



GOVERNMENT OF BERMUDA
Ministry of Education

PARISH PRIMARY SCHOOL DECISIONS SUMMARY

JULY 2021



PARISH PRIMARY SCHOOL DECISION SUMMARY

Thanks and Appreciation

The Minister of Education, the Hon. Diallo V. Rabain would like to extend his sincere thanks and appreciation to every single individual, group and organization that participated in the consultation process for parish primary schools.

The time spent listening, observing, asking critical questions, expressing concerns, lending support, attending meetings and sending in consultation responses were critical contributions to the consultation and decision-making process.

Purpose

This document provides a summary of the Minister's decisions for parish primary schools. It is being published to provide shorter version of the Minister's decisions.

The Minister's decision and reasons; an overview of the consultation process and a synopsis and analysis of the consultation submissions and the consultation submissions are published in the following 3 parts because of their lengths:

- i. [Parish Primary Schools Decisions Report](#)
- ii. [Parish Primary School Consultation Report](#)
- iii. [Parish Primary Consultation Submissions¹](#)
- iv.

To see considerably more detail on the Minister's decisions and the reasons for the decisions, please review the Minister's Parish Primary Decision Report.

Introduction

In 2017, the Government committed to transform public education so that each and every public school student receives high-quality public education. This promise, to the children, families and wider community was a response to widespread community calls for change, best articulated through the development of Plan 2022: Bermuda's Strategic Plan.

Rather than tinker at the edges, the Minister of Education has introduced Education Reform in order to make holistic changes to finally and fully address systemic challenges.

Education reform is underpinned by:

- The Learning First programme, in which teaching and learning are at the heart of this transformation.
- Structural changes, to move from a 3-tier system to a two-tier system, by phasing out middle schools and introducing signature schools.
- The development of an Education Authority; and

¹ Add URLs once documents are completed and published.

- Proposals to modernize and improve primary schools through the introduction of parish primary schools.

Our Vision and Objectives for Parish Primary Schools

Underpinned by our powerful [Vision for Learning](#), developed through the Learning First programme, it is our goal that each and every public primary school student to receive high-quality teaching and personalized learning within safe and healthy, modern, fit-for-purpose 21st century learning facilities.

- This means improved curricula, consisting of more offerings relevant to young people and their futures;
- Programmes and services that are meaningful, and that meet the needs of young people; and of course,
- High-quality and effective teaching and learning at the heart of education.

To achieve this goal, we need to provide equal access to quality education; we need to have an equitable system consisting of equitable primary schools; and we need to better utilize our precious resources across a fewer number of primary schools. We also need to renovate and refurbish schools, in order to ensure:

- The types of teaching and learning to meet fundamentals of learning and that help young people develop the skills and attributes needed in our rapidly changing world;
- The delivery of relevant, diverse and expanded 21st century fit-for-purpose curricula;
- Teaching, learning and student development within safe and healthy environments; and
- Appropriate space to accommodate the two additional year-levels being introduced to the primary school level as a result of the phasing out of middle schools.

The Parish Primary Vision and Concept

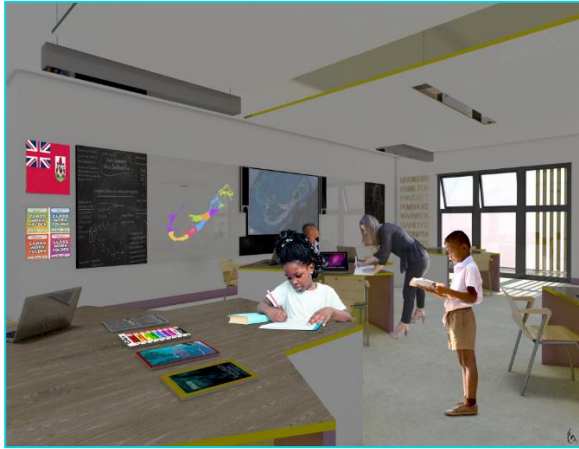
With this in mind, the Minister of Education proposed the concept of parish primary schools.

The vision is for each parish to have 1 primary school (and 2 in Pembroke) to serve as a parish primary school and become the hub of its parish, with parents/guardians and extended family members, surrounding neighbourhoods and community organizations rallying around schools, providing support for teaching and learning and improved educational programmes and initiatives, and creating strong authentic partnerships to help schools transform into places that are relevant to the needs of 21st century learners.

It was proposed that each parish primary school would be designed to support up to 300 students along with staff, including up to 30 preschool students on the same campus. Plenty of green space was also envisioned to house play fields for preschool and primary school aged children.

Fig. 1. Parish Primary School Rendering

Fig. 2. Parish Primary School Rendering



This vision was developed and proposed to deliver the priorities and strategies outline din Plan 2022. This includes Ppriority #4 of Plan 2022, which requires that schools be modernized with updated fit-for-purpose facilities and meet national safety and health standards.

Consultation Proposals for Parish Primary School Proposals

To realize the vision for primary education, the specific proposals called for public primary education to consist of 10 parish primary schools, with 9 school sites recommended to be redesigned and refurbished as fit-for-purpose school facilities and 1 primary school newly built.

In parishes with only 1 primary school it was recommended that the primary school in that parish be redesigned and refurbished as a safe and healthy 21st century fit-for-purpose learning facility for the parish. As Bermuda currently has 18 public primary schools, it was therefore also proposed that a number of primary schools close.

Regarding Devonshire Parish, it was proposed that the two existing primary schools in Devonshire Parish be closed as primary schools and repurposed to serve as the exceptionalities signature school and the alternative education signature school. It was also proposed that Devonshire Parish would benefit from a newly-built primary school.

About the Consultation Process on Parish Primary Schools

To engage and involve the community in critical decisions regarding the future of primary school education, the Minister of Education conducted an extensive consultation process from December 18th, 2020 to March 12th, 2021, which:

- Included the publication of the [Parish Primary Schools Consultation Document](#)
- Consisted of twenty-six public, parish and stakeholder consultation and engagement meetings (a number of these meetings were simulcast public and parish meetings on Facebook and/or CITV and YouTube; and

- Solicited a total of 132 written consultation submissions, which were considered by the Minister, along with the views, comments questions and feedback from each of the consultation and engagement meetings.

Parish Primary School Decisions

Before making any decisions on parish primary schools, the Minister invited, listened to and considered a range of views and consultation submissions during and after the consultation period. He also participated in the development of an analysis of consultation submissions. After conducting a thorough decision-making process, the Minister has made a number of determinations regarding the proposals for parish primary schools in line with powers derived from sections 6 and 7 of the [Education Act 1996](#) (“the Act”).

Decision on Whether or Not to Introduce Parish Primary Schools

The Minister has decided to introduce parish primary schools, with 1 primary school per parish, except for Pembroke, which will have 2 parish primary schools.

Decisions on Parish Primary School(s) for each Parish

In support of the decision to introduce parish primary schools, the Minister has decided that the proposal for each parish primary school will be introduced, with the exception of Devonshire.

The alternative proposal for Elliot Primary School to become the parish primary school for Devonshire parish was adopted. Therefore, the site of the K. Margaret Carter Center, which had been proposed for a newly-built Devonshire primary school will instead serve as the alternative education signature school. As proposed in the parish primary consultation document, the exceptionalities signature school will be located on the site of Prospect Primary School.

Therefore, the following school sites will become parish primary schools:

Parish	Primary School
St. George	East End Primary School
Hamilton	Francis Patton Primary School
Smith's	Harrington Sound Primary School
Devonshire	Elliot Primary School
Pembroke	Victor Scott Primary School
Pembroke	West Pembroke Primary School
Paget	Paget Primary School
Warwick	Purvis Primary School
Southampton	Dalton E. Tucker Primary School
Sandys	Somerset Primary School

The following school sites will be closed as public primary schools.

Parish	Primary School
St. George	St. George's Preparatory School
St. George	St. David's Primary School
Devonshire	Prospect Primary School
Pembroke	Northlands Primary School
Paget	Gilbert Institute School
Southampton	Heron Bay Primary School
Southampton	Port Royal Primary School
Sandys	West End Primary School

The following sites will be repurposed as the alternative education signature school and the exceptionalities signature school:

Primary School	Signature School
K. Margaret Carter Centre	Alternative
Prospect Primary School	Exceptionalities

We acknowledge that these are difficult decisions that will affect each school and school community. These decisions will not have an immediate effect on enrolment or staffing as they will be phased in over a 3-5-year period. The transition process will be handled sensitively and involve considerable communication and, including opportunities for views and feelings and recommendations to be shared.

Reasons for the Minister's Decision to Introduce Parish Primary Schools

The Minister has determined that the parish primary model is the best approach to achieve the intended outcomes for all learners, for the following reasons:

Equity – The Imperative to Elevate Each and Every Learner

It is critical that the promise and benefits of a high quality education be provided by all schools for each and every student. The plan for parish primary schools will ensure that each and every child, regardless of where they live, their background, or what strengths and needs they have, will attend a great primary school.

A Better Education for Every Student

Parish primary schools will result in better schools, a great education, and improved outcomes and attainment for students. The emphasis will be on curriculum and learning for students. Human, financial and other resources will be focused on the quality of education for all learners, including students with additional and/or special education needs and disabilities. Redesigned public primary schools will expand courses and programme offerings to provide students with the range of educational experiences and services that meet international standards.

Better Student-Focused Use of Resources - For decades, there have been too many primary schools for the number of students that we have. The declining birthrate and enrolment means that the Ministry of Education is required to spread precious resources – school leadership, teaching, therapeutic and support staff across 18 primary schools, with enrolments ranging from 65 to 195 students². The same holds true for other Government Ministries that provide support for schools. This isn't an effective and efficient approach to running schools, and exacerbates the issue of resourcing schools appropriately.

Rather than continue with this approach – of trying to do more with less, for fewer students, year after year – we need to bring schools and communities together to concentrate our resources and supports towards the aim and objective of improving the quality of education and lifetime opportunities for each and every young person.

Aging, Declining Facilities

While there have been renovations, refurbishments and in some cases, additions, every primary school is old, ranging from about 47 to over 100 years old³. The number, age and state of building infrastructure make our primary schools difficult to maintain, and they have a myriad of issues that undermine the safety and health of students and staff. Poor facilities also interfere with learning time as school administrators, staff and sometimes students have to deal with the effects of building issues.

21st Century Fit-For-Purpose Learning Facilities for 21st Century Fit-For-Purpose Curricula

Public school students are entitled to grow, learn and develop in safe and healthy fit-for-purpose learning facilities that support fit-for-purpose 21st century curricula, just as their peers experience in other schools locally and schools abroad.

Our public primary schools were designed for a bygone era, and cannot support the vision and plan to transform education to elevate all students. High quality of education requires infrastructure to support great teachers and high quality school leadership requires fit-for-purpose 21st century curricula that provides a range of options or possibilities to meet the needs and life aspirations of all students for every school in our system.

This is the lesson from other jurisdictions such as the:

- *Isle of Wight Council, England*: which is a recipient of the UK Priority School Building Programme, which provides capital investment and procurement support for the new and refurbished schools.
- *Powys County Council, Wales*: which has delivered 10 capital builds and refurbishment projects since 2016⁴, and

² As of September 2020; see Parish Primary Consultation document, Annex VI, page 83.

³ The ages of buildings have been provided by the Ministry of Public Works and are based on the age of the oldest part of the building.

⁴ <https://en.powys.gov.uk/article/9521/Completed-Projects>

- *The Ministry of Education, Ontario, Canada:* which is investing over \$500 million to build 30 new schools and make permanent additions to 15 existing facilities, supporting over 25,000 student spaces across the province.⁵

Closer to home, most private schools in Bermuda have modernized their facilities, have engaged in whole school upgrades and/or have built new state of the art facilities specifically to support curriculum delivery. Bermuda High School for Girls, Warwick Academy and Somersfield Academy⁶ have added new modern learning facilities, specifically for the delivery of 21st century curriculum in areas of STEAM and marine science, and the International Baccalaureate.

Factors Taken into Account

In considering the reasons for his decision, the Minister took into account a number of factors raised during the consultation, such as:

The Impact of the Proposals on Exceptional Students with Disabilities and Special Education Needs

The provision of special education, including related services, such as therapy is uneven, inadequate and not fully accessible for all students who need it. Parish primary schools will allow the Ministry to invest and concentrate qualified and appropriately-trained specialist and support staff to support young people including those with special education needs and/or disabilities across a smaller number of schools.

The Potential Financial Cost of the Introduction of Parish Primary Schools

Significant financial investment is required to improve the quality of education and student outcomes. The Minister and the Government are aware of the potential costs of developing and refurbishing schools. Detailed costings require significant information from schools as the process requires that they be assessed and surveyed. They also must be based on the scopes of work, which will be developed through the Learning First programme for the designated parish primary schools. This means that the schools needed to first be identified through the consultation and decision-making process, rather than develop detailed costings for each primary school, including those that will eventually close.

It was also determined that the publication of general cost estimates could undermine the Government procurement process as developers could bid to the cost estimates, rather than develop and submit tailored bids. The Government of Bermuda has made a commitment to reform education, including primary schools and has a mandate to do so. Therefore, the budget and costs will be aligned to the vision and objectives for parish primary schools.

Effect on the Community

There is no doubt that parish primary schools will effect communities surrounding all primary schools. Communities where schools will close will feel and experience loss. The redesign and implementation schools as parish primary schools, will involve the community, inclusive of communities where schools will close.

⁵ <https://news.ontario.ca/en/release/57733/ontario-building-and-expanding-schools-across-the-province>

⁶ <https://bernews.com/2019/06/photos-video-somersfield-building-completion/>

Therefore, parish primary schools are also an opportunity for communities to come together to support education and young people in ways that are strategic, better organized and concentrated in terms of resources. These efforts will be supported by building valuable community foundations, as well as creating larger and enriched communities. Community wealth building can transform current educational, economic, and cultural development systems to be more inclusive and equitable models that collaborate with their businesses and families in and of the community.

History and Legacy

The rich history and legacy of education and primary schools is critical to many school communities and broader Bermudian society and is also the history and legacy of Bermuda itself. There are also painful aspects of our history, the legacy and effects of which are still being experienced, long after the end of legal segregation. As there are strong imperatives to improve the entire public education system, the importance of history and legacy should not be a barrier to change. Rather, the history of education and public education in Bermuda, the longstanding inequities and the failure to make the changes needed are precise reasons for support the introduction of parish primary schools.

Transportation

With fewer primary schools, some students will have to travel farther to attend school. While this will be a change for some, it is reasonable to expect some additional travel for students. The Government currently provides mini-buses for students and concerns regarding public transportation will be addressed by the introduction of dedicated buses. Potential issues regarding traffic and congestion around schools will be addressed and managed by the design of refurbished primary schools. Traffic plans will also help to manage traffic and congestion to help ensure safe drop-off and pick-up of primary school students.

Coronavirus

We know that coronavirus has changed our lives and our society, and has had a significant impact on education, learning and students' well-being, in addition broad effects on staff, parents/guardians, grandparents, educators, support staff and the rest of society.

However, after much consideration, while the effects of coronavirus are acute, COVID-19 does not lessen the underlying imperative for change. The effects on schools and students actually emphasizes the need for parish primary schools. Coronavirus has illuminated and exacerbated challenges with primary schools, including inequities between and within schools. It has also shown the importance of resilience and has been a reminder of how critical education is, as well as different kinds of learning such as social-emotional learning.

Redesigned and refurbished parish primary schools will have larger and more flexible learning environments and better air quality. Although overall school enrolment will increase, class size will actually decrease to 15 students per class for all year-levels.

Reasons for the Minister's Decisions for Each Parish and School Site

In making decisions by parish and for each school site, the Minister considered the proposals for parish primary school, the vision and objectives, the consultation submissions, including proposed

alternatives, the factors raised in the submissions, and the most appropriate sites to realize the vision and objectives to be achieved.

Establishing parish primary schools in the identified sites will have significant benefits for current and future students, including students who may have been enrolled in the schools that will close.

These decisions will:

- Improve the quality of education as human, financial and other resources will be more student-focused with a smaller number of schools (1 per parish, except for 2 in Pembroke).
- Ensure equity in education so that all children will have the opportunity to attend a great school, regardless of where they live in a parish, zone or in Bermuda.
- Ensure that all students will learn in a modern, safe and healthy, 21st century learning facility. Redesigned and redeveloped parish primary schools will facilitate the delivery of 21st century curriculum that is personalized and which provides other elements of the Vision *for* Learning developed by the community through the Learning First programme.

Factors Taken into Account

In considering the reasons for his decision, the Minister also took into account a number of factors raised during the consultation that were particular to parishes. For the purpose of this document, these factors are summarized together, even though they were considered for and across individual parishes. These factors are:

- Effects on students
- Financial cost
- Scoring
- School performance
- Transportation
- Effect on the community
- History and legacy

St. George's Parish

Decision

The Minister has decided that the site of East End Primary School will be redesigned and redeveloped as the parish primary school for St. George's Parish. As a result, St. David's Primary School will be closed and St. George's Preparatory School will be closed as public primary schools.

Reasons

East End Primary School is the best and most appropriate site for the parish primary school for St. George's Parish. As indicated in the proposals for St. George's Parish, East End Primary School achieved higher scores in study factor categories such as Land/Property Conditions and Safety & Health. The East End building site has a large available acreage and potential for development expansion to accommodate 300 students, plus staff. The adjoining land has sufficient outdoor space to facilitate lots of green field space. St. David's Primary School and St. George's Preparatory School

achieved lower scores than East End Primary in the area of Land/Property Conditions. The site of East End Primary School is also in close proximity to St. George's Preschool.

St. David's Primary School site cannot accommodate 300 students, plus staff. There is no land to expand St. David's Primary School unless Lord's Oval, at St. David's Cricket Club is reclaimed by the Government of Bermuda for use for the school, which is not being proposed. St. David's Primary School also scored lower regarding safety and accessibility.

St. George's Parish currently has 3 primary schools representing 8.7% of the primary school population. The current and projected population of students in the parish and the eastern zone can be accommodated by 1 school per parish primary for the eastern zone. As of September 2019, there were 190 public primary school students residing in St. George's. That number is projected to be at 156 by 2027. The parish primary school will also be able to house preschool aged students, and be able to accommodate up to 30 young children.

Hamilton Parish

Decision

The Minister has decided that the site of Francis Patton Primary School will be redesigned and redeveloped as the parish primary school for Hamilton Parish.

Reasons

Francis Patton Primary School is the only primary school in Hamilton Parish and is the best and most appropriate site for the parish primary school in Hamilton Parish. It achieved high scores in both of the heavily weighted study factor categories of Land/Property Conditions and Safety & Health. The school building site has a large available acreage and potential for expansion, such that it can accommodate 300 students, plus staff. It also has the use of a large field that has sufficient outdoor space to accommodate 300 children. Lyceum Preschool is already on the site of Francis Patton Primary School, and therefore has the capacity to also accommodate a preschool.

Hamilton Parish has 1 primary school for 8.1% of the public primary school population. A school is needed in this parish to accommodate the current and projected population of students in the parish and in the eastern zone. As of September 2019, there were 178 public primary school students residing in Hamilton Parish. That number is projected to be at 146 by 2027. The parish primary school will also be able to house preschool aged students, and be able to accommodate up to 30 young children.

Smith's Parish

Decision

The Minister has decided that the site of Harrington Sound Primary School will be redesigned and redeveloped as the parish primary school for Smith's Parish.

Reasons

Harrington Sound Primary School is the only primary school in Smith's Parish and is the best and most appropriate site for the parish primary school in Smith's Parish. The topography of Harrington Sound Primary School creates some challenges for its redevelopment as a parish primary school. The site must be reconfigured for key aspects such as physical accessibility; however, there is great potential for the existing infant block to be a preschool, and on the northern side of the building to construct additional classrooms. Also the existing infant block has a separate playground area and the lower level parking lot has potential to increase parking lot area size.

Additionally:

- i. Harrington Sound Primary School is the only school per parish, and will be established as the parish primary school for Smith's Parish due to its geographic location and the need for the Ministry as per the Education Act 1996 to accommodate students in the parishes and elsewhere in the zones.
- ii. Smith's Parish is relatively centrally located and is projected to have 200 students in 2023 and 185 students in 2027.
- iii. If Harrington Sound Primary School were to be closed, all of the students in the eastern zone could not be accommodated.

Smith's Parish has 1 primary school for 10.3% of the public primary school population. A school is needed in this parish to accommodate the current and projected population of students in the parish and in the eastern zone. As of September 2019, there were 225 public primary school students residing in Smith's Parish. That number is projected to be at 185 by 2027. The parish primary school will also be able to house preschool aged students, and be able to accommodate up to 30 young children.

Devonshire Parish

Decision

The Minister has decided to adopt an alternative proposal for Devonshire Parish. The site of Elliot Primary School will be redesigned and redeveloped as the parish primary school for Devonshire parish. The alternative education signature school will be redeveloped on the site of the K. Margaret Carter Center. As initially proposed, the exceptionalities signature school will be located on the site of Prospect Primary School. Therefore, Prospect Primary School will close as a primary school.

Reasons

The Minister decided to adopt the alternative to make Elliot Primary School the parish primary school for Devonshire Parish instead of building a new primary school on the site of the K. Margaret Carter Center because Elliot Primary School is a more appropriate site and achieves the vision and objectives for parish primary schools

The Minister agreed with consultees who proposed this alternative that:

- i. The parish primary school for Devonshire should be more centrally located in Devonshire Parish, rather than at the western end of the parish, which put it close to Victor Scott Primary School, which will be one of the parish primary schools for Pembroke Parish;
- ii. A new primary school should not be built, when an existing primary school can be refurbished; and
- iii. The K. Margaret Carter Centre site is significantly smaller than Elliot Primary School, whereas the larger Elliot Primary School site would be more appropriate for a primary school to accommodate up to 300 students and staff.

Devonshire Parish currently has 2 primary schools representing 11.1 % of the primary school population. The current and projected population of students in the parish and the eastern zone can be accommodated by 1 school per parish primary for the eastern zone.

As of September 2019, there were 243 public primary school students residing in Devonshire Parish. That number is projected to be at 199 by 2027. The parish primary school will also be able to house preschool aged students, and be able to accommodate up to 30 young children.

Alternative Education Signature School

The alternative education signature school will be located at the current site of the K. Margaret Carter Centre to serve children with social-emotional and behavioural difficulties, for example, those currently attending Success Academy at Heron Bay Primary School for primary aged students, and at Success Academy at Robert's Avenue for middle and senior school aged students.

In time, the alternative education signature school will also educate and support students with other alternative needs, such as those who would benefit from personalized learning programmes.

This KMCC site was chosen as an alternative because it:

- i. Can accommodate the vision and objectives for the alternative signature school.
- ii. Is located on a single site in order to provide the needed education, programmes and resources to students
- iii. Is centrally-located and accessible for students and their families, including those from different parts of the Island.
- iv. Has the development potential to support the quality and nature of alternative education programmes and services to meet the personalized learning needs of students.

Exceptionalities Signature School

Prospect Primary School was chosen as the best most appropriate site to for an exceptionalities signature school:

- i. To serve as a school for children who attend or would have in the future attended Dame Marjorie Bean Hope Academy (DMBHA)
- ii. To serve as a new location for the K. Margaret Carter Centre, and,
- iii. In time, provide additional special education programmes and services to exceptional children.

The current site of DMBHA is in disrepair and is too small to provide the required special education programmes and services, within the building or in its outdoor space.

Co-locating of the exceptionalities signature school and the K. Margaret Carter Center on the site of Prospect Primary School will:

- Provide sufficient enrolment places for students now attending DMBHA;
- Allow students attending DMBHA to transition to K. Margaret Carter Center, as appropriate, once they become adults; and
- Provide expanded enrolment places for adult clients who would benefit from the support and training provided by the K. Margaret Carter Center.
- Ensure that a continuum of education, therapy and other services for students and adults. The Government and the wider community have a strong interest in redesigning a purposefully-designed site for students and adult clients.

Prospect Primary School was also chosen as the site of the exceptionalities signature school must be centrally-located and accessible for students and adult clients and their families, who are drawn from all over Bermuda.

Due to the health needs of some of the students who attend DMBHA, it is also important for the site to be located close to the hospital; the school consistently records the need for student to attend to King Edward VII Memorial Hospital.

Clarification Regarding Enrolment for the Alternative and Exceptionalities Signature Schools

It is not the case that all students experiencing social-emotional difficulties will have to attend the alternative education signature school. Nor is it accurate that all or even most students with disabilities will attend the exceptionalities signature school.

Rather decisions on enrolment and placement will be made based on student needs and the programmes and services available to meet those needs. Most students will continue to be educated in parish primary schools and signature senior schools (depending on their ages), and through the Learning First programme, the quality of teaching and learning and programmes and services will be improved for all students.

Pembroke Parish

Decision

The Minister has decided that the sites of Victor Scott Primary School and West Pembroke Primary School will be redesigned and redeveloped as the parish primary schools for Pembroke Parish. As a result, Northlands Primary School will close. A decision was taken to have 2 primary schools due to the projected enrolment for Pembroke parish.

Reasons

Victor Scott Primary School and West Pembroke Primary School are the best and most appropriate sites for the parish primary schools. They received the highest scores in Pembroke Parish. Both Victor Scott Primary School and West Pembroke Primary School achieved higher scores than Northlands Primary School in the area of Land/Property Conditions.

Both school sites have large available acreage and land potential for expansion, to accommodate 300 students, plus staff. The Victor Scott Primary School already accommodates a preschool while the West Pembroke Primary School site has the potential for a preschool.

Northlands Primary School received lower scores in the Land/Property Conditions category against study factors that included useable land area, boundaries restrictions, available green field space and potential for expansion on property. This category carried a heavier weight for selecting the best location site. There is no potential for expansion and the size of their green field is small. The school playing field is also across a main public road, which presents a safety issue.

Pembroke Parish has 3 primary schools representing 15.9% of the public primary school population. Two schools are needed in this parish to accommodate the current and projected population of students in the parish and in the central zone. As of September 2019, there were 349 public primary school students residing in Pembroke Parish. That number is projected to be at 286 by 2027. Each parish primary schools will also be able to house preschool aged students, and be able to accommodate up to 30 young children.

Paget Parish

Decision

The Minister has decided that the site of Paget Primary School will be redesigned and redeveloped as the parish primary school for Paget. As a result, Gilbert Institute will be closed as a public primary school.

Reasons

Paget Primary School is the best and most appropriate site for the parish primary school for Paget Parish. The weighted score more than doubled for Paget Primary School compared with the Gilbert Institute in the area of Land/Property Conditions. The Paget Primary School building site has a large available acreage and capacity for development expansion to accommodate 300 students, plus staff. This includes green field space. The site of Paget Primary School can also accommodate a preschool.

Gilbert Institute has a smaller building size lot and half of the acreage of Paget Primary School. The site is far from a main bus route, there is a narrow access road to get to the school, and students have to cross the school's main driveway to get to the infant block, which is a safety issue.

Paget Parish has 10.2% of the public primary school population. The current and projected population of students in the parish and the central zone can be accommodated by 1 school per parish for the central zone. As of September 2019, there were 225 public primary school students residing in Paget Parish. That number is projected to be at 184 by 2027. The parish primary school

will also be able to house preschool aged students, and be able to accommodate up to 30 young children.

Warwick Parish

Decision

The Minister has decided that the site of Purvis Primary School will be redesigned and redeveloped as the parish primary school for Hamilton Parish.

Reasons

Purvis Primary School is the only primary school in Warwick Parish and is the best and most appropriate site for the parish primary school in Smith's Parish. The highest score achieved for this location was for the study factor category Land/Property Conditions. The school building site has a large available acreage and potential for expansion, such that it can accommodate 300 students, plus staff. There is a large playing field with sufficient outdoor space for children; and, there is the capacity to accommodate a preschool.

Warwick has 1 primary school for 16.3% of the public primary school population. A school is needed in this parish to accommodate the current and projected population of students in the parish and in the western zone. As of September 2019, there were 358 public primary school students residing in Warwick Parish. That number is projected to be at 294 by 2027. The parish primary school will also be able to house preschool aged students, and be able to accommodate up to 30 young children.

Southampton Parish

Decision

The Minister has decided that the site of Dalton E. Tucker Primary School will be redesigned and redeveloped as the parish primary school for Southampton. As a result, Heron Bay Primary School and Port Royal Primary School will be closed as a primary school. Heron Bay

Reasons

Dalton E. Tucker Primary School is the best and most appropriate site for the parish primary school in Southampton Parish. Dalton E. Tucker Primary School outscored the other two primary school sites in the areas Existing Building Conditions and Land/Property. The Dalton E Tucker site has available acreage and a high level of development capacity for expansion, such that it can accommodate 300 students, plus staff. The Southampton Preschool is adjacent to the Dalton E. Tucker Primary School Site.

While Dalton E. Tucker Primary School is not one of the larger primary schools, it does have a large and flat site. The school will be refurbished and redeveloped. The school is also beside Southampton Preschool, which used to be the infant block for Dalton E. Tucker Primary School (formerly Southampton Glebe Primary School).

Southampton Parish currently has 3 primary schools representing 9.3% of the public primary school population. The current and projected population of students in the parish and the western zone can

be accommodated by 1 school per parish primary for the western zone. As of September 2019, there were 205 public primary school students residing in Southampton Parish. That number is projected to be at 168 by 2027. The parish primary school will also be able to house preschool aged students, and be able to accommodate up to 30 young children.

Sandys Parish

Decision

The Minister has decided that the site of Somerset Primary School will be redesigned and redeveloped as the parish primary school for Sandys. As a result, West End Primary School will be closed as a primary school.

Reasons

Somerset Primary School is the best and most appropriate site for the parish primary school in Sandys Parish. Somerset Primary School achieved a higher score in four of the weighted study In categories. The school site has a larger available acreage and capacity for development expansion, to accommodate 300 students, plus staff. It also has a large playing field that has sufficient outdoor space and a preschool located on its site.

Sandys parish currently has 2 primary schools representing 10.2% of the primary school population. The current and projected population of students in the parish and the western zone can be accommodated by 1 school per parish primary for the western zone. As of September 2019, there were 224 public primary school students residing in Sandys Parish. That number is projected to be at 183 by 2027. The parish primary school will also be able to house preschool aged students, and be able to accommodate up to 30 young children.

Proposed Alternatives

The Minister looked at the merits of each proposed alternative and whether it considered and addressed the reasons why parish primary schools were being proposed. He also considered whether the alternatives related to or could meet the identified objectives to be achieved by the introduction of parish primary schools. The feasibility of alternatives was also considered.

Although many were comprehensive, most alternatives did not partially or fully tackle the issues to be addressed by the introduction of parish primary schools.

Detailed analyses of the alternatives proposed are provided in the [Parish Primary Consultation Report](#); however, the following are examples of some of the alternatives proposed and how they were considered.

Running a pilot programme

- Does not achieve the vision and objectives
- Would only serve a small number of students
- Doesn't address reasons why change is needed, including the need for equity, declining enrolment the 2 additional years of primary school education;

- Only impacts a small number of students when there is an imperative and mandate for systemic change; and
- Would significantly delay the necessary changes for all students.

Closing fewer schools

- Undermines the vision and objectives, including achieving equity and accommodating up to 300 students and staff for each parish primary school
- Would mean spreading precious human and financial resources across a higher number schools
- Would mean less per school investment and therefore not 21st century learning facilities
- Would mean schools would not be the optimal size based on research and projected enrolment

Introducing a charter school or academy model⁷

- It doesn't meet the vision or objectives for parish primary schools for the benefit of all students, nor does it achieve the goal of equity across all primary schools for all students.
- Bermuda is small with limited resources for the charitable sector; it is unlikely that sufficient and sustained funds could be raised for parish primary schools
- It is also likely that it would draw funds away from other non-profit needs, and reduce required social investment in Bermuda.

Close schools with low enrolment (except the schools in St. George's and Gilbert Institute) and limit costs of new buildings

- Closing low enrolment schools does not ensure equity; It only addresses the enrolment issue and not equity of services for all students. Does not support the vision of parish primary schools.
- Some small schools are at capacity and not low enrolment. This alternative limits the decision around enrolment only.

Don't close highest performing schools

- It doesn't meet the vision or objectives for parish primary schools for the benefit of all students, nor does it achieve the goal of equity across all primary schools for all students
- A high performing school has not been defined.
- Exam results are not the only indicator in a high performing school.
- The goal is to have all schools performing at a level that meets the needs of all children.
- Taking this approach does not ensure equity.

Close Different Schools

- This either undermined or doesn't meet the vision or objectives for parish primary schools
- The different schools proposed were not the best or most appropriate sites, and a number of the sites did not have the space to expand
- Some of the different schools

⁷ Explain what a charter school is and what an academy is

The Devonshire Primary School should be more centrally located in the parish

- This met and achieved the vision and objectives for parish primary schools as Elliot Primary School, which is more centrally located in Devonshire Parish could accommodate the parish primary school for Devonshire.

Implementation and Transition

Preparation and Transition for Students, Parents and Staff

The introduction of parish primary schools will bring needed change and transformation for the benefit of current and future students of the BPSS. Understanding that this is a difficult decision, especially for students, parents, staff members, alumni and other community members connected to schools that will close, the process to implement these decisions will be handled with sensitivity and include those directly affected.

The implementation of these decisions will not happen overnight, but will be phased in over a 5-year period. Constituents of the BPSS, including students, parents, staff members, boards, alumni and others will be given the opportunity to be involved in the redesign and development of parish primary schools.

School and Community Involvement in the Redesign Process

Similar to the development of Plan 2022, students, parents, other family members and communities will be heavily involved in the redesign of parish primary schools through the Learning First programme.

A 60-strong Design Team, comprising teachers, principals, and members of the Department of Education together with parents, community and business leaders, was split into 6 working groups. Each group is developing and testing new solutions in one of the following national core priorities:

1.	Design Principles for Learning Setting out the principles and values that will guide decisions about what great learning looks like in Bermuda
2.	Pedagogical Framework Designing teaching and learning that will engage, challenge and inspire young people.
3.	Curriculum Framework Designing a vibrant, 21 st century curriculum that will give young people the knowledge, skills and values they need to shape and succeed in Bermuda's future.
4.	Graduate Outcomes and Credentialing Designing new ways to recognize and certify learning for a range of college and career opportunities.
5.	Education Workforce Strategy

	Designing the high challenge; high support professional learning and development that Bermuda’s teachers and school leaders need to shape the next generation and Bermuda’s future
6.	Learning Environments – designing diverse, engaging, on-and-offline learning spaces that will shape where, when and how young people learn in the future.

Phasing of Parish Primary Schools

These changes will be carefully developed and introduced in phases over a 5-year period.

There are 2 major strands of focus over the implementation period, which include:

- i. The redesign of identified primary schools as parish primary schools through the Learning First programme, and
- ii. The development and refurbishment of primary school sites as parish primary schools.

Therefore, by the end of the current school year school design teams, involving parents, educators and other community members will be established and begin working on the redesign of primary schools as part of the Learning First programme; students will also be involved in the design process.

The Ministry of Education will engage a large firm in order to begin the programme and project management for the development and refurbishment of primary school sites.

Student Transition

The transition of students from a 3-tier to a 2-tier education system will also be phased in over time. Parish primary schools will accommodate the 2 additional years of primary school.

The chart below is an indicative timeline of the potential student progression from upper primary school through to senior-level signature schools.

Actual timelines will be finalized after the engagement of a firm to undertake programme and project management.

Staffing

The introduction of parish primary schools and the resultant school closures will bring uncertainty to a number of staff, especially as staffing decisions will be made through the school and system redesign process.

Through the Learning First programme, there will be significant investment in school leadership, teaching and other staff members to support and deliver the 6 national core priorities.

As parish primary schools will include new and diverse programmes to meet the needs of all students, there will also be new dynamic roles created that will need to be filled.

We also expect that some staff numbers will change through attrition, via retirement or by persons who will take up other opportunities within or outside of the Bermuda Public School System over the 5-year implementation process.

The Ministry will undertake a fair and transparent process on how to best staff schools within the future transformed public education system.

History and Legacy

Honouring and preserving the history and legacy of primary schools will be a critical part of the community-involved process of transition and implementation to the new model of parish primary schools.

The Ministry will collaborate with community members, including persons with deep connections to schools in order to develop the best ways to honour and preserve the history and legacy of closed primary schools. This process will include working together and accepting ideas and proposals from members of our community. Some examples may include:

- Homecoming ceremonies
- Permanent historical exhibits in parish primary schools
- Permanent commemorative art in parish primary schools
- Potential renaming of some parish primary schools
- Future community uses of closed school sites