## Pupil Premium Strategy Statement Mill Dam School

Summary information						
School	Mill Dam					
Academic Year	2020-21	Total PP budget	£26,485	Date of most recent PP Review	26.6.19	
Total number of pupils	197	Number of pupils eligible for PP	31 (incl EYPP) 16%	Date for next internal review of this strategy	Reviewed summer 21	

## School context

Mill Dam is a small school serving an area of low to moderate social disadvantage. The PAN for the school has just increased to 30 but the school still operates mixed classes in KS2 due to space constraints. An extension programme is currently underway and the school will be fully 1 form entry from September 2021. There is a nursery provision from 3 years onwards which offers 15 and 30 hours places. The deprivation indicator for the school is low and most families include at least one working parent. Within the three primary schools in the village of Ackworth Mill Dam has the highest proportion of pupils eligible for disadvantaged funding and this is now just below the national average of 17.7%.16% of children are eligible for this funding and this has increased by 3% from last year which is more quickly than the national average increase.

The school is graded Good by Ofsted and was last inspected in February 2017.

Current attainment EYFS (figures from 2019 as no assessments took place during summer 2020)							
Total number of pupils	23	Number of pupils eligible for PP	1	Pupils eligible for PP (your school)	Pupils not eligible for PP (national average)		
% achieving GLD				0%	72%		
% achieving all learning goals				0%	70%		
% achieving all prime areas of learning				0%	86%		
% achieving all specific areas of learning				0%	74%		

Current % achieving the expected standard in phonics at KS1 (figures from 2019 as no assessments took place during summer 2020)						
% achieving the expected standard at Y1				Pupils eligible for PP (your school)	Pupils not eligible for PP (national average)	
Total number of pupils19Number of pupils eligible for PP3			3	0%	82%	
% achieving the expected standard at Y2			Pupils eligible for PP (your school)	Pupils not eligible for PP (national average)		
Total number of pupils	4	Number of pupils eligible for PP	0	N/A	92%	
% achieving the expected standard at the end of KS1			Pupils eligible for PP (your school)	Pupils not eligible for PP (national average)		
Total number of pupils	17	Number of pupils eligible for PP	5	40%	92%	

Current attainment KS1 (figures from 2019 as no assessments took place during summer 2020)					
Total number of pupils	17	Number of pupils eligible for PP	2	Pupils eligible for PP (your school)	Pupils not eligible for PP (national average)
% achieving ARE in reading, writing and maths				50%	65%

Current attainment KS2 (figures from 2019 as no assessments took place during summer 2020)						
Total number of pupils 12	Number of pupils eligible for PP 3	Pupils eligible for PP (your school)	Pupils not eligible for PP (national average)			
% achieving ARE in reading, writing	ng and maths	33%	65%			
Progress score in reading		-2.6	0			
Progress score in writing		0.1	0			
Progress score in maths		-1.1	0			

		Person/Team Responsible	Cost
Α	Feedback is not always effective in helping children know how to improve their work and therefore does not maximise progress. (continuation from 2019-20 due to the disruptions of Covid 19)	SLT, ST and AS as lead practitioners.	£4205 – training and release for collaboration
В	Expectations of all teachers, for all children at all times can vary and need to be consistently maintained at the highest levels for all children. This includes the small number of children with social, emotional and behavioural barriers to learning, higher attaining pupils and those with special educational needs. (continuation from 2019-20 due to the disruptions of Covid 19)	SLT, CS as lead practitioner	£4205 – training and release for collaboration
С	Teaching of phonics and early reading requires further development and rigour. (continuation from 2019-20 due to the disruptions of Covid 19)	ST and OA	£1000.00 resources + £2660 training
D	Teaching across all curriculum areas requires further depth and development to ensure that high levels of knowledge and understanding are attained by all children in all subjects.	ST and RW	£2000 release for collaboration
Targe	ted Academic Support (Structured interventions - small group tuition, one-to-one support)		
		Person/Team Responsible	Cost
Е	One to one and small group support is required for children in KS2 who haven't met the phonics screening standard and for children in KS1 at risk of not meeting this. This is an essential requirement to enable them to develop as readers and promote access to the full curriculum. (continuation from 2019-20 due to the disruptions of Covid 19)	OA and CS	£200 resources + £160 training + £1710 staffing
Wide	Strategies (issues which also require action such as low attendance, behaviour, parental engagement)		
		Person/Team Responsible	Cost
F	Social, emotional and behavioural interventions require further development to address the range of vulnerabilities that some children within this group present and to remove these as barriers towards their learning. Additional social and	ST and CS	£200 training + £8145 staffing

partial closure and will be focused towards any findings from this (partial continuation from 2019-20 with additional focus	
following Covid 19 disruptions). Financial support to enable all children to attend all school visits including residentials will	
also be part of this strategy.	

Barrier/Problem	Intervention Descrip		Implementation Activities	Impleme	entation Outcomes	Pupil Outcomes
Feedback is not always effective in helping children know how to improve their work and therefore does not maximise progress. EEF toolkit effective feedback has a positive impact of +8 months <b>Staff</b> workload- teachers are spending too much time marking and this is not having a proportional impact on learning. <b>Pupils</b> do not have sufficient opportunities to collaborate with their peers. EEF toolkit – collaborative learning has a positive impact of +5 months. <b>Pupils</b> are not developing a clear understanding of what they need to do to improve their learning and therefore aren't improving their metacognition. EEF toolkit – metacognition has a positive impact of + 7 months.	(What are the active ingredit Active Ingredient 1- Feed policy will be discussed and reviewed with amendments of Covid 19 risk assessmer Active Ingredient 2- Oppo will be given for staff to fee verbally to groups, individua- the whole class at the begin lessons as required. These be maximised as a result of 19 policy changes. Active Ingredient 3- Staff create opportunities to active mark in consultation with cl during the lesson as freque possible. Active Ingredient 4- Pupils given regular opportunities discuss their work with thei and feedback to each other Active Ingredient 5- Pupils given the opportunity to react their work in response to feedback/critique received peers and from staff.	back back in light nt. rrtunities dback als or nning of should f Covid will vely nildren ently as s will be to r peers r. s will be to r peers r.	<b>CPD</b> will be given to all staff around effective feedback and all staff will be involved in evaluating and reviewing practice. Opportunities for staff to <b>collaborate</b> , watch and share practice and develop feedback will be planned into the timetable. Joint book scrutinies with peers will also become a regular part of staff meetings to allow sharing of good practice. Formal <b>communication</b> will take place through staff meetings, EFs and nudge emails. Staff will be encouraged to communicate informally to maintain momentum. <b>Follow up support</b> in terms of coaching will be provided by SLT and trust maths and writing leads as required.	articulate the feedback an Staff are inco and verbal fe pedagogy. Acceptabilit experience a planning and feedback an positive. Medium term Fidelity: The in terms of p monitoring a marking and used on a da feedback. Pupils and s articulate the marking to o Reach: All Staff and terms of givi	staff are able to clearly e principles of effective d the active ingredients. orporating active marking eedback into their ty: The majority of staff a growing confidence in d delivering active d staff feedback is ere is a body of evidence upils work and ctivities that active verbal feedback is being aily basis to improve taff are clearly able to e pedagogy of active	Short term. Staff and Pupils will gain a greater understanding of how to give effective feedback to move learning on. Teacher workload will reduce as feedback at the point of delivery becomes the norm. Medium term- The quality of pupil's work will improve as a result of effective feedback from peers and from staff. Pupil's ability to collaborate and communicate effectively will improve as they become more confident with peer critique. Long term- Outcomes for pupils will increase as collaborative ways of working become the norm.
Review Progress at the e	nd of the autumn term	Revi	ew Progress at the end of the spr	ing term	Review Progress at th	ne end of the summer term
			additional Covid lockdowns further opment of this is still required.		Progress has been far more clear where more structured written feedback has been redeveloped. The school will move away from the verbal feedback model next year and re-introduce a more structured feedback system including more written feedback	

again to fully assess the impact of this on progress ar	d
learning.	I

B. Planned Expenditure	•			
Barrier/Problem	(What are the active ingredients?)	Implementation Activities	Implementation Outcomes	Pupil Outcomes
Expectations for all children at all times during the school day are not consistently high enough and so, though outcomes are strong overall, books, learning environments and behaviour for learning don't always fully reflect these. Following Covid 19 partial closure greater consistency and high expectations are required in line with increased support and positivity. <b>Staff</b> The fast pace of lessons and enthusiasm of staff delivery sometimes means that attention to detail lapses and 'good enough' expectations are applied to the quality and quantity of work and to behaviour for some groups of children. <b>Pupils</b> do not always give their full effort to written tasks. <b>Pupils</b> do not always treat books and some areas of learning environments with pride, care and respect. <b>Pupils</b> can sometimes be accepting of 'good enough' work and don't always challenge themselves to exceed their own expectations.	Active Ingredient 1- Expectations will be discussed and clarified with all staff. Active ingredient 2 – All staff will model high expectations through their own presentation, dress, learning environments, classroom tidiness, communication with each other and with children etc. Active Ingredient 3- Children will remain fully aware of the expectations for their work and conduct through assemblies as well as in class reinforcement from teachers. Active Ingredient 4- Staff will create opportunities to actively notice and positively reward high expectations from children in terms of presentation, uniform, respect and behaviour for learning. Active Ingredient 5- Pupils will be encouraged to notice and praise high expectations in each other. Active Ingredient 6- Support staff will have the same high expectations of children. Active ingredient 7 – Support staff will actively notice and praise high expectations in children. Active ingredient 8 – Parents will be informed of the expectations through regular letters, texts, social media and discussions at parent voice sessions.	<b>CPD</b> will be given to all staff around expectations and how to maintain and achieve these. Further <b>CPD</b> will be given to support staff to ensure that they model and expect positive behaviours and attitudes towards learning. <b>Collaboration</b> opportunities will be made available so that staff can observe good practice. Staff meetings sessions to share good practice in books from within our school and across the academy trust will take place regularly. <b>Communication</b> will take place through staff meetings, staffroom noticeboards and emails where needed. <b>Follow up support</b> in terms of coaching and individual peer observation will be provided as needed.	Short term: Fidelity: All staff understand the expectations of the school and begin to show evidence of modelling these. Acceptability: The majority of staff demonstrate this and expectations across school can be seen to be more consistent. Medium term Fidelity: Evidence in books shows consistency of high expectations from staff and children. The learning environments show continual promotion of respect for school and expectations for excellence. Children's uniform and behaviour around school personify these expectations. Reach: All staff and pupils are consistent in their demonstration of high expectations for all.	Short term – the quality of work in children's books will improve without compromising quantity. The positive 'feel' of the school will be further evident through the presentation, behaviour and attitudes of the children. Medium term – children from all abilities and from all groups will feel a greater sense of pride in their work and their school engendering further improvement of positive attitudes and learning behaviours. Long term – expectations and behaviours will be established. Outcomes will show that all groups achieve their full potential.

Review Progress at the end of the autumn term	Review Progress at the end of the spring term	Review Progress at the end of the summer term
Clear progress has been made here during the	Due to additional Covid lockdowns further development	In some classes and phases of school there has been
autumn term. To continue to develop within the	of this is still required.	significant and clear improvement but this is not
bubble framework.		always as consistent and strong in all classes. New staff
		and a changed staffing and class structure next year
		will necessitate further focus on this as part of the
		school improvement plan and specific disadvantaged
		strategies.

## C. Planned Expenditure

Barrier/Problem	Intervention Description (What are the active ingredients?)	Implementation Activities	Implementation Outcomes	Pupil Outcomes
Teaching of early reading and phonics is not fully consistent or as robust as it could be to enable that all children enter KS2 able to fully access the curriculum. Improvements had begun to be seen before lockdown but gaps have widened in some cases during home learning and partial closure. New staff have also been appointed. <b>Staff</b> teach phonics daily but their in depth understanding of the most effective methods for this is variable and requires development. <b>Pupils</b> a good number of pupils reach the necessary standard to pass the phonics screening check and this is improving however, this alone does not enable full access to the range of reading within the KS2 curriculum. Some <b>pupils</b> don't reach the phonics screening standard by the end of Y2	Active ingredient 1 – The system and expectations for phonics teaching from N to Y2 will be clarified. Active ingredient 2 – resources will be purchased to ensure delivery of the improved lessons. Active ingredient 3 – phonics sessions will be delivered daily in the same time slot as previously and in addition to other reading activities but they will follow the new strategy. Active ingredient 4 – one to one and small group intervention will be delivered to those children at risk of not attaining as required (see element D below) Active ingredient 5 – parents will be informed about the changes through letters and meeting and given access to the online support materials.	<b>CPD</b> core staff will attend full. 2 day RWI phonics training externally and the reading lead will attend full one day reading lead training. All other staff in school will receive CPD from training sessions led by the head teacher and reading lead, interventions from the development day lead and peer collaboration / observation etc. Staff will <b>collaborate</b> with planning and the preparation of resources as well as team teaching and modelled lessons to share good practice. <b>Communication</b> will take place through staff meetings, parents' meetings, newsletters and emails. Informal discussions between staff in different classes will also be facilitated by the reading lead. <b>Follow up support</b> in terms of coaching and individual peer observation will be provided as needed.	Short term: Fidelity: All staff follow the RWI format and teach the lessons as planned and as needed by their group Medium term Fidelity: All RWI sessions are delivered consistently and accurately with clear routines established. Additional support, pinny words and one to one catch up activities are in place. Development day evaluations show good progress. Reach: All staff are consistent in their teaching of phonics and early reading.	Short term – pupils show more confidence when reading and blending sounds and show engagement with the system. Medium term – Progress through the RWI levels is established and maintained with evidence of children applying these skills in reading and writing activities throughout the school day. Long term – attainment at Y1 in the phonics screening check and at Y2 in reading continues to improve. Attainment and progress in KS2 across the curriculum continues to improve and children are more able to effectively access the curriculum leading to improved attainment in all subjects.

or the KS1 expectations for reading and so are disadvantaged when entering KS2. Some <b>pupils</b> often, but not always, those from disadvantaged backgrounds, enter school with lower literacy levels and so require additional support. EEF toolkit has a positive impact of +4 months.						
Review Progress at the en	d of the autumn term	Revie	w Progress at the end of the sprin	g term	Review Progress at th	e end of the summer term
Training has been given and worked with support from R also been used and a very po on Y2 phonics screening resu <b>D Planned Expenditure</b>	WI. Intervention has ositive impact was seen		litional Covid lockdowns further de ill required.	velopment	early reading. Further dev within this and continued structure within phonics	the teaching of phonics and velopment of support staff I improvement of pace and
Barrier/Problem	Intervention Desc (What are the active ingre		Implementation Activities	Implem	entation Outcomes	Pupil Outcomes
Teaching of all subjects across the primary curriculum requires further depth and consolidation to ensure that standards attained in all subjects match those in the core subject areas. <b>Pupils</b> require consistent depth in learning through well planned and structured activities. <b>Staff</b> need to work together to share	Active ingredient 1 TI provision maps for lear expectations in all subj be completed, evaluate improved. Active ingredient 2 Ti given to subject leader support staff with follow maps. Active ingredient 3 So leaders will review the progression of their sub areas and the attainment progress of children. Active ingredient 4 C teachers will plan and it	ne rning ects will ed and me will be s to ving these ubject bject ent and	<b>CPD</b> led by subject leaders within school to ensure that all teacher subject knowledge is at appropriate levels. <b>Collaboration</b> between subject leaders and class teachers and between teachers in phase groups to ensure that strengths are shared and good practice is built upon. <b>Follow up support</b> from subject leaders and from the trust school improvement team.	maps and c learning with Medium tern Fidelity: Mo coverage is depth. Review of a shows that retained. Reach: Monitoring s	staff follow the provision over the key, sequential hin the curriculum. n onitoring shows that clear with appropriate ssessments (quizzes) knowledge is being shows that prior learning is ened and built upon	Short term Pupils will increase their awareness and basic knowledge of all subjects. Teacher subject knowledge will improve. Medium term Pupils will begin to build links between knowledge gained and develop a deeper and wider field of knowledge and experience. Long term Pupils will develop a love for learning in a range of

strengths in teaching pedagogy and subject knowledge and to develop consistent strong teaching in all subjects. <b>Pupils</b> enjoy these lessons but don't always accumulate knowledge at sufficient depth to enable them to apply this to new learning.	the provision maps and that high quality, consis learning takes place.					subjects, achieve highly and be able to use this basis for more in depth study at higher levels of education.	
Provision maps are clear and have been reviewed and refined in response to changes under Covid 19. Ongoing monitoring shows positive developments in a range of subject areas.		Due to additional Covid lockdowns further dev of this is still required.		strengths in each one but			
E. Planned Expendit	ure						
Barrier/Problem	Intervention Desc (What are the active ingr		Implementation Activities	Implementation Outcomes		Pupil Outcomes	
One to one and small group support is required in EYFS for <b>pupils</b> who enter the school with language deficit, in Y1 for children at risk of not meeting the phonics screening threshold and in Y2 and KS2 for those who have gaps and barriers in their phonics knowledge or early reading skills. The difference in EYFS is more marked than normal due to a lack of transition during Covid 19 partial closures.	<ul> <li>(What are the active ingredients?)</li> <li>Active ingredient 1 – one to one sessions will be delivered during assembly times by trained staff.</li> <li>Active ingredient 2 – small group intervention sessions will be delivered during afternoons led by trained support staff and after school led by the reading lead.</li> <li>Active ingredient 3 – Ongoing, on the spot one to one catch up sessions will happen with all staff using 'pinny time' for this.</li> <li>Active ingredient 4 – clear communication between the teacher who leads the main phonics session for these children, the class teacher and</li> </ul>		<b>CPD</b> for teaching staff and for the support staff leading the intervention. This will be delivered by the school reading lead and the development day lead from RWI. <b>Collaboration</b> between the staff working with these individuals in class, groups and individually leading to improved <b>communication</b> . <b>Follow up support</b> from SENCO, reading lead and development day lead as required.	Fidelity: teachers ensure that children are able to consistently attend the intervention sessions and relate the learning from these to class and group teaching.more confident able to access teaching.Medium term: Fidelity: All sessions are delivered and fully followed up by teaching staff. Children progress through the sessions and improve their phonics knowledge and understanding.more confident able to access teaching.Medium term: group phonics to without the need further intervenmore confident able to access teaching.Medium term: to return to class group phonics to without the need further intervenmore confident able to access teaching.Medium term: to return to class group phonics to though the sessions and improve their phonics knowledge and understanding.more confident able to access teaching.		Medium term: Pupils make sufficient progress to return to class and group phonics teaching without the need for further intervention. Long term: Pupils reach their full potential in terms of phonics and reading assessments and are able to fully access the KS2	

Staff require training, support and resources to deliver this. EEF toolkit – phonics has a positive impact of +4 months, small group tuition has a positive impact of +4 months and one to one tuition has a positive impact of +5 months.	the intervention lead n established and maint	ained.				
Review Progress at the en			w Progress at the end of the sprin			ne end of the summer term
An additional adult in nursery has begun to support with this but Covid restrictions have hampered this to some degree. To continue as a priority.		Due to additional Covid lockdowns further develop of this is still required.		evelopment	There has been clear progress here. As the EYFS working as a unit next year this will continue to b area of focus to ensure that the progress from th year is maximised and built upon.	
F. Planned Expendit	ure					
Barrier/Problem	Intervention Desc (What are the active ingr		Implementation Activities	Implementation Outcomes		Pupil Outcomes
Some children have social circumstances or emotional / behavioural needs which impact on their ability to attain their full potential. This includes some children with diagnosed communication and interaction conditions and low self confidence as well as those whose emotional and behavioural needs result from home circumstances. This will also include children whose social and emotional health have been impacted by Covid 19 restrictions. <b>Staff</b> need support to raise the aspirations of these children and ensure that they account for these	Active ingredient 1 – need training to ensur- needs of these childre Active ingredient 2 – focused, short term interventions need to b established according and to be followed up class. These will happ least once per week d afternoon sessions on timetable and more fre according to need. The delivered by trained su staff. Active ingredient 3 – needs to be subsidise ensure that these child fully able to access ex curricular provision an	e that the n are met. specific, be to need within en at uring the equently ey will be upport provision d to dren are tra	CPD for staff working with these groups and individuals. Collaboration between these staff, SENCo and class teachers to ensure that the needs of these children are fully met. Collaborate with parents to promote attendance at extra curricular clubs and events such as residential visits. This will also ensure they are fully informed of the financial support that school will offer for these. Collaborate with other schools who have shown progress and improvements in this area of work.	emotional r are conside planned for Interventior be in place <b>Medium te</b> <b>Fidelity:</b> Al effective pr emotional a of the child <b>Reach:</b> the with these r disadvanta	aff will ensure that the needs of these children ered and actively  ns, where needed, will  rm Il staff will demonstrate ovision to cater for the and behavioural needs ren. e number of children needs and from ged backgrounds lubs and residentials	Short term Pupil self confidence and awareness will increase. Medium term Attendance at additional activities will improve and confidence and self control will be managed individually with less need for intervention. Long term Positive impact on social and emotional welfare will be evident through improved outcomes. Improved self esteem and confidence leading to improved academic outcomes and a greater ability to access

needs when planning a delivering teaching. <b>Teachers</b> will develop programmes to focus o specific need where applicable which will be by <b>support staff</b> . <b>Pupils</b> need to believe themselves and develo strategies to manage th emotions, behaviour or confidence levels. EEF toolkit – behaviour interventions have a positive impact of +3 months.	n e led in p neir	example, resid will all support and social dev improving their with the full cur school.	their pe elopme · engage	rsonal nt thus ement					idary school ion effectively.
Review Progress at t	he end	l of the autumn	term	Revie	w Progress at the end of t	ne spring terr	m	Review Progress at the end	of the summer term
Limited progress has be to Covid restrictions.	een abl	e to be made he	re due		litional Covid lockdowns fu ill required.	ther develop	oment	Progress has been made with sp present with some social and er development across school will next year.	notional needs. Further
Review of Expendit	ure								
Previous Academic	Year								
Problem	Cho actio	sen on/approach	succes	ss criteria?	<b>ct:</b> Did you meet the Include impact on for PP, if appropriate.	Lessons I (and wheth		will continue with this approac	h) Cost
Feedback is not always effective in helping children know how to improve their work and therefore does not maximise progress.		ty first teaching beer support and	We began to make an imp criteria but Covid partial cl		n impact on the success tial closures impacted on this.			oving successful but further work is ain a priority for development next ye	£4205 – training and release for collaboration
Problem	Cho actio	sen on/approach	succes	ss criteria?	<b>ct:</b> Did you meet the Include impact on for PP, if appropriate.	Lessons I (and wheth		will continue with this approac	h) Cost

Expectations of all teachers, for all children at all times can vary and need to be consistently maintained at the highest levels for all children. This includes the small number of children with social, emotional and behavioural barriers to learning, higher attaining pupils and those with special educational needs	Quality first teaching, support for staff at all levels.	There was an initial strong impact but, during the partial closure with staff / child groupings and relationships changing some of this impact was lost and it is clear on returning to school in September 20 that further embedding and consolidation is needed.	This approach was proving successful but further work is needed. This will remain a priority for development next year.	£4205 – training and release for collaboration
Problem	Chosen action/approach	<b>Estimated impact:</b> Did you meet the success criteria? Include impact on pupils not eligible for PP, if appropriate.	Lessons learned (and whether you will continue with this approach)	Cost
Teaching of phonics and early reading requires further development and rigour.	Training and resources	There was an excellent initial impact. The resources were used to support home learning as well.	This approach was proving successful but further work is needed. This will remain a priority for development next year.	£3140.00 resources + £2660 training
Problem	Chosen action/approach	<b>Estimated impact:</b> Did you meet the success criteria? Include impact on pupils not eligible for PP, if appropriate.	Lessons learned (and whether you will continue with this approach)	Cost

One to one and small group support is required for children in KS2 who haven't met the phonics screening standard and for children in KS1 at risk of not meeting this. This is an essential requirement to enable them to develop as readers and promote access to the full curriculum.	Training and resources	There was an excellent initial impact. The resources were used to support home learning as well.	This approach was proving successful but further work is needed. This will remain a priority for development next year.	£410 resources + £160 training + £1710 staffing
Problem	Chosen action/approach	<b>Estimated impact:</b> Did you meet the success criteria? Include impact on pupils not eligible for PP, if appropriate.	<b>Lessons learned</b> (and whether you will continue with this approach)	Cost
Social, emotional and behavioural interventions require further development to address the range of vulnerabilities that some children within this group present and to remove these as barriers towards their learning. This includes promoting and subsidising attendance at clubs, on residentials etc.	Interventions and financial support.	Some early impact was seen but this requires further development. The range of support here will be extended next year to address further need identified from Covid 19 restrictions. The visits and planned residentials have not all taken place due to the restrictions but we do believe that these are still a priority and they will be targeted next year.	This approach was proving successful but further work is needed. This will remain a priority for development next year.	£200 training + £1710 staffing +£2000 subsidy

Additional Information

