation Meeting with Chestnut Primary School Staff: 13 December 2010

These notes were produced by Tony Jordan who attended the meeting to represent the Council.

TJ opened the meeting by explaining that this was the opportunity for staff members to ask questions and make comments that they wished to be made known to the decision maker.

A staff Member presented an option paper that he wished to be considered as an Option Four "any other option". In his view Option One is not viable, Option Two amounts to "lie down and die" and he did not believe that there was sufficient support for Option Three.

This staff member does not consider that the Catholic Diocese has any appetite to relocate St Margaret Clitherow and he has developed an Option Four in response.

This staff member does not consider that the Diocese is acting in partnership and cites as evidence that an agreed joint school statement to staff was changed by the Diocese.

This staff member contends that the consultation will galvanise the community and makes his suggested option a viable one.

TJ said that the option would be presented to the decision-maker.

Another staff member asked how her colleague's suggested option would affect the position with regard to redundancies compared to other options. TJ replied that the option features a contraction of the school and so it would still lead to some staff redundancies.

This staff member commented that it will be difficult to teach a combined Reception/Year1/Year2 and that teaching at Chestnut is already tough and the school feels quite isolated. A larger school would be of more benefit for the pupils.

This staff member feels that the parents at St Margaret Clitherow do not want their school to move.

The Headteacher commented that:

- the school has examined a 3 class structure but feels that this would be unpopular with parents and not be an incentive to enrol their children.
- It is difficult to recruit and retain staff, difficult to arrange cover for absence.
- small pupil numbers brings a special pressure to leadership.

A Staff Member commented that the social mix of pupils at Chestnut was a great strength.

The Deputy Headteacher commented that:

- She would not like to lead a school under the option presented by her colleague.

- She has reservations about the Council's ability to support a small school and Torbay would not be as effective at this as, say, Devon County Council who has more small schools. Torbay would have to change its view about small schools.
- She is not sure that the needs of SEN pupils would be met properly through the model of the Headteacher taking on role of SENCO.
- The re-organised school would be quite a stressful environment for staff.

A staff member commented that the school had recently attracted some very positive coverage in the local print media.

A staff member sought clarification over the cost of the report commissioned in to the future shape of education in Brixham.

A staff member queried whether an alternative would be to reduce the size of Eden Park school. TJ responded to say this possibility had been acknowledged in the consultation document, but had not been brought forward as an option. It could be considered under the Option 4 "any other option"



Brixham Town Council

Minutes of the Meeting of Brixham Town Council

held at Brixham College, on 16th December 2010 at 7.00 p.m.

Present: Cllrs M Hodge, P Addison, G Boote, V Ellery, B Harland, N Henderson, P Killick, C Lomas, M Morey, R Ryl and J Stockman.

Attending: Ki Barnes, Town Clerk; 11 members of the public.

10/153.Primary School review.

Standing Orders were suspended to allow members of the public to speak, then reinstated.

Report from Cllr N Henderson was circulated at the meeting, a paper entitled option 4 by Chestnut Primary School teacher Mr B Callaghan and information from Torbay Council were also made available.

Mr Tony Jordan, Assistant director of School organisation at Torbay Council spoke on the falling role in the affected Brixham Schools and the reasons for consulting Brixham Town Council. A teacher at Chestnut Primary School and parents from the school also spoke against the closure or merger of the school. Tony Jordan undertook to provide the statistics on the numbers of pupils from Brixham attending schools out of the area and was asked to include Kingswear in this and to obtain the information from Devon County Council.

It was **resolved** that this council would not support the closure of Chestnut Primary School but ask Torbay Council to explore other options than the three currently on the table. Torbay Council could ensure the future of the school by stating that it has a future.

Email from Sarah Wollaston MP

Dear Tony,

Clearly this is a difficult decision but I am struck by falling pupil numbers at Chestnut and the strength of feeling from parents that part of this is due to uncertainty about the future of the school. I feel that the Mayor needs to clarify his decision as early as possible or the school will close by default as further parents leave rather than face continued uncertainty. Both schools have a valuable and individual ethos and if, financially, Chestnut can be viable I do hope it will continue on its current site.

Yours Sincerely, Sarah Wollaston

Our Lady Star of the Sea
New Road
Brixham TQ5 8NB

Mayor's Office
Town Hall
Castle Circus
Torquay TQ1 3DS

13 February 2011

Dear Mr Bye,

Brixham Primary School Review

We write on behalf of the Catholic community in Brixham.

We are very proud of our Catholic primary school, St Margaret Clitherow. We have great respect for the work that the dedicated teachers and support staff do there. It is the school where we sent, or send, our children and grandchildren. Some of us our ex-pupils, some of us current or retired teachers and some of us have been, or are currently, school governors.

Some of us have long enough memories to remember when the school first opened, before the pupil numbers reached double figures. Who would have guessed that we would find ourselves, as we do now, looking at the school and wondering how we can create more space to best serve the diverse range of children who come to us to learn?

We understand that the Brixham Review identified a current and forecast surplus number of places in Brixham primary schools. We also understand that one proposal to address this is to close a school. We are glad that Torbay Council recognises the value of maintaining a Catholic school in the town, as we do, though our hearts go out to the staff, pupils and families at Chestnut who wait to hear whether their school is to be closed.

We know that the recent consultation sought our views on a range of options, and some of us have already sent our independent responses. We write to you now as there seems to be some doubt of our support for a move of our school to the Chestnut site, were it to be vacated. The teachers and governors who are familiar with the buildings and grounds tell us that it has excellent facilities, far better than those we have at present, that would make an enormous difference to the quality of the children's learning experience. Therefore, were the school given the opportunity to move to these premises, we would be wholeheartedly in support of such a move and, as a parish, would work in partnership with the local community to help overcome any obstacles this change presented.

In prayerful anticipation of your decision.

Yours sincerely,

(85 signatures on behalf of the Catholic community in Brixham)

14th February 2011

Mr N. Bye
The Mayor's Office
Town Hall
Castle Circus
Torquay
TQ1 3DR

Dear Mr Bye

Re: Brixham Review

In 2008 the combined primary and secondary head teachers of Brixham wrote to Tony Porter, expressing concern over the rate of progress of the reorganisation of the primary school provision in Brixham. Due to the lack of progress from Torbay we wrote to Carol Tozer in October 2009, explaining that this issue was a black cloud hanging over our schools and was causing increasing anxiety for staff and parents.

Since that date through many meetings, much work has been done by the head teachers supported by Tony Jordan from Torbay, exploring different options to reorganise primary provision in Brixham. This resulted in an independent consultants' report that was commissioned from Owen Education last year.

The report recommended a federation between Chestnut Primary and St Margaret Clitherow Catholic Primary. Whilst this did not prove feasible, it was developed into Option 3 of the Consultation Document (the closure of Chestnut and the moving of St Margaret Clitherow). At our last meeting it was unanimously agreed by all the head teachers and by the chair of the Brixham Trust, that this option was the best choice for improving outcomes for pupils in Brixham and raising standards, and also remove the differences of operational management and strategic development of schools where future pupil numbers are unpredictable.

We urge you to act with decisive action and choose Option 3 to change the current situation, and resolve a very difficult issue for the Brixham schools.

Yours sincerely,

Mrs M. Easter	Head Teacher, Brixham Church of England Primary School
Mr G. Page	Head Teacher, Chestnut Primary School
Mr K. Kies	Head Teacher, Eden Park Primary School
Mrs A. Timbrell	Head Teacher, Furzesham Primary School
Mr S. Ruffe	Head Teacher, Galmpton Church of England Primary School
Mr M. Tookey	Head Teacher, St Margaret Clitherow
Mr M. Eager	Principle, Brixham College
Mr R. Owens	Head Teacher, Churston Ferrers Grammar School

Tuesday 14th December 2011

Dear Mayor Nick,

So much is happening now to "Save our School" that I truly believe I have a creative solution to secure our future, but there are significant agreements to be achieved amongst many people in order to bring about my vision.

As you are very aware I have been 'beavering away' behind the scenes bombarding e-mails with questions and appeals to you, your Officers, your Cabinet Colleagues, and every Brixham Town Councillor! These are all filed to review as necessary.

It was really good to see you with your Officers and Colleagues here last night, where you had the opportunity to witness first hand the passion of our community to preserve high quality education and safeguarding for all the children on our beautiful site here in Higher Brixham, as the community of St. Margaret Clitherow showed their desire to continue with the same provision on their beautiful site too.

One new child joined us two weeks ago and we have three new children signed up to start at our school soon, whose families have chosen for them to come to us despite the current uncertain situation. They come with no preconceptions, just a desire to join us, and I say, "Hallelujah!"

After reading Page 6 of the Herald Express printed on Friday 10th December, it is crystal clear to me that our current Headteacher has 'thrown in the towel' and has no appetite to end his teaching career by fighting to save Chestnut Primary School. I find this a great shame, but now I feel I have the mandate to put myself forward to lead our school from September 1st 2011, as long as Mrs. Bligh does not wish to do so, and decides to retire along with Mr. Page.

If Mrs. Bligh does wish to lead our school then I hope she would outline her vision for the future provision of education on this site, and I of course would stand aside and fully support her to achieve her goals.

If she does choose to retire I sincerely hope she gets the rewards from the Torbay Local Authority her long dedicated service deserves, and I would hope to retain her SEN expertise and services at Chestnut in the future in some form of a consultancy role, and I would suggest to you

that she could be an asset to all the schools in Brixham as an SEN Consultant in the future.

Mr. Page originally stated he would retire this Christmas, but is now remaining and waiting for the Local Authority to make their decisions about all our futures.

As it says in Proverbs, "Without vision the people fail".

Please let me explain my vision and how I can raise the "Phoenix from the Ashes" we currently find ourselves in. This may even prove to be the 'Option 4' not yet proposed as part of the Brixham Primary Schools Reorganisation Consultation Process.

"A clear vision is really just a picture of how things would look if everything were running as planned. A leader needs a vision for excellence. The best leaders have a strong vision and positive beliefs to support that vision. Any organisation can thrive and grow in confidence from this philosophy of leadership because the community will succeed in a climate of optimism and good organisation with an enthusiasm which is infectious."

I now intend to use my optimism and enthusiasm with your parental and community support to apply for the position of Headteacher at Chestnut Primary School commencing on the 1st September 2011. I will promise to work for and achieve the qualification for Headship, the NPQH, as soon as is practically possible, which would be January 2011. See this website link:

<http://www.nationalcollege.org.uk/index/professional-development/npqh.htm>

I have an action plan whereby we initially start with a three class school. There will be cohorts of Reception/Year 1/2, Year 3/4 and Year 5/6 children. I believe this will provide the best outcomes for the children currently here at Chestnut and I pledge to create a culture of learning to achieve the best academic results possible with high quality teaching and safeguarding for all. Once the existing community here in Higher Brixham get to hear of these plans I believe it will inspire confidence in all the families who are currently living with uncertainty not knowing what to do best for their children's futures. If my proposal is supported in principle, we can reassure them that Chestnut Primary School will continue to serve

them, and we can then focus on attracting more pupils and their families to join us, including those who left and may wish to return, from the wider community. As we grow we can then introduce a fourth and even a fifth class as the people of Brixham come to see our creative "Life Skills" curriculum which I believe will produce confident, well rounded and independent learners who will grow up to say "I went to Chestnut Primary School until I was eleven, and I had the best possible start for my journey of lifelong learning."

As the new Headteacher of a 'small school' I would expect to teach for 3.5 days (Monday morning, Tuesday all day, Wednesday all day, Thursday morning & Friday morning) and lead & manage for the remaining 1.5 days, to include having full responsibility for the Special Educational Needs of those children with specific conditions to be addressed to enable them to reach their full potential by the time they are ready to embark on their secondary phase of learning. I would expect to be mentored and supported by the expertise of colleagues from the Torbay Local Authority to guide and inform me of how to lead and manage a small school most effectively and efficiently.

The teaching staff would be Mrs. Birchall, Miss Price and I, who all the children know, and between us we can provide a wide range of skills and expertise for the benefit of all.

To cover PPA at no extra cost to the school budget I would combine Classes A & B, and B & C on Tuesday and Wednesday afternoons allowing Mrs. Birchall and Miss Price the time set out in law for them to plan, prepare and assess.

The Classes would be called "Ash" (Ali), "Beech" (Bill) and "Cedar" (Corrine) in keeping with our local community of addresses with tree names.

I would encourage parents, governors and retired people (following the required safeguarding checks and CRB investigations) in our local community to come into school and volunteer their spare time and skills to support the learning of children by listening to readers and playing Literacy and Numeracy based games, etc. Tea, coffee and biscuits would be provided to sustain their energy and enthusiasm!

I would begin each day with a "Wake & Shake" and "TLC" Assembly (Thought & Lifeskill Challenge" for the day).

This gives all staff half an hour to plan and prepare the resources for each day and to liaise with colleagues.

This would increase the 'non-contact time' to 4 hours per week for Mrs. Birchall and Miss Price.

All teaching staff are obliged to work for 1265 directed hours per year to include:

Teaching
Staff Meetings
PPA Time
Parent Evenings
Report Writing
Non-Pupil Days
Performance Management

The teaching day would be:

8:45 - 8:55 Children arrive
8:55- 9:00 Registration
9:00 - 9:30 Wake & Shake in French/ TLC Assembly
9:30 - 10:30 Whole School Numeracy
10:30 - 10:50 Morning Break
10:55 - 11:55 Whole School Literacy
12:00 - 12:10 TLC Follow Up (Speaking & Listening Emphasis)
12:15 - 1:10 Lunch Break
1:15 - 3:15 Topic Afternoons to include all Foundation Subjects

We would need to look carefully at the detail in the budget & SEN funding to see how many administration staff, TA's & MTAs we could employ, but I sincerely hope the current carry forward would retain all those who wish to remain working here at Chestnut until August 31st 2012 at least.

If he so wished, I would want to retain Rob Capp too for Breakfast Club, Forest Skills and a new Teatime Club, so that we can offer working parents 'wrap-a-round' care from 8 a.m. to 5 p.m. each day.

I want to provide a "Creative/Life Skills Curriculum" and aim for a Value Added Quotient of 100 to 101+ year and to set realistic targets for all

the children to progress with the commitment to achieve the highest percentage possible of children at the end of Key Stage 2 to achieve the Government's Target of Level 4 in Maths & Literacy. I would expect the Governing Body to be my 'critical friends' and to ensure I monitor and assess all children's progress to ensure that any intervention required is supported by them.

I'd like to see the PTA renamed as the Chestnut 'SEEDS', the School Environment & Economic Development Society, to work hand in hand with the children's School Council to improve the learning environment of the school both inside and outside.

With a renewed enthusiasm to improve I feel confident that parents in a small school community with their multitude of skills will give their time freely to work as a team to take on such tasks as repairs and redecoration, etc. Weekend/Evening Working Parties with Barbecues and activities for the children would become part of our drive to regenerate and maintain the best possible learning and teaching environment not just here in Higher Brixham, but the whole of Torbay. Children who take responsibility for their environment will be proud of their achievements and will work even harder as a result. They will learn the importance of working as part of a TEAM (Together Everyone Achieves More), and they will grow up to be good citizens with a sense of community spirit, which is surely what we want for our future society.

I promise that I can deliver all of the above, if, and it's a big if, the will of the parents and community of Chestnut, and the final decision of you the Mayor would allow me the opportunity to do so.

Que sera as always Nick,

Bill ☺

My first Thought and Lifeskill Challenge (TLC) for the above is:

Chestnut Primary School is the place where we sow seeds of knowledge and nurture individual growth.

Please allow us to flourish and you will all continue to reap what we sow.

Proposed Option for Chestnut School (put forward by Nick Henderson)

To advertise, interview and appoint a new Headteacher. This person would be a teaching head with a keen interest in moving the school forward into the future with the firm intention of giving a good quality education to the pupils of the school and managing the high percentage of SEN pupils the school has at present.

To advertise, interview and appoint a School Office Manager (an example job description is attached) whose main purpose would be Administrative Duties, act as the Headteacher's personal assistant including dealing with highly confidential and sensitive issues, be responsible for: One part-time Administrative Support Assistant; Caretaker; Cleaning Staff etc. To manage and ensure the smooth running of the school's reception, postal, telephones, stationery and hospitality facilities. To investigate and seek out other forms of extra funding for the school to enable the school to develop extra facilities and activities to enhance the education experience at the school.

To advertise and appoint a suitably qualified Co-ordinator (teacher or SEN trained person) to be in charge of SEN pupils and their care. Their area of responsibility would be to liaise and work with all members of staff with regard to the SEN needs of the school. To look after any pupils that need any extra care during the school day to avoid disrupting classes. It is suggested that all members of staff who have any contact with the pupils are trained with regard to restraint in unusual circumstances to ensure the safety of all pupils.

To reduce the number of classes from 4 to 3. These could be;

Class 1: Reception, Year 1 and Year 2.

Class 2: Year 3 and Year 4.

Class 3: Year 5 and Year 6.

This would be in the short term until pupil numbers rise when the school would have the budget to increase the number of classes.

To take over the management of the Sure Start nursery and integrate this into the school. This would bring more income into the school and not significantly add to the management costs. It would also ensure that the school would be getting more pupils from the local area.

The thinking behind the above is:

An Office Manager would cost less than a Teacher and have the appropriate skills in running a business (school). All the Teachers including the Headteacher would be teaching as they have been trained to do. The Headteacher would of course remain in charge of the school and would (with the help of the Governors) be in control of the direction the school takes in the future. We do not have information on the current or future finances of the school however it is assumed that by reducing the number of qualified

Teachers from 5 to 3, having an SEN Co-ordinator and employing an Office Manager and Assistant the wage bill would be substantially reduced.

The school should take the same approach as Galmpton Primary School does in promoting itself (unofficially) as a feeder school for Churston Grammar, we realise that all schools in the area fill this role however we think that the school should enhance the perception that small schools can give a quality education with enhanced care and that all important family feeling that the school has at present.

The management of SEN pupils is delicate as there is such a high percentage of SEN pupils in the school. This is another thing that a small school can do better than a larger school and it is felt is good for the development of all the pupils in the school. We have been told by a number of parents of SEN pupils that the Local Authority was the body that suggested to them that they send their children to Chestnut Primary School which is probably the reason for this high percentage of SEN pupils, Chestnut is obviously a very good school at fulfilling this purpose.

We are aware that a number of children from Chestnut do pass the 11+ and go to Churston Grammar, the recent SATS results and the last OFSTED report confirm that the standard of education at Chestnut is good. With the help of school clubs those pupils that need extra tutoring to be able to pass the 11+ can be helped at a much lower cost to parents than having 1 to 1 tutoring.

A number of the present pupils at Chestnut were previously at Eden Park Primary School and are unlikely to return there if Chestnut closes. A number of parents have said that if this were to happen then they would probably send their children to Kingswear Primary School thus Torbay would lose the income from these pupils. At present there are a number of new properties being built in Brixham (Sharkham and the Pavilions) and this will continue as Brixham goes through this current period of regeneration. Tesco are building a new supermarket in town with about 200 new jobs and there are a number of other proposed projects planned for Brixham, all of these bring new jobs which will require young families and thus more children. It doesn't take too long for trends to change and for the number of primary school places required in Brixham to rise considerably. It would be a pity to close a school now and then have to build a new one in the next 10 years at considerable expense.

Chestnut Primary School has the best grounds and buildings of any primary school in this area and has the potential to be the best primary school in Torbay and the surrounding area. It is on the brink of becoming a really fantastic school, possibly this period of consultation is the catalyst the school needs to move forward to a bright future and it could become the type of school that other schools aspire to be.

Brixham Schools Collaboration

Feasibility Study

July 20th 2010

Contents

Introduction.....	3
Context.....	3
The Study Brief.....	4
Methodology.....	4
<i>Stage 1 - Desk Research in advance of field work.....</i>	<i>4</i>
<i>Stage 2 – The collation of information to inform the discussions.....</i>	<i>5</i>
<i>Stage 3 – Field Work.....</i>	<i>5</i>
Summary Findings.....	5
Brixham Collaborative Map – Present Arrangements.....	6
Stakeholders’ views on the options presented:.....	7
1. <i>Do nothing – status quo.....</i>	<i>8</i>
2. <i>School closure.....</i>	<i>8</i>
3. <i>Retain 6 schools and reduce places at these schools.....</i>	<i>8</i>
4. <i>Retain all 6 schools but move to a different organisational model.....</i>	<i>8</i>
5. <i>School mergers across one or more schools.....</i>	<i>9</i>
Options for sustainable change emerging from discussions.....	9
(a) <i>Reducing surplus places.....</i>	<i>9</i>
(i) <i>School closure.....</i>	<i>9</i>
(ii) <i>School federation.....</i>	<i>9</i>
(iii) <i>School merger.....</i>	<i>10</i>
– <i>This is a sustainable solution that reduces number of surplus places across Brixham.....</i>	<i>10</i>
(b) <i>Collaborative Arrangements – the ideas that emerged.....</i>	<i>10</i>
(i) <i>A Brixham College Trust.....</i>	<i>10</i>
(ii) <i>Eden Park and Furzesham Federation.....</i>	<i>11</i>
(iii) <i>Eden Park and Chestnut Federation.....</i>	<i>11</i>
(iv) <i>Federating of St Margaret Clitherow and Chestnut Primary schools.....</i>	<i>11</i>
Appendices.....	13
<i>Appendix A – The Briefing Sheet.....</i>	<i>13</i>
<i>Appendix B - Questions to explore Collaboratives, Trust and Federations.....</i>	<i>15</i>
<i>Appendix C - Schedule of visits.....</i>	<i>15</i>
<i>Appendix D - The Brixham Learning Campus & Educational Trust -further detail.....</i>	<i>16</i>

Introduction

In common with a number of unitary authorities, Torbay is experiencing a fall in the school age population owing to both demographic and economic factors. This has led to the identification by the local authority (LA) of 313 surplus primary places as of January 2010. The study, commissioned by Torbay Council Children's Services and eight schools in the town of Brixham, tested the viability and likely impact of various solutions to address surplus places and examined a variety of collaborative arrangements. It was the hope of the LA that a consideration of collaborative arrangements would lead to a solution for meeting the cost of falling rolls across Brixham. It was an expectation that any solution would result in recognisable and sustainable improvement for pupils attending Brixham schools.

Context

Schools in Brixham have explored the idea of formal collaboration previously. When Torbay Children's Services instigated a review of provision in response to rising surplus places, 2 years ago, it was clear that there was widespread support for a collaborative solution. However, it has become equally clear through this study, that the level of this support varies between stakeholders and, in addition, that there is no widely shared view or understanding of the implications of formal collaborative arrangements or structures. A significant amount of successful, informal collaboration between schools in Brixham is in place. It was both the stakeholders and the LA's view that these might be formalised through a variety of arrangements both structural and procedural.

This, in turn would align with the national policy context which is clearly promoting collaborative, school to school solutions.

Three of the primary schools have religious affiliations and the local RC and CE dioceses have been engaged in the work undertaken to date. The Dioceses are important stakeholders and both have well established policies with regard to the supply of school places. They also have their own developed approaches to collaboration

This study was initiated in order to identify the "business case" for a collaborative solution to mitigate the effects in Brixham of primary school surplus places. It was the intention that the study would demonstrate whether such an approach could offer a viable and sustainable solution. If a viable business case could not be made, following this research, some of the stakeholders had expressed the view that Council should then act decisively to bring forward a plan to remove school places. Stakeholders have been engaged in discussions with the LA for some time and as a consequence there is a shared understanding that action needs to be taken within a clearly defined time scale.

The schools contributing to the study were:

Brixham Church of England Primary School
Chestnut Primary School
Eden Park Primary School
Furzeham Primary School
Galmpton Church of England Primary School
St Margaret Clitherow Catholic Primary
Brixham College
Churston Ferrers Grammar School.

The Study Brief

Previous explorations of the issue facing Brixham identified a number of implications for continuing with excess places in the primary phase. These included recognition that:

- 25% surplus places does not provide value for money, each surplus place costing at least £250 per year;
- the quality of the educational experience for pupils is adversely affected;
- schools with uncertain futures are less attractive environments for pupils, their parents and staff.
- strategic planning is harder when futures are uncertain.

In addition, the LA, in consultation with stakeholders, indicated that the agreed solution had to meet the following criteria:

- be sustainable – as key personnel can move on;
- bring better outcomes for pupils;
- provide improved value for money;
- recognise and identify opportunities that spare capacity could bring;
- have stakeholder support;
- have schools' support;
- have politicians' support;
- mitigate falling rolls;
- narrow the gap in the performance of disadvantaged pupils against local and national averages;
- raise family and community aspirations;
- enhance community provision e.g.: family working.

Methodology

The feasibility study consisted of the following stages:

Stage 1 - Desk Research in advance of field work.

The focus of this stage was to understand the outcomes of existing key plans and how emerging strategy might fit. A range of documentation was scrutinised. This scrutiny included an examination of:

- The Children and Young Person's Plan 2010-2013,
- The Community Plan;
- Draft Regional Spatial Strategy
- Demographic trend data;
- The Torbay Development Framework
- Diocesan strategic education plans and policies;
- School performance data;

- Ofsted school inspection reports;
- The minutes and presentations of a series of meetings held between the LA and schools to discuss surplus places and collaborative arrangements

In addition the desk research made an assessment of the influence of national policy areas that could impact on any proposals and/or collaborative approaches.

Stage 2 – The collation of information to inform the discussions.

The focus of this stage was to form initial hypotheses, ideas and models based on the findings from phase one and to construct a methodology to engage with stakeholders both inside and outside of schools. A briefing paper for stakeholders was drafted and sent to all participants in advance of the field work stage. **(Appendix A)**

Stage 3 – Field Work

This stage involved the posing of questions within a semi structured interview framework contained in an aide-memoire. **(Appendix B)**

Discussions were held with senior managers in Torbay Council, Cllr Anna Tolchard Cabinet Member for Children's Services, Torbay Council, head teachers, and chairs of governors (or their representatives).

The discussions centred on whether establishing an arrangement for a collaboration between schools, offered a viable alternative to school closures. The discussions also took into account national policy thinking, including Academy developments, 'free' schools; and the model of 'schools supporting schools' as well as using schools as community resources.

Stakeholders were also invited to rank the criteria which would shape the agreed solution, in order of importance. This would inform the decision making process and identify any shared perspective. A timetable of visits and interviews was agreed with the LA and the stakeholders; it is included as **Appendix C**

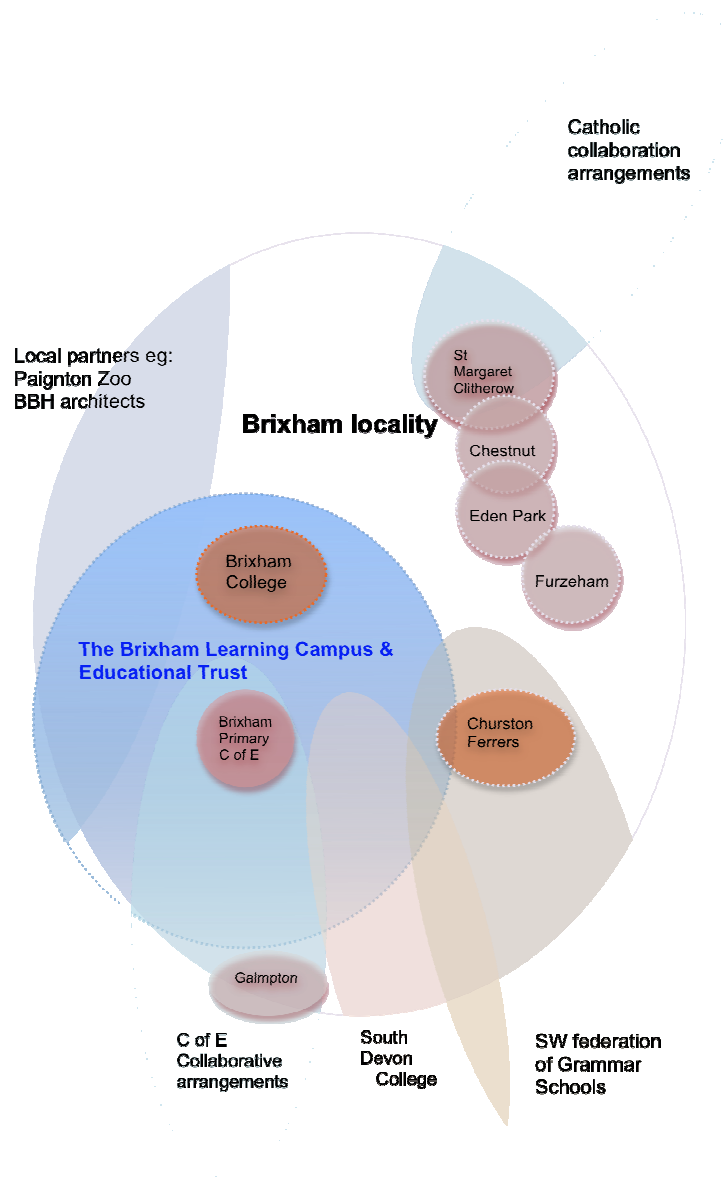
Summary Findings

The study revealed that:

1. There are two issues, one of surplus places and the second collaboration between schools. These are seen as interrelated by the LA, but as distinctly separate, by the schools.
2. it would not be possible to mitigate the effects of 313 surplus places, or reduce this number solely through the establishment of collaborative arrangements between and across schools in Brixham;
3. the stakeholders surveyed recognised the need to close at least one Brixham primary school to achieve a significant reduction in school places and achieve the associated educational and cost benefits.
4. schools are already engaged in a variety of collaborative arrangements. These range from ad hoc co-operation to membership of a formal Trust;
5. the schools recognised that the majority of collaborative arrangements were, as yet, not fully developed or effective;

6. there was a recognition that more formal arrangements were needed to secure the benefits that fuller collaboration and/or federation or Trust status might bring;
7. several schools were prepared to consider a variety of more formal arrangements aimed at supporting and sustaining collaboration, including joint governance;
8. a recognition that a clear vision, facilitation and well managed implementation would be necessary in order to drive and sustain meaningful collaboration;
9. schools recognised the need to carry out a systematic audit of their available capacity to share across Brixham and then design protocols for collaboration. This might include listing ASTs; leading teachers, specific curriculum expertise, innovative practice, effective systems
10. Brixham College has established a formal Trust arrangement which became operational in February 2010. This Trust involves a variety of local partners including Brixham College 11 -16; Brixham C of E Primary School (as an Associate Trustee because of the diocesan affiliation) South Devon College, which provides the sixth form progression; Paignton Zoo; BBH Architects. South Western Fish Producer Organisation and an ICT organization previously Synetrix, (now Capita) are due to join soon.

Brixham Collaborative Map – Present Arrangements



Stakeholders' views on the options presented:

During the desk research stage, several options were identified that might address both the surplus places and collaborative arrangements that might be put in place. The fieldwork stage gave an opportunity to explore and test these options with stakeholders.

These options were as follows:-

1. Do nothing – status quo
2. School closure

3. Retain 5 schools and reduce places at these schools
4. Retain 5 schools but move to a different organizational model and structure such as Federation or Trust
5. School mergers across one or more schools
6. Any other?

1. Do nothing – status quo

This was unacceptable to all stakeholders interviewed. There was a recognition that action had to be taken and at speed. This has been a very long journey, going back to at least 2005 and the original Brixham review.” “Is there a timeframe for the decision making process, at what point will a decision be made?” There was unanimous agreement that ‘doing nothing’ was not a solution and would merely lead to the protracted demise of the most vulnerable school. “Do nothing means 5 years have been wasted in discussing these issues” “hanging over us – at least 2 years, the bottom line is....is our school going to close?”

2. School closure

A majority of stakeholders recognised that the closure of at least one Primary school would go a considerable way to ameliorating the surplus places challenge. All stakeholders were in agreement as to the school which should close. However it was also recognised that if this school closed then there might be an adverse impact on the immediate community it serves. All possible solutions should have been explored before this course of action was taken.

“LA tried to close a school and didn’t make it work very well, for the children this needs to happen this time, so that there is better resources in fewer schools.” “Parents are leaving before they are pushed,” “this closure by doing nothing, is like watching an animal in distress”

3. Retain 6 schools and reduce places at these schools

This option was rejected by all parties. Schools had varying levels of vacant pupil places and any building of houses across Brixham was not likely to be evenly distributed. The issue of parental choice was also raised, “parents know about all the schools and make a preference especially when there are 3 schools in a row”

4. Retain all 6 schools but move to a different organisational model.

(- structure such as Federation or Trust for a combination of schools.)

The retention of 5 primary schools was not considered viable by those interviewed. Schools did not see this approach as a solution to the surplus places issue. However, there was widespread, though not universal support, for the establishment of more formal collaborative arrangements across all Brixham schools. The notion of an all embracing federation across five schools was rejected as impractical. In the main this was owing to existing diocesan commitments and governance issues related to faith schools. “We are part of a **diocese** and that diocese would never support federating Governing Bodies because of the faith element.” “I have 2 bosses really” “I am not sure of the relationships and communications with the diocese.”

A collaboration, federation or Trust arrangement involving the remaining schools was seen as having the potential to underpin and develop further flexibility in the deployment of school resources. The diocese were already involved as an ‘associate Trustee’ via Brixham Primary School in the Trust arrangements

Conversations of the possible collaborative/federation models between schools, had taken place but the outcomes of these conversations and their understandings, varied from stakeholder to stakeholder.

5. School mergers across one or more schools

There was unanimous agreement that a previous re-organisation had caused a good deal of local disquiet and though now settled as single schools had not, in fact, addressed the issue of surplus places sufficiently, “they are still licking wounds from the amalgamation” and “inherited more staff than was needed from the amalgamation.” However, it was recognised that one possible “merger” would lead to a significant reduction of places, provide enhanced accommodation for the emerging school and provide a community with a continuum of 0-11 provision. This provision might include a Children’s Centre, nursery and primary school. Diocesan involvement would be necessary to facilitate this approach.

Options for sustainable change emerging from discussions

As the study progressed over the three days of interviews, it was clear that the stakeholders viewed surplus places and school place planning as one issue, separate from the future of collaborative arrangements across Brixham schools. The findings are therefore presented as,

- a) reducing surplus places
- b) collaborative arrangements – emerging ideas

(a) Reducing surplus places

(i) School closure

Chestnut Primary School should close as soon as possible.

All participants identified this as a key element of a solution. Indeed Chestnut primary school made the point strongly that, ‘we really want a solution’ and that ‘we are frustrated, demoralised and want a decision, any decision which puts us out of our misery’.

They also made a plea for leadership stating that ‘nothing will happen by leaving the schools to get on with it themselves’.

(ii) School federation

Chestnut Primary school federates with St Margaret Clitherow. This option could be achieved in stages beginning with consultation with local stakeholders about the preferred character and location of the emergent school(s) In order to address the surplus place issue PAN across the 2 schools would have to be reduced by the equivalent of 1 school. Once this is agreed the appointment of an Executive HT would oversee the project.

- This is a sustainable solution that reduces number of surplus places across Brixham
- No formal consultation is required, it can be undertaken rapidly once diocesan agreement is reached.

(iii) School merger

Chestnut Primary school merges with St Margaret Clitherow and the emergent school is located on the Chestnut site. This option could be achieved in stages beginning with the appointment of an Executive HT.

- This is a sustainable solution that reduces number of surplus places across Brixham
- Formal notices are required resulting in long timescales.

(b) Collaborative Arrangements – the ideas that emerged

All stakeholders acknowledged that individual schools, acting alone, were not able to meet the needs and aspirations of Brixham pupils and their families. The current collaboration arrangements, previously loosely arranged through The Academic Council, though helpful were not sufficiently systematic to allow full benefits to be gained. In addition there was recognition that more formal organisation and management arrangements would be needed if collaboration was to be sustained over time.

There were four main proposals emerging from the conversations;

(i) A Brixham College Trust

The Brixham Learning Campus & Educational Trust became live on February 11th 2010 and is committed to build up collaboration for and on behalf of ALL children and young people across Brixham and the surrounding area. Further details can be found in **Appendix D**.

The Trust is fully functioning and could become the vehicle for fostering collaboration between Brixham schools. All Brixham schools could choose to join the Trust as full or associate members and the Trust could set up a 'Partnership Committee' or similar, of representatives from all schools and relevant partners to develop deeper collaboration. This arrangement could become the secure, sustainable vehicle for operating a variety of collaborative arrangements across a range of schools and partners.

The Trust would provide stable base for contracting and commissioning as the Local Authority and other Partners are 'locked' into arrangements through the Trust, which means that even should personnel move on the arrangements remain in effect.

There was general support from all those interviewed, for a Trust as a more sustainable and stable collaborative solution

" I believe the future of education is at a school level, joining in and collaborating, we are all too precious about our own schools. I would want to see that the Trust could ensure full collaboration". "We can work in partnership but a hard federation would not be possible as we are closely linked to any diocesan strategy." "Collaborating with the secondary school is an option." "We did look at the Trust option and would consider this again. There is an appetite for this because of the school supporting school model. Working together to improve pupil outcomes would be a driver." "We wouldn't link/federate on our own but the four primaries and secondary would be an option that we would be interested in." quotes from stakeholders.

Advantages

The Trust includes the 'fishtown' area of Brixham, though 'cowtown' could be full partners. The fishing industry has regenerated itself in Brixham and is now 'booming'. Apprenticeships into this sector are being encouraged by the South Western Fish Producer Organisation. Twelve disengaged students from Brixham College have already taken up the opportunity to work alongside the trawlers for a full week, following their working patterns of 6.00am start and are 'loving it.'

Barriers to joining that may be perceived by Brixham primary schools

- Unknown territory 'not done this before'
- Uncertainty of what a Trust is 'fear of the loss of control'
- Brixham College financial issues could prove to be a liability
- Misunderstanding of the loss of individual school autonomy
- General mistrust as relationships are not sufficiently developed
- Capacity to explain the values, principles and operation of a Trust is not yet available
- Understanding about SLAs and the way they could work is presently limited

(ii) Eden Park and Furzeham Federation

"Chestnut, Furzeham and Eden Park are all 'fighting 'over the same children.' The Chair and HT met with their opposite numbers, beginning in February 2010. They discussed the potential for federating and were prepared to discuss hard federated arrangements where the governing bodies merged and an Executive HT arrangement could be put in place. The meetings seemed to 'cool' in April and we are not sure how to proceed."

"Surplus staff across two schools was recognised as a problem as was performance management and HR generally." quotes from stakeholders.

Eden Park and Furzeham schools had discussed the possibility of working together in a more formal way, airing the possibility of establishing a joint governing body. However no firm steps beyond informal collaboration, had as yet been taken. This proposal has merit in so far as it would allow a more flexible utilization of both schools capacity and might in time lead to some economies of scale. Both schools however were clear that they wished to retain their own distinct identities.

It requires "someone to play the pivotal role and keep the momentum going.

(iii) Eden Park and Chestnut Federation

Eden Park and Chestnut Head Teachers and Chairs of Governors had discussed federating through the early months of 2010. The conclusion reached was that federating "would not solve the surplus places issue."

(iv) St Margaret Clitherow and Chestnut Primary schools Federation

This proposal has the merit of avoiding the most disruptive features of a school closure whilst making a significant reduction in school places. In that St Margaret Clitherow could move onto the Chestnut site. This would release the playing fields that are currently rented from Eden Park School, and provide more spacious and flexible accommodation linked to a children's centre and attached nursery school for a re-located St Margaret Clitherow school. The presence of the children's centre and nursery school would also provide some guarantee of school roles being retained or

even growing. In addition, a community school presence would be maintained. A number of existing collaborative features were identified which would smooth the path to merger.

It was noted that St Margaret Clitherow already work very closely with Chestnut through the running of joint football teams in Yr 5 & 6; joint CPD for staff; the shared use of the Riviera Centre to host the music festival . “Pupils are very close; they play football as a team rather than separate schools.” “staff know each other, there isn’t the separation you might expect”

Appendices

Appendix A – The Briefing Sheet

Brixham School Project July 14th, 15th, 16th 2010

Mr. Peter Dougill and Dr Caroline Whalley of Owen Education Ltd will be working alongside Torbay Council Children's Services to identify the sustainable option(s) that might include adjustments to the size of schools, school collaboratives and/or federated arrangements and/or school closure.

The session you have agreed to take part in will gain your views on the options and give you the opportunity to talk through the advantages and disadvantages of each of them, as well as rank the criteria, for determining the option, using a prioritizing grid.

Identified Options to address surplus places

1. Do nothing – status quo
2. School closure
3. Retain 5 schools and reduce places at these schools
4. Retain 5 schools but move to a different organizational model and structure such as Federation or Trust
5. School mergers across one or more schools
6. Any other?

AS BACKGROUND

Implications for continuing with excess places

- 25% surplus places is not value for money - a surplus place costs at least £250 per year.
- Quality of the educational experience for pupils is adversely affected.
- Schools with uncertain futures are less attractive environments for pupils, their parents and staff.
- Strategic Planning is harder when futures are uncertain

The agreed solution(s) has to ...

- be sustainable – as key personnel can move on;
- bring better outcomes for pupils;
- provide improved value for money;
- recognise and identify opportunities that spare capacity could bring;
- have stakeholder support;
- have schools' support;
- have politicians' support;
- mitigate falling rolls;
- narrow the gap in the performance of disadvantaged pupils against local and national averages;
- raise family and community aspirations;
- enhance community provision e.g.: family working.
- Any others you can think of

Questions to explore Collaboratives, Trust and Federations

- Would this be an approach you would endorse?
- What would be the range of collaborations/federations you would suggest?
How many Brixham schools? Would you want to play a part?
- What might the benefits be e.g. Shared appointments, peripatetic posts

- What would you be prepared to “give’ or ‘give up? ’
- What might be the main inhibitors of progress?
- In your view what would be the best way of taking any option forward?
- How do see the role of the LA in facilitating work across schools in Brixham?

Appendix B - Questions to explore Collaboratives, Trust and Federations

- Would this be an approach you would endorse?
- What would be the range of collaborations/federations you would suggest? How many Brixham schools? Would you want to play a part?
- What might the benefits be e.g. Shared appointments, peripatetic posts
- What would you be prepared to “give’ or ‘give up’
- What might be the main inhibitors of progress?
- In your view what would be the best way of taking any option forward?
- How do see the role of the LA in facilitating work across schools in Brixham?

Appendix C - Schedule of visits

Wednesday 14 July		
09.00 – 10.30	Galmpton Church of England Primary School	TQ5 0LT
11.30 – 13.00	Chestnut Primary School	TQ5 0EQ
14.00 – 15.30	Eden Park Primary School	TQ5 9NH
16.00 - 17.00	Cllr Anna Tolchard Cabinet Member for Children's Services	Oldway Mansion
17.00 - 18.00	Michael Moore (Interim Head of Learning)	
18.00 – 19.00	Tony -Jordan	
Thursday 15 July		
09.00 – 10.30	Churston Ferrers Grammar School	TQ5 0LN
11.30 – 13.00	St Margaret Clitherow Catholic Primary School	TQ5 0EE
14.00 – 15.30	Furzeham Primary School	TQ5 8BL
16.30 - 17.30	Jane English and Pete Maunder (Joint Heads of School Leadership)	Oldway Mansion
17.30	Tony Jordan	Oldway Mansion
Friday 16 July		
09.00 – 10.30	Brixham College	TQ5 9HF
11.30 – 13.00	Brixham Church of England Primary School	TQ5 9HF
14.30 - Stakeholders Meeting – all interviewees present, additional to interviewees Chair of Governors at Eden Park Primary. Apologies : Galmpton Primary		

Appendix D - The Brixham Learning Campus & Educational Trust -further detail.

The Brixham Learning Campus & Educational Trust became live on February 11th 2010 and is committed to build up collaboration for and on behalf of ALL children and young people across Brixham and the surrounding area.

The Trust is a fully functioning, secure, sustainable vehicle for operating a variety of collaborative arrangements across a range of schools and partners. It provides stable base for contracting and commissioning as Partners are 'locked' into arrangements through the Trust, which means that even should personnel move on the arrangements remain in effect.

Members of the trust include

- Brixham College 11 -16
- Brixham C of E Primary School (as an Associate Trustee because of the diocesan affiliation)
- South Devon College, which provides the sixth form progression
- Paignton Zoo
- BBH architects

Soon to join

- South Western Fish Producer Organisation and an ICT organization, previously Synetrix, now Capita.

Possible expansion could include more of the Brixham Primary schools, CPD partners and a variety of other arrangements to ensure that commissioning of services into the Trust is effective and can grow over time, presently the Trust 'runs projects.'

The Trust also

- Bids for project money in its own right e.g.: national lottery funding
- Brings economies of scale which could progress into wider service delivery
- Brings extra and broader expertise into the wider Trust partnership e.g: Paignton Zoo have run gifted and talented sessions.
- Facilitates activities e.g.: BBH architects work closely within the existing specialism of visual arts

Joining the Trust

The mechanism to join the Trust as a full member is in place and the process to do so is relatively simple now that the Trust is formed and live.

Interested parties would have to

- Canvass, consult and gain the support for membership from their stakeholders
- Appoint a Director to sit on the Trust board (this could be the HT or a representative governor)
- A member of the Trust board would sit on their GB or equivalent, this could be the same person (to facilitate information flow)
- The status of the new member is registered at Co House

The Trust through the primary school and 2 colleges operates as a 0-19 campus.

Collaborative activities at school level already include:-

- Sharing of staff at 14 – 19 level, Brixham College staff now teach L3 courses and in future could be teaching A level on site, franchised from the South Devon College.

- Additional Art projects are being developed supported by BBH architects
- Timetables are being drawn up across the Trust schools to aide sharing of resources such as space, equipment and staff.
- Transition arrangements across year 6 - 7

In the future the areas of collaboration might include

- Sharing of financial and business management systems
- HR etc

The Trust governance structure is made up of Directors of the Trust.

The Directors of the Trust cannot influence the day to day running of the schools, which remain fully autonomous with their own governance structure and head teacher arrangements.

Advantages

The Trust includes the 'fishtown' area of Brixham, though 'cowtown' could be full partners. The fishing industry has regenerated itself in Brixham and is now 'booming'. Apprenticeships into this sector are being encouraged by the South Western Fish Producer Organisation. Twelve disengaged students from Brixham College have already taken up the opportunity to work alongside the trawlers for a full week, following their working patterns of 6.00am start and are 'loving it.'

Barriers to joining that may be perceived by Brixham primary schools

- Unknown territory 'not done this before'
- Uncertainty of what a Trust is 'fear of the loss of control'
- Brixham College financial issues could prove to be a liability
- Misunderstanding of the loss of individual school autonomy
- General mistrust as relationships are not sufficiently developed
- Capacity to explain the values, principles and operation of a Trust is not yet available
- Understanding about SLAs and the way they could work is presently limited

Strategies needed to overcome the barriers

- Creating capacity to develop understanding within the potential group of primaries and additional partners
- Create clear information for joining and guide and assist the potential member through the process.
- <http://www.trustandfoundationschools.org.uk/partners.aspx>

This page is intentionally left blank



**Report OSB/5/11 of the Overview and Scrutiny Board
to the meeting of the Cabinet to be held on 22 March 2011**

Annual Strategic Agreement between Torbay Council and Torbay NHS Care Trust for the delivery of Adult Social Care 2011/2012

1. At its meeting on 16 March 2011, the Overview and Scrutiny Board considered Report 63/2011 which set out the draft Annual Strategic Agreement (ASA) between the Council and the Care Trust for the delivery of Adult Social Care for 2011/2012. The Agreement provides a 'commissioning framework' for the Council by, amongst other things, setting out the financial inputs for the year ahead and the key performance targets for the year ahead.
2. The Cabinet Member for Health and Wellbeing and Housing and the Deputy Chief Executive of Torbay Care Trust attended the meeting to answer the questions of the Board in relation to the draft Agreement.
3. Having asked a number of questions in relation to the targets being proposed and the financial risk share arrangements between the Council and the Care Trust, the Board agreed that the following comments be made to the Cabinet:

This Board believes that there are significant issues not covered within the Annual Strategic Agreement as currently drafted and that it should be substantially more populated prior to its approval at Council. Inadequate information was presented to the Board and questions that the Board asked were not able to be answered at the meeting.

The Deputy Chief Executive of the Care Trust was not able to confirm to the Board the impact of the reduced level of resources available to it and therefore the Board was unable to make any conclusions about whether the Agreement was achievable or realistic.

For example:

The targets set out in relation to NI130 (Social care clients receiving self directed support per 100,000 population) (paragraph 2.4) are disproportionately higher than the benchmark and therefore there is concern about the validity of this target.

No information is provided about the actual numbers of people impacted by the targets in the table at paragraph 2.5.

There are no benchmarking comparisons included within the table at paragraph 2.7 and so no conclusion can be reached about the validity or otherwise of this target.

There is currently no agreement on the financial risk share arrangements between the Council and the Care Trust. Given the current financial position of both the Council and the Care Trust, this is a significant issue as the Council could be much more exposed to a much higher level of risk than in previous years.

In addition, without knowing the effect of the budget reductions facing the Care Trust, there could be critical risk issues for the most vulnerable within the community and therefore councillors would be derelict in their duty to approve the Agreement as it is currently drafted.



Report No: **77/2011** Public Agenda Item: **Yes**

Title: **Corporate Plan 2011+**

Wards Affected: **All Wards in Torbay**

To: **Cabinet Council** On: **22 March 2011**
On: **24 March 2011**

Key Decision: **Yes – Ref. X3/2011**

Change to Budget: **No** Change to Policy Framework: **Yes**

Contact Officer: **Ian Knee**
☎ Telephone: **01803 207058**
✉ E.mail: **ian.knee@torbay.gov.uk**

1. What we are trying to achieve and the impact on our customers

- 1.1 The Council has in place a Corporate Plan which is annually refreshed. This refresh identifies both the achievements in the previous year and the priorities for the year ahead.
- 1.2 The purpose of this report is to agree the Corporate Plan's annual refresh for 2011. The priorities for this refresh have been developed against a background of:
- Four existing Community Plan themes to achieve economic and community prosperity;
 - Previously agreed Corporate Plan 2010+;
 - Mayor's Vision for the future of Torbay;
 - Strategic Balanced Scorecard; and
 - A period of decreasing public expenditure on services.
- The priorities have been refined at the same time as the current budget process to ensure the Council's budget is geared to their delivery.
- 1.3 These priorities set out the future direction of the Council for the coming year, to deliver improved outcomes for the community and the 'Bay Family'. The revised sections of the Corporate Plan are appended to this report.
- 1.4 It may be necessary to make some minor amendments to the final content of the 2011+ Plan after the date of this meeting. It is suggested that it is agreed that the Mayor and appropriate officer be authorised to agree the final version.

2. Recommendation(s) for decision

2.1 That the Council be recommended to:

- (i) approve the format and general content of the Corporate Plan 2011+ as set out in Appendix 1 to this report; and**
- (ii) authorise the Mayor and Chief Executive (or Deputy Chief Executive) to agree the final version of the Plan should it be appropriate to make any minor amendments to the current version.**

3. Key points and reasons for recommendations

- 3.1 The attached Appendix is a final draft but may be subject to minor revision before the final version of the Corporate Plan 2011+ is published.
- 3.2 The priorities in the Appendix will provide clarity on the future plans for the Council, as well as meeting requirements and best practice in this area. It is proposed that these priorities be taken as a revision to the existing Corporate Plan.
- 3.3 The Corporate Plan articulates at a strategic level the key priorities and actions the Council will undertake in the short to medium-term, including those it needs to deliver as part of its responsibilities within the current Community Plan.
- 3.4 The Corporate Plan also contains at a strategic level key activities contained within existing supporting strategies and policies.
- 3.5 Detailed actions will be contained within the Council's various business plans and then cascaded through employees appraisals (RADAR), outlining activities to be undertaken to meet the needs of the community.
- 3.6 Failure to set priorities for the coming year would be a significant risk, as it would leave the Council without clear direction of what it is trying to achieve and where to concentrate resources approved through the parallel budget setting process. The Council would also be unable to communicate its priorities to the community and key partners and stakeholders.
- 3.7 It is also appropriate that the Plan recognises what the Council delivered against its pledges for 2010/11.

For more detailed information on this proposal please refer to the supporting information attached.

**Ian Knee
Executive Head of Business Planning.**

Supporting information to Report 77/2011

A1. Introduction and history

- A1.1 The Council needs to review on a regular basis its historical performance and establish its future direction given the community priorities, local circumstance and national issues. This direction then drives the Council's budget setting process. Members of the Cabinet and the Commissioning Officers' Group have met on an ongoing basis to consider the future priorities and the outcome of these discussions are reflected in the attached document.
- A1.2 In 2011/2012 the Corporate Plan pledges are placed within a context of decreasing public expenditure on services. The Council needs to ensure the Bay's communities are best placed to be resilient, to help shape the local economic environment so business can thrive, to ensure the place is clean and part of the collective civic pride, ensure the safety of the most vulnerable children and adults, and to deliver services with partners in different ways than in the past in order to ensure good outcomes for individuals and communities.
- A1.3 Business Plans for 2011/12 will be finalised across the Council. These plans will need to ensure they reflect the content of the agreed priorities.

A2. Risk assessment of preferred option

A2.1 Outline of significant key risks

- A2.1.1 The main risk associated with this report is that the Plan may not be fit for purpose e.g. inconsistent with national priorities or the Community Plan. Work has been undertaken to ensure that the direction within the Plan is in line with the Community Plan. This action should reduce this risk significantly.

A2.2 Remaining risks

- A2.2.1 A further risk is that the priorities and supporting actions will not be delivered. Ensuring that the Corporate Plan and its activities are monitored through the Council's performance management arrangements will mitigate this. The development of the Council's strategic balanced scorecard (which is hosted on the Council's performance monitoring and reporting system SPAR.net) is a further enhancement to the performance management framework and will assist with mitigating against this risk.

A3. Other Options

- A3.1 Do nothing. Whilst there is no statutory requirement to produce a Corporate Plan, best practice suggests it is beneficial to produce such a document to communicate to key stakeholders (the community, partners, employees) our key priorities and activities in the short to medium-term. It provides a link between the Community Plan, other key strategies, business plans and employees' RADARs.

A4. Summary of resource implications

- A4.1 The Council's Corporate Plan reflects at a strategic level both local and national

priorities and includes how the Council will achieve its part of the Community Plan.

A5. What impact will there be on equalities, environmental sustainability and crime and disorder?

A5.1 The Plan takes as its lead the Community Plan, which addresses these issues through the themes articulated in the document e.g. 'Pride in the Bay', 'Stronger Communities', 'the new Economy' and 'Learning and Skills for the Future'.

A6. Consultation and Customer Focus

A6.1 The Community Plan has been subject to wide consultation. The Corporate Plan cascades from this document and also contains high-level references to other previously agreed policies and plans.

A6.2 In addition there has been considerable consultation with the public and stakeholders as part of the development of the 2011/12 priorities and budget.

A7. Are there any implications for other Business Units?

A7.1 Yes – priorities will be delivered by Business Units or partners and they will have to take account of the priorities as articulated in the Corporate Plan, which also sets out how the council will implement the Community Plan.

Appendices

Appendix 1 Corporate Plan 2011 +

Documents available in members' rooms

None

Background Papers:

The following documents/files were used to compile this report:

Corporate Plan 2010+

Corporate Plan 2009+

Corporate Plan 2008+

Community Plan 2007/27

Local Area Agreement 2008/11

Other supporting policies and strategies e.g. Children and Young People's Plan.

Draft Version 7

Torbay Council Corporate Plan 2011+

Insert page here showing links between plans

Chief Executive's Introduction:

In 2011/2012 our Corporate Plan pledges are placed within a context of decreasing public expenditure on services. We will need to ensure our communities are best placed to be resilient, to help shape our local economic environment so business can thrive, to ensure the place is clean and part of our collective civic pride, and to deliver services with partners in different ways than we have in the past in order to ensure good outcomes for individuals and communities.

The coalition government announced its Comprehensive Spending Review (CSR) in October. This sets out the money available to the public sector for the next four years. In the current financial climate it is no surprise that the public sector will see a significant reduction in the resources it will have available to deliver its services. For local government this means a reduction of 28% in government funding over the four year period. The government has only announced the detailed figures for the next two years and for Torbay these represent a 14% reduction over that period.

In this period of austerity we must remember that 36% of the local economy is dependent on public sector employment. Against this background, and recognising we must reduce our workforce, our rationale is to manage this evenly over the next 4 years and therefore minimise the impact on the local economy.

We have re-examined everything we do and how we do it to ensure that what we and our partners continue to do for and on behalf of our communities is focused on their priorities and provides value for money. The reduced funding available to us means that some services will be reduced and some will stop altogether. The principles we have adopted in developing the pledges and budget are:

- To maintain a focus on priorities, as identified below;
- With partners, to ensure we maintain our approaches of early intervention and prevention for the long term benefit of our communities and the public purse;
- That we consider applying our resources "first and most" in relation to need, in order to support our deprived communities;
- To maximise our revenue opportunities;
- To continue to invest to save with partners where we can; and
- To develop radical solutions for service delivery over the next 4 years.

The services that continue will support the overall priority of Community Prosperity through:

- Regeneration and Economic Prosperity, including attracting inward investment to the Bay and increasing the skills base within the local community;
- Securing a cleaner Bay and improving its appearance for both residents and visitors; and
- Ensuring the safety of our most vulnerable children and adults.

Against this background Section 2 of this Plan identifies our Pledges for 2011/12.

It is also important to recognise how we delivered against the Pledges we made for 2010/11. Section 1 gives a reminder of those Pledges and a brief description of what we achieved.

We have not delivered all that we had hoped to deliver and we will continue with the work started in those areas to make sure we complete our pledges. This is particularly true in regards to our pledge on the Green Travel Plan. Some progress has been made and negotiations commenced. We aim to complete this work in 2011/12.

Finally, I wish to take this opportunity to thank all the staff for their dedication and hard work in delivering the services for Torbay's communities.

Section 1: Our 2010/11 Pledges were:

New Economy:

Pledge	What we achieved
<p>Further integrate the Mayoral Vision into the Community Plan and progress delivery</p>	<p>Refreshed Community plan under development and is expected to be in place by June 2011 after the Mayoral election.</p>
<p>Continue to support Torbay's community through the recession in recovery</p>	<p>Continued work on developing the economy and social enterprise and developing skills. Specific actions to support immediate impacts on families and individuals in difficulties include:</p> <ul style="list-style-type: none"> • Low cost loan fund (self replenishing) & criteria managed by Torbay Pound set up • Active take up campaigns monitored by worklessness Forum (plans & reports in place if you want them) • Support packs for individuals provided and support/advice packs for small businesses under development • Support for Community banking/credit union to administer rent deposit guarantee scheme • Funding given to CAB to provide outreach services in doctors surgeries now dealing with 11% of all enquiries – GP referrals.
<p>Regeneration / economy – having an inward investment strategy that facilitates external investment</p>	<p>The strategy was completed in the summer of 2010, it sets out the reasons for businesses to come to or stay in the Bay and TDA on behalf of the council is now working to generate enquiries and dealing with potential inward investors. TDA is now taking forward the strategy, working to generate interest in key sectors and a Hi Technology network was keen to promote that sector and a programme of familiarisation visits undertaken. Liaison has taken place with DTI contacts to encourage overseas investors.</p>
<p>South Devon Link Road – approved by The Secretary of State</p>	<p>An announcement from the Department for Transport has stated that the project with move in to the “development pool” for projects that are under consideration for delivery in the next four years. The next stage is for both authorities to start work on the funding package that will underwrite the project under the new proposals for the scheme. New tenders for the design and build construction contract will also be required prior to making a best and final funding bid early in 2012. If successful, construction would start on the scheme in summer 2012, with completion due in 2015.</p>

<p>Continue regeneration of Brixham, Paignton & Torquay</p>	<p>Brixham fishmarket was completed in September 2010 and the process of awarding the contract for the new fish restaurant is almost complete.</p> <p>This element of the regeneration programme comprises:</p> <ul style="list-style-type: none"> • Extended quayside space • New fish market • New Fish restaurant & Fishmongers <p>The new Paignton library and community hub opened in September 2010 and is already a key part of local life. Interest from national hotel chains continues examples include refurbishment on the Inn of Quay at Goodrington as a Premier Inn and the Travelodge in Paignton.</p> <p>The restored Royal Terrace Gardens opened in October 2010 and a number of development proposals for the regeneration of Torquay are in dialogue with local communities.</p> <p>5 bids were submitted to the Regional Growth Fund in January 2010 for a number of projects which include:</p> <ul style="list-style-type: none"> • Opening up commercial land for employment use in Paignton and Torquay • Improvements to road infrastructure to increase the attractiveness of an area to potential developers • Package of business support measures to help new and emerging businesses <p>The economic strategy was approved by Council in December 2010. It is developed against a strong evidence base and with significant engagement and support from the business community. It looks to develop the environment for business growth and specifically attract and stimulate investment, improve business performance and raise skill levels. Further work is now underway looking into the key sectors identified within this strategy.</p>
<p>Work with other employers to introduce a Bay wide economic / employment strategy</p>	<p>A conditional contract between the developers and the Council has been exchanged that will allow continued public access to this valued site, whilst ensuring a commercial investment that will restore and</p>
<p>Oldway Mansion – commence refurbishment / redevelopment</p>	<p>A conditional contract between the developers and the Council has been exchanged that will allow continued public access to this valued site, whilst ensuring a commercial investment that will restore and</p>

	<p>repair the fabric of the building for hotel use. The primary condition that needs to be satisfied is the Planning Condition. Design issues and feasibility issues are in advanced stage of negotiation. It is envisaged the developer will apply for planning consent in the 1st Qtr of the current calendar year. A start on site is envisaged in the 3rd Qtr of 2011.</p>
<p>Further enhance learning and employment prospects, for 14–19 year olds (link with Learning & Skills)</p>	<p>The council and partners have proved that by active management Torbay continued to manage provision for the majority of young people either in education, training or employment. Torbay NEEETs (‘Not in Education, Employment or Training’) percentage fell to the fifth lowest in the country Nov 09- Jan 10. The most recent available proxy figures for NEEETs does, however, show us as being on target for December. A further achievement was that Outcomes for Care Leavers (including learning/ employment) was recently judged as outstanding by OFSTED.</p>
<p>Develop Higher Education opportunities with others, including South Devon College and Torbay Hospital</p>	<p>South Devon College’s HE unit has now opened, increasing the provision in the local area. The College runs a number of Foundation Degree programmes validated by the University of Plymouth.</p>
<p>Castle Circus Regeneration Project – complete the refurbishment including increased community facilities and regeneration of the local area.</p>	<p>The CCRP Project was ‘scaled back’ in July 2010 due to the impending Comprehensive Spending Review. The Project has been re-phased. The completion of Torhill House has been undertaken and completed as the first element of the ‘civic hub’. The business hub is being taken forward through the LABV with private sector investment.</p>

Pride in the Bay:

Pledge	What we achieved
Progress the Waste PFI with Devon County and Plymouth City Councils	This project will provide a solution for municipal waste and divert it from landfill. It has been brought forward to secure PFI credits from the Government. MVV has been selected as the preferred bidder with an energy from waste facility supplying combined heat and power to Devonport Naval Base. Service is due to be operational in 2014. The scheme will be subject to planning permission.
Continue to improve our recycling figures	Local waste collections were implemented using a new approach in September 2010. This will significantly improve performance. There have now been five months of operating our new recycling collection including food waste. The additional material collected will see a significant improvement on the 2009/10 figure of 35.7% to a new high for 2010/11 of about 40.5%. The last quarter of 2010/11 will give a recycling rate of around 43%, being well on target for the 50% projected figures for 2011/12.
Deliver Rock Walk as an asset for Torbay	Rock Walk was officially opened in early October 2010 as the renamed Royal Terrace Gardens. Public reaction has been hugely positive and it has created another significant space for public enjoyment, stunning views and further confidence in the regeneration of Torbay.
Deliver 22 refurbished play areas, including provision for older people in some areas	We are now in the closing stages of our Playbuilder scheme. This scheme has been a 2 year programme in which we will have refurbished or built 22 new play areas throughout Torbay. The goal was to transform local areas into innovative and adventurous play spaces. Funding has enabled us to work more closely with children, families and communities using the sites.
Regenerate Berry Head and Cockington (Sea Change Programme)	Berry Head was completed as a regeneration scheme that improved our tourist and geopark offer and officially opened in March 2010. Cockington improvements including craft and art based innovation centres continue. There is a 3-4 week delay on the Cockington project partly due to the pre Christmas bad weather but it should be complete for the Easter holidays.
Continue to maintain the cleanliness of Torbay	TOR2 appointed as street cleansing contractor based on an outcome specification and monitored through performance management targets. TOR2 have purchased 4 new street sweepers and have taken part in a number of community clean ups by providing a skip and

	labour at no cost to the community. A programme of street washing in town centres has also been included within the contract and is now being implemented.
Deliver the Torquay Harbour Area Action Plan (THAAP).	The Plan will provide a framework for the regeneration, conservation and enhancement of the visually and economically important area surrounding Torquay Harbour. Good progress continues to be made with this Plan.
Deliver a new Tourism Strategy	The new Tourism Strategy was accepted and approved by Torbay Council in September 2010 and has since been made into a policy document, aimed to help take Torbay's tourism industry forward and halt the decline in the sector. Part of this strategy includes the commissioning of tourism at arms length from the council under a three year agreement.
Climate Change – 4% in year reduction in the Council's carbon emissions to achieve a 20% reduction by 2012 (compared to 2005/06 levels)	We are currently ahead of in year targets on schedule to meet the minimum of this target by 2012. The Council received national recognition for its carbon cutting initiatives – achieving the Carbon Trust Standard. Savings of over £1 million against the predicted Council energy spend through the first two years of the programme were also recently announced.

Learning & Skills for the Future:

Pledge	What we achieved
Improve attendance levels in Torbay's schools	The census is currently being undertaken and this will provide the Autumn 11 figures. Early indications show an increase in overall attendance at primary and secondary schools but these figures are only provisional and are therefore subject to change. It should also be borne in mind that the secondaries no longer include the two grammars as they are now academies.
Raise attainment at the Foundation Stage and all Key Stages	<p><u>Foundation Stage</u> Increase in all areas of the foundation stage in 2010. 8% increase in children achieving 78+ points & 6+ in CLL and PSED (NI172)</p> <p><u>Key Stage 1</u> Increase of 2.3% in Reading Level 3 from 2009 Increase of 2.6% in Writing Level 3 from 2009</p> <p><u>Key Stage 2</u> Due to the SATs boycott by 2/3rds of schools this year's data is based on Teacher Assessments rather than tests. <u>GCSE</u> 5 A*-C increased 8.3% from 2009 & 20.9% from 2006 5 A*-C inc Eng/Maths increased 0.4% from 2009 & 6% from 2006</p>
Complete planned phase of the redevelopment of Torquay Community College	The final phase of the building work, which has made a positive difference to the learning experience of many children and brings community benefits, is now complete except for some landscaping and the pitches that will be done in the spring. Officers are now waiting for the project consultants to confirm the final account before reporting on programme and budget as part of the Quarterly Monitoring Reports to Overview and Scrutiny.
Increase the use of schools by the community	Successes in this area include: Community room being provided at Queensway Primary; Community use of artificial sports pitches provided at Paignton and Torquay Community Colleges; Indoor Sports Hub provided at Paignton Community College; Replacement Adult Learning Wing at Torquay Community College; New community use changing rooms for Oldway and Whiterock Primary swimming pools.
Further enhance learning and employment prospects,	Engagement across partners to ensure all young people are in

for 14–19 year olds	<p>education, training or employment is strong. Very few young people are not in any of the above. Youth employment continues to be a key concern as the recession continues to impact on the Bay and will be a key issue next year for further action.</p> <p>As above: South Devon College's HE unit has now opened, increasing the provision in the local area. The College runs a number of Foundation Degree programmes validated by the University of Plymouth.</p> <p>Torbay Council has provided £10,000 to fund the first year of programme.</p> <p>The course takes on pioneering individuals, based in Devon, who are willing to be challenged to make a difference in their communities. The learning programme runs from January to December 2011 and includes 40 days face-to-face training time, including fact-finding visits to successful institutions who share the Devon SSE commitment to providing social benefit.</p>
Develop Higher Education opportunities with others, including South Devon College and Torbay Hospital	
Support the School for Social Entrepreneurs at Dartington	<p>A number of initiatives take place with schools to ensure healthy eating, exercise and emotions. In addition Health Wise Torbay, situated in Torquay town centre, is a young people's drop in centre offering free and confidential health advice and support on a range of issues.</p> <p>The current Children's disability strategy and the aiming high strategy are being currently being reviewed and planning the direction next 3 years.</p> <p>Children's safeguarding continues to be a key concern in the Bay. This area is closely monitored under an agreed action plan with partners to improve performance. Core assessments completed on time – performance has risen by 18.5% since 1 April. Of the core assessments completed in December 23 of 38 (60.5%) were completed on time. The statutory improvement notice states that 60% of core assessments must be completed on time during the month of March 2011.</p> <p>Long term stability of children looked after has increased from 63 to 73.8% since 1 April.</p>
Support Torbay's children and young people to make healthy lifestyles choices	
Improve the opportunities and life chances for children with disabilities and learning difficulties	
Ensure all Torbay's children and young people are protected from abuse and neglect and feel safe and supported in their families and communities	

<p>Reduce the use of alcohol and substance misuse</p>	<p>Drug and alcohol issues remain a significant contributory factor to ASB and crime. In 2010 Drug treatment services have generally seen increases in the number of problematic drug users in effective treatment and alcohol admissions to hospital have stopped increasing well ahead of trajectory in contrast to the South west which is continuing to see significant increases in admissions (8% in 2009/10). During 2011 there will be continued emphasis to roll out the universal drug and alcohol screening programme to front line professionals to ensure practitioners are skilled to assess for, and deliver, brief interventions regarding a person's substance use, and refer to specialist services as appropriate.</p>
<p>Ensure Torbay's children and young people are safe from and choose not to engage in bullying, discrimination, crime and anti social behaviour</p> <p>Strengthen corporate parenting in Torbay</p>	<p>Re-offending rates for young people have dropped due to concerted partnership action.</p> <p>The Corporate Parenting Pledge is being reviewed and a young person's version is being developed. Elected Members have received training on their corporate parenting responsibilities, which was delivered by the Director of Children's Services and Interim Executive Head of Social Care.</p>
<p>Enable children and young people to enjoy recreation and play</p>	<p>Action includes the refurbishment of 22 play areas and the development of Parkfield which will provide a new purpose build site for young people. It is on schedule as a project.</p>
<p>Improve the perception of children and young people by others in the community.</p>	<p>Within the place survey there is a question that how much of a problem do you think there is with teenagers hanging around the street.</p> <p>There has been a 2.10% reduction from 2008 to 2009. Another place survey is planned for early 2011.</p>
<p>Children & young people are actively encouraged and supported to have their say in all decision making that affects their lives, the development of services, broader strategic development and local democratic activity.</p>	<p>There is an engagement worker in education. Torbay Council's Youth Service has teamed up with three organisations – Young Devon, FLeX and Equality South West – to enable young people in the Bay to have their say on topics important to them. Young people are actively encouraged to participate in Local Democracy Week and Torbay has an active Youth Cabinet.</p>

<p>Raise aspirations and opportunities for children and young people in Torbay.</p>	<p>This is one of the strategic directives of the children and young people's plan and is being monitored through the activity plans by the five Operational Boards. The Schools and Communities Board has a remit of overseeing the activity plans for raising attainment and improving school attendance and behaviour. The Closing the Gap Group monitors reducing child poverty.</p>
<p>Reduce the number of children and young people living in poverty</p>	<p>Child poverty reduced from 23.6 to 23.4% latest figures. New figures will not be available until 2012.</p>
<p>Continued development of Torbay Children's Trust</p>	<p>The Children's Trust arrangements have been reviewed and streamlined to ensure that partnership arrangements in Torbay are effective and that we do not add extra burdens on partners' valuable time and resources. This review has just been completed and the revised constitution and arrangements are being developed, in line with the development of Torbay Strategic Partnership and emerging Health and Wellbeing Board.</p>

Stronger Communities:

Pledge	What we achieved
<p>Open the new Paignton Library and Information Centre</p>	<p>The new Paignton library opened in September 2010 to local acclaim and provides a community focus in the town centre as well as giving public confidence in the town's regeneration journey.</p>
<p>Progress the 'My Place' project – the world class youth centre in Paignton</p>	<p>Parkfield is in the first third of the capital build phase, the steel frame of the new build has been built, including the concrete substructure for the climbing wall and the site levelled ready for external build facilities. At present the wave shaped and pitched beach hut roof is being installed and the BMX track being laid. The details of facilities can be viewed on www.torbay.gov.uk/parkfield, with a 'flythrough' and you can see through 'Effe', the Parkfield camera, how the development is taking shape. The facility will be open late August, school visits are planned throughout September, with an Official launch weekend on the 23rd September; and Parkfield's first SW regional and open BMX event on the 9th October.</p>
<p>Closing the Gap' – addressing deprivation across the Bay, strengthening our communities including progressing the Hele project</p>	<p>Partners are working to close the gap in 3 areas in the bay by focusing on actions around employment, street cleaning, community capacity and housing. A pilot in neighbourhood management has taken place in Hele. 'Hele's Angels' which s the name of the scheme is now officially open. A new neighbourhood manager has been appointed with the goal of bringing local residents and organisations together so that local people can play an active role in designing, delivering and using local services. The scheme looks to act on the concerns of residents to help address local problems such as crime, anti-social behaviour, poor health, activities for children and teenagers and employment opportunities. A Hele's Angels shop offers residents a number of different services including free internet, benefits advice, local information, access to Devon Home Choice housing services and job centre plus.</p>

<p>Continue to work with partners to tackle anti social behaviour and reduce the public's concerns</p>	<p>There are action plans that have been developed and in place to address any concerns or issues raised, which were not being addressed by existing work plans in Safer Communities Torbay or any of it partner agencies. These actions plans will now be delivered by task and finishes groups.</p> <ul style="list-style-type: none"> • Young People – Intergenerational / Victoria Park Action Plan • 50+ Group - Senior Safe Action Plan / Intergenerational / Victoria Park Action Plan • People with Disabilities Action Plan <ul style="list-style-type: none"> • Lesbian, Gay, Bisexual and Transgender Action Plan – to follow shortly <p>These Action Plans will be updated regularly to reflect actions achieved to date.</p>
<p>Teenage Pregnancies – work with partners to reduce the number of under 18 conceptions</p>	<p>The figures for 2009 show an impressive 15% reduction over the previous year. Progress continues with focus on: improving young people's access to contraception services; improving sex and relationships education in schools; improving the targeted work being undertaken with young people more at risk of teenage pregnancy; improving work with parents and carers. There is a Teenage Pregnancy Strategy Refresh Meeting on 25 November 2011 to identify priorities for next two years.</p>
<p>Increase the number of affordable homes in Torbay</p>	<p>Latest figures for NI 155 show that we are performing on target as at the end of December. New housing continues to be a challenge in the recession, but strategies include bringing empty homes back into use and reducing homelessness and its causes.</p>

Support people with dementia through partnership work	<p>The refined Strategy will have a number of outcomes including:-</p> <ul style="list-style-type: none"> enabling people to prepare more effectively for the future to maximise their opportunities in later life; providing a sustainable way to deliver health and social care into the future; and a different approach to different types of people who may have different needs or aspirations, e.g. those in work, those who are retired but independent and those people who need more intensive care and support.
Help older people lead fulfilling lives, including improving the level of choice & control they exercise over decisions and issues directly affecting them	<p>The refined Older Person's Strategy includes a number of outcomes including:-</p> <ul style="list-style-type: none"> enabling people to prepare more effectively for the future to maximise their opportunities in later life; providing a sustainable way to deliver health and social care into the future; and a different approach to different types of people who may have different needs or aspirations, e.g. those in work, those who are retired but independent and those people who need more intensive care and support.
Reduce the incidents of domestic abuse and support the victims	<p>NI 32 – Repeat incidents of domestic violence – shows that we are still performing better than target.</p> <ul style="list-style-type: none"> Joint working with the police domestic abuse unit and The Safer Communities Torbay Domestic Abuse team enables the timely sharing of information and the delivery of a seamless support service to victims of domestic abuse. Safer Communities Torbay employ two Independent Domestic Violence Advisors to support high risk victims of domestic abuse and those going through the criminal court process. Safer Communities Torbay commission a children's domestic abuse group for children and young people who have been harmed by domestic abuse. Refuge and outreach support is available to victims of domestic abuse in Torbay.

<p>Ensure effective Children and Adult Safeguarding arrangements for those at risk</p>	<p>Following the children's safeguarding inspection and detailed action plan is in place. A dedicated monthly performance report has been developed to assist the Board with monitoring of the action plan.</p> <p>The Safeguarding Adults Board has improved representation from partner agencies, with the addition of senior representation from Devon Partnership Trust. Members of the board have shown their commitment to safeguarding with financial contributions from the police, housing, and drug and alcohol services to the budget.</p>
<p>Implement the strategy for Learning Disabilities</p>	<p>"Keep Aiming High for Disabled Children" Event planned for 10th March 2011, to celebrate success of the programme to date and to continue the work towards embedding Lasting Change. Grant funding has been used to pump prime a very successful new Youth Club (Kool Club), a popular Street Dance Club and innovative Equipment Library (which includes amongst other things all-terrain and beach wheelchairs). The new Parents Participation Forum and Young People's Disability Council are going from strength to strength and enable true partnership working.</p>
<p>In addition we have also: Addressing smoking prevalence</p>	<p>The recently released smoking prevalence data from the integrated household survey has indicated Torbay's smoking prevalence is at 18.3%, lower than the regional and national rates (21.4% and 20.2% respectively). In addition, Torbay has the highest rates of ex-smokers in England at 45.2% (South West is at 37.7% and England 33.7%). Torbay also over-performed against the LAA stretch target of 2973 by almost 4% (3090).</p>

Commissioning Delivery	What we achieved
<p>Pledge</p> <p>New operational arrangements in place</p>	<p>TOR2 became operational in July 2010 as a joint venture for waste. The new Tourism Company was set up in October 2010. The disposal of waste through a new share local authority energy to waste plant reached another milestone with a confirmed partner agreed. Internal audit and shared aspects of legal and specialist services continued to be shared with other local authorities.</p>
<p>Pay Modernisation complete</p>	<p>The Council's Job Evaluation scheme was completed by its deadline of 1st July 2010. The principles of the scheme are now incorporated into all recruitment and pay policies.</p>
<p>Asset rationalisation – continue to market and dispose of surplus assets</p>	<p>Two assets sold resulting in income of £279k and annual savings of £525. A further 5 sites under offer (may be completed by 31/03/11) with a total sale value of £683k. 9 further assets identified from Approved Disposal List to be sold in period upto 31/03/2012.</p>
<p>Support the delivery of the priorities in the LAA</p>	<p>Through the 'stretch targets' in the LAA Torbay secured new funding of £1.75m. This represents an achievement rate of 88% of the maximum available to us and is the second highest rate in the South West. (NB The Government has halved the total amount being paid out through LAAs as part of its financial measures. The original total for Torbay was £3.9m and we would have secured £3.5m).</p>
<p>Provide VFM services through:</p> <ul style="list-style-type: none"> ➤ Achieving our workforce cost targets ➤ Enhance partnership working with TCT and others (Total Place) ➤ Embed Commissioning Partnerships and outcomes (Total Place) ➤ Deliver the next phase of Support Services commissioning ➤ Joint commissioning of highly specialised services 	<p>A vacancy freeze in most council areas has ensured our workforce numbers and budget are well managed through the CSR period of reducing public expenditure. Changes in public policy via the new coalition government mean we are refocusing our joint work with the NHS, while delivering the pilot programmes commenced under total place- that is Integrated offender management, benefits take up and improvements, and joint action on child poverty. The Torbay Strategic Partnership continues as a commissioning partnership and will change in the light of new government thinking. Support services focus on value for money and are commissioning outside the authority where that is best value. Internal audit and shared aspects of legal and specialist services continued to be shared with other local authorities.</p>

<p>Implement the Council's Green Travel Plan</p>	<p>Progress continues towards implementation on this initiative:</p> <ul style="list-style-type: none"> • Changes to Essential Car User allowance will be introduced in 2011/12 • Parking charges for staff, mechanism for payment identified, policy drafted, awaiting final agreement on Essential Car user allowance changes before starting formal consultation • Staff travel survey completed • Changes to Cycle Scheme, further review required following recent HMRC changes
--	--

Section 2: Our Pledges for 2011/12

New Economy

	Pledge	What will be achieved in 2011/12
1.	Integrate Mayoral Vision in Community Plan and progress delivery of improving the physical environment of the place.	Refresh of the Community Plan and milestones delivered for Victoria Centre, Paignton, business hub, Torquay and completion of community geo play park in Paignton.
2.	Regeneration/economy - to regenerate the economy by attracting inward investment	To progress regeneration through securing regional growth fund monies, to gain inward investment of £x, and to benchmark this through the CSR period.
3.	To improve transport and connectivity including South Devon Link Road	To complete the scheme at Tweenaway Cross and to have the South Devon Link Road approved for construction within the CSR period.
4.	To continue to improve the towns of Brixham, Paignton and Torquay	Progress on the schemes of Torquay Union Square and Princess Promenade, Castle Circus, Oldway and Paignton Town Centre and complete the fish restaurant and Tesco as part of Brixham regeneration. To sign up the LABV partner.
5.	To further enhance skills in the Bay	To develop small enterprise support, increase skill levels in deprived areas and secure inward investment through the sub regional LEP.
6.	To get better value for money from key assets and decommission those that are no longer required	To attract a new partner and redevelop the RICC and to develop more commercial and cost effective use of Torre Abbey.

Pride in the Bay

	Pledge	What will be achieved in 2011/12
1.	To progress the waste PFI with Devon County Council and Plymouth City Council	To have awarded the contract to the successful bidder and progressed the next milestones in the scheme.
2.	To continue to improve our recycling figures and to maintain the appearance of our parks and gardens.	To improve our recycling with our partners TOR2 and the local community to achieve 53%. To receive 19 awards for our parks and gardens
3.	Continue to maintain the cleanliness of Torbay.	Improved public perception of cleanliness from local 'place' survey
4.	To complete the refurbishment of play areas including provision for older people	To complete the refurbishment of play areas in parks bringing the total to 22. This 2 year programme had a goal of transforming local areas into innovative and adventurous play spaces by working more closely with children, families and communities using the sites.
5.	To regenerate Cockington Court as part of our cultural and green space offer	To complete construction and re-open the facility for the benefit of local people and tourists.
6.	To deliver the Torquay Harbour Area Action Plan	To deliver phase 1 of the plan (Victoria Parade).
7.	To deliver first phase of Tourism Strategy focusing on quality attack brands and improve visitor spend. To have a permissive planning framework to maximise return for the sector.	To continue to support the change from uneconomic bed and breakfast back to residential and to work with Town Centres to improve the retail offer. To increase visitor spend.
8.	To support the improvement of our work on climate change by reducing our carbon emissions and increasing our resilience to extreme weather and sea level rise.	To reduce carbon emissions from our own operations by at least 4% (meeting at least a 20% reduction by the end of 2012/13 compared to a 2005/06 baseline). To support low carbon and renewable energy initiatives such as woodchip fuels, photovoltaics and district heating. To continue to improve our procedures for considering the impact of climate change and extreme weather on our activities. Work with our partners to tackle the causes and effects of a changing climate on Torbay.

9.	To enhance our cultural offer by continuing to develop enterprise and innovative approaches	To reduce our revenue commitment to Torre Abbey and win capital bid for phase 2. To continue to promote successful cultural festivals such as Agatha Christie. To develop social enterprises, such as mutuals, to drive cultural enterprise in the Bay.
----	---	---

Learning & Skills for the Future

	Pledge	What will be achieved in 2011/12
1.	To improve attendance and behaviours at schools and other education settings	Attendance in schools will have improved as well as an increase in the number of schools deemed to have behaviour which is good or better, Fixed term exclusions will also be reduced
2.	Support children and young people in making healthy lifestyle choices and closing the gap in deprivation	Ensure that the Challenging Social Norms Project continues to operate successfully in the 3 secondary schools where it was initiated. Ensure that the Healthy Schools ethos continues to produce healthier behaviour outcomes via the child poverty agenda & the development of healthier communities, with the active involvement of schools. Support the piloting of a year 11 life skills day at TCC.
3.	Reduce the use of alcohol and substance misuse by children and young people	Young people receive consistent messages supported by excellent Alcohol Health promotion and PSHE. Local DVD and lesson plans highlighting dangers to personal safety and impact on health due to alcohol overdosing available to schools.
4.	Reduce children and young people living in poverty	Develop and implement the Child Poverty Strategy.
5.	Increase participation and positive activities available to children and young people	A range of positive activities through the implementation of the Parkfield youth hub, whilst maintaining outreach and satellite youth provision. A range of co-ordinated activities throughout the summer period and fund activities for children and young people who are eligible through the disadvantage subsidy fund. Continue participation activities through a range of settings, and children and young people's fora, and further develop the roll out of the Hear
6.	Strengthen corporate parenting	Following the May elections, training for all newly elected members will be provided to ensure that they have adequate information about their role as a Corporate Parent for children looked after and Total Respect training is now a mandatory part of the induction programme for all new social workers in the Permanency Planning Service. Implement the Children Looked After Improvement Plan, including the strengthening of the Corporate Parenting role.

7.	Continue our success in minimising the numbers of 16 – 18 year olds not in education, employment or training	Awaiting detail
8.	Support schools through the changes arising through new national policies	Awaiting detail
9.	Support the school for social entrepreneurs at Dartington	Revise the Services to Schools brochure and market services? Continue to provide financial support to the programme and receive benefits of social entrepreneurs developing new schemes in the Bay.

Stronger Communities

	Pledge	What will be achieved in 2011/12
1.	Progress and open the My Place Project and develop an enterprise mutual as part of our delivery of new services	Parkfield will open August 2011. The official launch weekend will start on Friday 23 rd September 2011, with the first major event on the weekend of the 8 th and 9 th October; a major BMX race event. As part of the facility we will be tendering out four areas; all will have a social enterprise/profit share element, all working in partnership with the local authority to ensure Parkfield is sustainable.
2.	With partners to close the gap in deprivation in our communities and develop a locality approach	To focus on areas of Torquay and Paignton and to review this approach in the light of the national policy changes, including building local capacity in communities, and local plans in key areas and piloting ideas in the concept 'big society'.
3.	To develop further volunteering and testing the ideas of the Big Society in specific areas	To test this in Brixham, Preston and areas of Torquay by delegating decision making to local communities and working with partners to deliver services in new ways.
4.	To work with partners to maintain a low crime rate in the Bay and to tackle anti-social behaviour	Fully integrate the work of the Partnership, building on the success of Partnership Tasking and integrated offender management, and aligning funding to front line services, particularly Domestic Abuse as a Peninsular wide approach.
5.	To continue to work with partners to reduce the number of conceptions by teenagers	Increase in number of under 18s accessing Sexual Medicine Service for contraception and sexual health. Increase in number of young people's services accredited to 'Your Welcome' quality criteria. Increase in proportion of secondary school pupils reporting sex and relationships education meets their needs. A reduction in the rate of conceptions in Torbay to young people under 18.
6.	To work with local people to maximise the housing bonus in relation to a local development framework for the necessary housing growth in the Bay	To have a further conversation with communities about the need for growth and to develop specific schemes
7.	To support the review of learning disabilities and the personalisation agenda in relation to Adult Care and to prevent repeat referrals for Adults Safeguarding and to continue support for carers	To review our strategy in relation to the forthcoming Health Whitepaper and structural changes in the NHS.

8.	<p>To help older people lead fulfilling lives and to reduce reliance on residential care and take control over decisions directly affecting older people</p>	<p>Enable people to lead independent and fulfilling later lives.</p> <p>The Dunboyne extra care scheme will be completed in 2011/12 providing a valuable alternative to residential care.</p> <p>Procure new arrangements for domiciliary care as part of providing adequate choice for clients with personal budgets.</p> <p>Establish the range of accommodation required for the future in order to reduce reliance on residential care.</p> <p>The work on personalisation will continue with more people being allocated personal budgets.</p> <p>Help to reshape the care homes market to meet the future needs of our community.</p>
9.	<p>Deliver effective adults' and children's safeguarding, in particular ensuring that all children and young people are protected from abuse and neglect and feel safe and supported in their families and communities and also ensuring that vulnerable adults are also safeguarded properly.</p>	<p>A pioneering multi-agency service will be developed that will promptly bring together key information on vulnerable children and adults and set out the initial steps to keep them safe. The shared assessment and decision-making will ensure we work with families in the whole, rather than being split by agency boundaries.</p>

Council Wide issues

	Pledge	What will be achieved in 2011/12
1.	To manage public sector reductions for local government of 28% and to re-model solutions over the next 4 years	Clear prioritisation of services and a balanced budget to deliver them in the context of the medium term resource plan.
2.	To work with partners to provide the best outcomes for people in the Bay in the light of significantly less taxation revenues	A clear understanding of local needs and priorities with an agreed partnership approach to the delivery of the appropriate services by working on a locality basis using the principles of 'first and most'.
3.	To have a community dialogue regarding the decommissioning and re-commissioning of services	To have community dialogue about services changes and how they can be done differently in the light of the needs of the Bay.
4.	To develop our workforce in the light of the need for a smaller workforce with more multi-skilled elements in the Council and work with partners	Workforce Development Plan in place and work with partners to widen our skill based and understanding at the front line.
5.	To implement changes as required by new national policy which will impact on the Bay in respect of schools, Benefits, NHS, Public Health, community based budgeting, Big Society, Localism Bill and Adults' Social Care.	Successful implementation, within approved resource allocation, of new government policies.

This page is intentionally left blank