An Daras Multi-Academy Trust

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ADMAT SI Document D1.6



St Stephens Community Academy

Provision Map 2016-17/PPG (v2)

The An Daras Multi-Academy Trust (ADMAT) Company An Exempt Charity Limited by Guarantee Company Number/08156955

Status: Approved	
Recommended	Yes
Statutory	
Version	v1.0
Adopted (v1.0)	Sept 2016
Review (v1.0)	Ten weekly review
Advisory Committee	LGAB
Linked Documents and Policies	Pupil Premium Policy
	John Dunford Presentation - Chiefs

St Stephens Community Academy

Pupil Premium Grant (PPG) Provision Menu - Sept 16-17

The Pupil Premium for 2016is allocated to schools with pupils on that are known to be:

- \bullet Eligible for free school meals either now or at any time in the last 6 years.
- Children of service personnel
- Children in local authority care

PPG Lead/Champion: Head of School

- We believe that all pupils have the right to aspire to excellence and in so doing achieve their academic potential. We
 recognise that some groups of pupils need support to achieve this and aim to ensure that the targeted and strategic use of
 Pupil Premium Grant (PPG) funding will support us in enabling all to succeed.
- Our provision funded by PPG will be aimed at accelerating progress so the vast majority of PPG pupils leave the Academy at, or above, the national average. We also aim for every child to make progress that is good or better, so that they leave having made at minimum 2 levels of progress from KS1 to KS2. The annual achievement of PPG pupils at St Stephens will be measured against the annual national achievement benchmarks of non-PPG pupils. We expect our Wave 1 class based provision to be of the highest quality. (OG: 5)
- Funding will also be used to develop high aspirations for the future so that children can continue to succeed.
- Our provision has been informed by the latest OFSTED Guidance "The Pupil Premium How schools are spending the funding successfully to maximise achievement" – Published in 2012/13. See Appendix A for an overview of key principles.
- The PPG policy and leadership of PPG provision and impact is the responsibility of the Local Governing Body and the
 Executive Head teacher/HoS (OG: 11, 12, 15). It will be monitored as an item in the termly Head of School Report.

			Executive Head teacher/HoS (OG: 11, 12, 15). It will be monitored as an item in the termly Head of School Report.					
Learning Approach	Learning Content	Access Criteria	Identified Pupils	Starting Point	Key Performance Indicators (KPI)	Cost	AIP	
Lead Staff	Timetable Impact				Expected Outcomes		Link	
Training								
Α.	A tailor made	School has	Training and	CPD Programme	To raise attainment levels for all PPG	£15,000 for	AIP Priority	
To develop learning strategies	programme for 18	completed Action	CPD will inform	starts in	children across the school to	18months	One. Main	
for children through training	month developing SLT/	Audit in September	good practice in	September 2016	achieved inline + National		Priority.	
staff using recognised/ well	visible learning	used to inform AIP	Wave One	for leaders/ staff	attainment standards			
found programme of visible	coaches/ teacher and	and CPD.	Teaching.	Spring 2017.				
learning (18months)	all staff through				To accelerate learning progress from			
	information days and				Key Stage starting points using	Unit Cost:		
Lead: Head of School/ Visible	action research.				government new progress measures	£15,000		
Learning Coaches					as introduced in Sept/ Oct 2016	<u>===,000</u>		
	Developing a wider							
	community of visible				To increase staff confidence levels by			
	learning schools to				developing CPD in theory and			
	share good practice to				pedagogy in learning to utilise			
	provide CPD for staff to				strategies in the classroom that			
	increase the learning				increase effect size			
	effect for all children.							
ı								
	Maths Hub Training for							
	LSAs from Maths							
	Leader linked to VL.							
ı	Curriculum time							
	training timetable.							

First Review							
Second review							
Third review							
Pastoral							
B. To continue to develop effective and positive relationships with parents Lead: SENDICO	Role of PSA to work with families to enhance children's learning behaviours and school engagement. Parent Support Advisor Full Time Parental Workshops on/ off site Parental Support Meeting on/ off site Facilitation of Agency meetings 'On call' Parent Support/Advice Alternative Parent Meetings	All Parents of the school community. Parent Support Advisor request slips the office Website Information Teacher/ Office support referrals	All children linked to parental request.	Parent Support advisors available Sept 16- July 2017.	Parent feedback through questionnaires shows parents are able to access school provision Good Attendance at parent meetings Case studies of children show that parental engagement reflects in children 'readiness to learn' 'learning powers' Case studies of children shows increase child attendance/ attainment/ learning progress	£10 per hour (£50 per day x 5= £250) £250 x 36 weeks= £9,000	AIP Priority. Pastoral Team.
First review							
Second review							
Third Review							
C. To ensure children/ staff and families have access to specialist SEN provision and agencies Lead: SENDICO	Class teachers work with SENDICO to access additional support and provisions. Class teachers half day release to for SEN provision planning and review.	All Teaching staff.	All PPG/ SEN children.	Sept 16- July 2017. SENDICO/ SLT monitoring/ review of provision.	Class teachers are knowledgeable about how to support children with SEN Children have access to additional support and provision with the school and wider external agencies	SENDICO for ARB £16,778 Unit Cost: MB to confirm. SENDICO Costs.	AIP Priority. Pastoral Team
First review			•	•			
Second Review							
Third Review							

D. To provide social/ emotional programmes to support the whole child Lead: SENDICO	Social/ Emotional programmes Circle of Friends Social Stories Learning Passports Linked Cooking Club-provisions.	Identified of children from school staff/ parents/ wider agencies.	Identified of children from school staff/ parents/ wider agencies.	Identified through case studies/ learning passports referrals from class teachers to SENDICO	Parents/ staff report children have improved learning behaviours from intervention/ programme Children report improved learning behaviours from intervention/ programme Leavan Scale of involvement/ engagement has improved for childdata recorded by pastoral team Evidence in case studies/ learning	SEN TA Mornings £10 per hour - £30 per morning £150 x36= £5,4000 Cooking: £360 Unit Cost: £5,760.	AIP Priority. Pastoral Team
					passports show above		
First review							
Second Review							
Third Review				T			
Access to Enrichments	Davieus d helf terrely	DDC abilduan	DDC abilduan	Cart 2010 half	Class to a house you and an in an area in	Des Child C2 E0	AID Dais with a
E. To provide children in need with access to breakfast club for a half term Explore grant funding provision to provide wider access to breakfast club. Lead: Breakfast Club Leader/Head of School	Reviewed half termly based on need. Access to breakfast club for a half term period.	PPG children. Identification. Referral from school staff/ parents/ wider agencies	PPG children. Identification. Referral from school staff/ parents/ wider agencies	Sept 2016 half termly reviewed.	Class teachers report an increase in attainment/ progress levels based on a healthy start to the morning Parents. Staff report improve attendance/ attitude towards school Learning Passports/ Case study evidence to show above using leavan scale to support	Per Child £2.50 X6 children a half term £15 per day=£75 £75 x 6 weeks= £450=£2,700 (Families reduced costs e.g. £2/ £1.50) Reviewed based on individual need Unit Cost: £2,700 *Apply for grant funding	AIP Priority. Pastoral Team
First review							
Second review							
Third Review							

Second Review							
Third Review							
Attainment and Learning							
Progress							
н.	Lead by Year 6 LSA	PPG children working	PPG working	Half termly	Children working at ARE and making	LSA £5 per half	AIP Priority
To provide a learning	from 8.15am for	below ARE.	below ARE.	Review.	accelerated progress in selected	hour x5= £25 x 36	Three and
Breakfast Club for Year 6	30mins. Free Breakfast				subject.	weeks= £875	Four. KS2
pupils	provided.		Termly focus on	Identified			Progress.
			subjects as data	children based	Children attendance levels increases.	6 children@	
Lead Adult: Key Stage Two			tracking shows.	on data and		£2.50 per child x5	
Leader				tracking by	Children engagement and confidence	= £12.50 =£450	
				school staff.	levels increase as a result of being	Unit Cost:	
					given the opportunity to be part of	£1,325	
					Breakfast learning Club		
					Use of Leavan scale of engagement/		
					involvement to show case evidence-		
					learning passport/ case studies		
First Review							
Second Review							
Third Review							
l.	Lead by Learning	PPG children working	PPG working	Half termly	Children working at ARE and making	Learning Mentor	AIP Priority
To accelerate the progress	Mentor.	below ARE	below ARE.	Review.	accelerated progress in selected	£25 per hour.	Three and
and attainment levels at ARE					subject.	£250 per week. X	Four. KS2
for Upper Key Stage Two	Response to feedback		Termly focus on	Identified		36 weeks=	Progress.
	time linked to AIP		subjects as data	children based	Children attendance levels increases.	£9,000	
Lead Adult: Key Stage Two	Priority One Visible		tracking shows.	on data and			
Leader	Learning.			tracking by	Children engagement and confidence	Learning Metnor	
				school staff.	levels increase.	team teaching 1x	
						morning – 36	
					Use of Leavan scale of engagement/	weeks= £2,7000	
					involvement to show case evidence-	Unit Cost:	
					learning passport/ case studies	£11,700	
First Review							
Second Review							
Third Review							
J.	Lead by LSA with	All children to access	PPG working	Half termly	Children working at ARE and making	LSA 2 hours £10	AIP 2 & 4
J	Lead by LSA WITH	All children to access	FFG WOLKING	man terminy	Ciliaren working at Ant and making	LOA Z HOUIS LIU	AIF Z Q 4

		101 .1 1 1	1	- ·			
To raise progress attainment	focused Librarian time	library through class	below ARE.	Review.	accelerated progress in selected	per hour=£20 x	
levels in reading at ARE across	to ensure library and	times.			subject.	36 weeks= £720	
the school with a focus on	reading provision.			Identified		Unit Cost:	
GDS (Library Access)		Children to access		children based	Children attendance levels increases.	<u>£720</u>	
	Ensure reading for	library at lunchtimes.		on data and			
Lead Adult: Literacy Leader	pleasure is maintain			tracking by	Children engagement and confidence		
	throughout the school	School librarians		school staff.	levels increase.		
	through resource	active at lunchtime.					
	provision.				Children reading actively and		
		Librarians work			collecting stickers for bookmarks-		
	Utilise school librarians	towards their			earning money for shop linked to		
	and school librarian.	guidelines/			school reading rewards programme.		
		applications/					
		interviews.			Use of Leavan scale of engagement/		
					involvement to show case evidence-		
					learning passport/ case studies.		
First Review							
Second Review							
Third Review							
к.	LSA trained on	PPG working below	PPG working	Half termly	Children working at ARE and making	LSA £10 per hour-	AIP 2 & 4
To raise progress attainment	programme from	ARE.	below ARE.	Review.	accelerated progress in selected	10 hours. £100 x	
levels in reading at ARE across	previous year.				subject.	36 weeks=	
the school with a focus on							
				Identified		£3,600	
GDS (Project X Code	To embed Project X			children based	Children attendance levels increases.	£3,600	
GDS (Project X Code Programme)	To embed Project X from Year One to Year			children based on data and		£3,600	
Programme)				children based on data and tracking by	Children engagement and confidence	£3,600	
	from Year One to Year Three.			children based on data and		£3,600 Unit Cost:	
Programme)	from Year One to Year			children based on data and tracking by	Children engagement and confidence levels increase.		
Programme)	from Year One to Year Three.			children based on data and tracking by	Children engagement and confidence levels increase. Children reading actively and	Unit Cost:	
Programme)	from Year One to Year Three. To train other LSAs to lead Project X code.			children based on data and tracking by	Children engagement and confidence levels increase. Children reading actively and collecting stickers for bookmarks-	Unit Cost:	
Programme)	from Year One to Year Three. To train other LSAs to lead Project X code. Timetable for Project X			children based on data and tracking by	Children engagement and confidence levels increase. Children reading actively and collecting stickers for bookmarksearning money for shop linked to	Unit Cost:	
Programme)	from Year One to Year Three. To train other LSAs to lead Project X code. Timetable for Project X code that reflects			children based on data and tracking by	Children engagement and confidence levels increase. Children reading actively and collecting stickers for bookmarks-	Unit Cost: £3,600	
Programme)	from Year One to Year Three. To train other LSAs to lead Project X code. Timetable for Project X code that reflects groups of no more than			children based on data and tracking by	Children engagement and confidence levels increase. Children reading actively and collecting stickers for bookmarksearning money for shop linked to school reading rewards programme.	Unit Cost: £3,600	
Programme)	from Year One to Year Three. To train other LSAs to lead Project X code. Timetable for Project X code that reflects groups of no more than 6 to have regular half			children based on data and tracking by	Children engagement and confidence levels increase. Children reading actively and collecting stickers for bookmarks-earning money for shop linked to school reading rewards programme. Use of Leavan scale of engagement/	Unit Cost: £3,600	
Programme)	from Year One to Year Three. To train other LSAs to lead Project X code. Timetable for Project X code that reflects groups of no more than			children based on data and tracking by	Children engagement and confidence levels increase. Children reading actively and collecting stickers for bookmarks-earning money for shop linked to school reading rewards programme. Use of Leavan scale of engagement/involvement to show case evidence-	Unit Cost: £3,600	
Programme)	from Year One to Year Three. To train other LSAs to lead Project X code. Timetable for Project X code that reflects groups of no more than 6 to have regular half			children based on data and tracking by	Children engagement and confidence levels increase. Children reading actively and collecting stickers for bookmarks-earning money for shop linked to school reading rewards programme. Use of Leavan scale of engagement/	Unit Cost: £3,600	
Programme)	from Year One to Year Three. To train other LSAs to lead Project X code. Timetable for Project X code that reflects groups of no more than 6 to have regular half hour slots. Focus on Aspects of			children based on data and tracking by	Children engagement and confidence levels increase. Children reading actively and collecting stickers for bookmarks-earning money for shop linked to school reading rewards programme. Use of Leavan scale of engagement/involvement to show case evidence-	Unit Cost: £3,600	
Programme)	from Year One to Year Three. To train other LSAs to lead Project X code. Timetable for Project X code that reflects groups of no more than 6 to have regular half hour slots.			children based on data and tracking by	Children engagement and confidence levels increase. Children reading actively and collecting stickers for bookmarks-earning money for shop linked to school reading rewards programme. Use of Leavan scale of engagement/involvement to show case evidence-	Unit Cost: £3,600	
Programme)	from Year One to Year Three. To train other LSAs to lead Project X code. Timetable for Project X code that reflects groups of no more than 6 to have regular half hour slots. Focus on Aspects of			children based on data and tracking by	Children engagement and confidence levels increase. Children reading actively and collecting stickers for bookmarks-earning money for shop linked to school reading rewards programme. Use of Leavan scale of engagement/involvement to show case evidence-	Unit Cost: £3,600	

Second Review							
Third Review							
L. To provide opportunities to raise maths progress towards GDS standard Lead Adult: Maths Leader	Provide small group opportunities for children to extended and develop maths skills at GDS standard. Provide daily small groups for Year 2-5 by LSA. LSA CPD from Maths Leader as part of Maths Hub Specialist	PPG children at GDS in previous year group/ children working towards GDS standard.	PPG children at GDS in previous year group/ children working towards GDS standard.	Half termly Review. Identified children based on data and tracking by school staff.	Children working at GDS in Maths. Children able to apply their maths in context. Children attendance levels increases. Children engagement and confidence levels increase. Use of Leavan scale of engagement/ involvement to show case evidence-case studies.	LSA £10 per hour x4 x 36 weeks = £1,440 Unit Cost: £1,440	AIP 3 & 5
First Review	Training.						
Second Review							
Third Review							
M. To ensure children have the breadth and depth in Maths skills across Key Stage One and Lower Key Stage Tworaise progress Lead Adult: Maths Leader	opportunities for	working towards	PPG Children working towards ARE.	Half termly Review. Identified children based on data and tracking by school staff.	Children working at ARE in Maths. Children attendance levels increases. Children engagement and confidence levels increase. Use of Leavan scale of engagement/ involvement to show case evidence-case studies.	LSA £10 per hour-4 hours= £40 per week £1,4440 Unit Cost: £1,440	AIP 3
First Review				•			•
Second Review							
Third Review							

N. Linked with VL strategies to provide children with small group immediate feedback to their learning Lead Adult: Head of School	Learning Mentor to provide immediate verbal feedback to children across Year Two to Five.	All identified PPG from class over the week to provide support to ARE/gaps within ARE and extend to GDS. Careful data analysis/ AFL of lessons to inform provision.	All identified PPG from class over the week to provide support to ARE/gaps within ARE and extend to GDS. Careful data analysis/ AFL of lessons to inform provision.	Half termly Review. Identified children based on data and tracking by school staff.	Children working at ARE + in all subjects. Children attendance levels increases. Children engagement and confidence levels increase. Use of Leavan scale of engagement/involvement to show case evidence-case studies.	Learning Mentor £25 per hour x 7 hours £175 x 36 weeks = £6,3000 Unit Cost: £6,300	AIP 2,3,4,5
First Review							
Second Review							
Third Review							
Technology for Learning				1			•
O. To develop technology skills and access for children to support provision to accelerate learning Leader: Literacy Leader/ Maths Leader	To purchase a set of ereader/ ipads (10) to ensure that both Key Stages can access technology to develop pleasure for reading/ maths tables provision inline with lastest Government findings/ research.	All children.	All Children.	Half termly Review. Identified children based on data and tracking by school staff.	Children working at ARE + in all subjects. Children attendance levels increases. Children engagement and confidence levels increase. Use of Leavan scale of engagement/involvement to show case evidence-case studies.	Ipads/ ereader cost £100 per reader Unit Cost: £10,000	AIP 2/4/10
First Review							
Second Review							
Third Review						ı	1
P. To ensure teachers can track and evidence children's learning to provide accurate assessment	Set of ipads for Key Stage One (4) to ensure class teachers can use 2 simple tracking/	All children.	All children.	Half termly data based on collected evidence to inform	Children working at ARE + in all subjects. Children attendance levels increases.	2 simple annual subscription Itrack annual subscription	AIP 2/3/4/5/6
Lead Adult: Head of School	evidence collection system.			assessment and tracking.	Children engagement and	4 ipads £400	

	2 simple for Foundation/ Key Stage One/ SEN children Itrack half termly system to inform pupil progress meetings.				confidence levels increase. Use of Leavan scale of engagement/ involvement to show case evidence-case studies.	Unit Cost: MB to update on costs.	
First Review							
Second Review							
Third Review							
ARB PPG Provision							
Q.	Set of ipads for Key	All children.	All children.	Half termly data	Children achieved their EHCP	2 simple annual	AIP 7
To ensure teachers can track	Stage One (6) to			based on	targets.	subscription (as	
and evidence children's	ensure class			collected		part of school)	
learning to provide accurate	teachers can use 2			evidence to	Children attendance levels		
assessment	simple tracking/			inform	increases.	Itrack annual	
	evidence collection			assessment and		subscription (as	
To provide ARB children with	system.			tracking.	Children engagement and	part of school)	
access to technology (one per					confidence levels increase.		
child) to utilise technology	2 simple for				., .,	6 ipads £600	
devices to enhance learning	Foundation/ Key				Use of Leavan scale of engagement/ involvement to show case evidence-	Unit Cost:	
provision	Stage One/ SEN children				case studies.	<u>£600</u>	
Lead Adult: ARB Leader	Ciliuren				case studies.		
Lead Addit. AND Leader	Itrack half termly						
	system to inform						
	pupil progress						
	meetings.						
First Review	, , , , , , , , , , , , , , , , , , ,	<u></u>					L
Second Review							
Third Review							

R.	Funding to access	Referral from school	PPG children.	Class visitors	Attainment and progress levels	1 x visitor £50 per	AIP 7
To provide children with	wider learning	staff.	Identification.	linked to Topics	reflect an increase as a result of	class =£50	
access to learning in context	opportunities such		Referral from school	Wider visits/	learning in context		
through visitors/	as after school	Request from	staff/ parents/ wider	enrichments per		Clubs/ Visits: £50	
enrichments/ residential	clubs, residential/	parent.	agencies.	class.	Children engagement and	per class x7 (36	
	class visitors.				confidence levels increase as a	weeks) =£350	
Lead Adult: ARB Leader				Use of ADMAT	result of being given the	,	
	ARB to provide			mini bus to wider	opportunity to experience learning	Visits/Residential:	
	wider enrichments/			community	in context	£100 per class	
	opportunities as			enrichments		'	
	part of curriculum			such as:	Use of Leavan scale of engagement/	Wider	
	day as children have			swimming.	involvement to show case evidence-	enrichments	
	transport for end of				learning passport/ case studies	£500	
	day allocated					Unit Cost:	
	therefore access to					£1000	
	clubs is restricted.						
First Review							
Second Review							
Third Review							
Additional Provision						T	
S.	Class teacher for 3	PPG children	PPG children	Half termly	Children working at ARE + in all	£25 x 3 mornings	AIP 2
To provide support to Key	mornings in Key	working towards	working towards	Review to inform	subjects.	£225 x 36 weeks	
Stage One to ensure effective	Stage One.	ARE.	ARE.	identification of		= £8,1000	
learning provision of Phonics				children.	Children attendance levels		
to ensure National	Key Stage One				increases.		
attainment ARE is achieved	leader to plan a					Unit Cost:	
	careful timetable of				Children engagement and	£8,1000	
Lead Adult: Key Stage One	provision based on				confidence levels increase.		
Leader	half termly data						
	analysis.				Use of Leavan scale of engagement/		
					involvement to show case evidence-		
	Use of phonics data				learning passports/ case studies.		
	analysis/ Cornwall						
	CoreStats/ Raise.						
First Review							

Second Review							
Third Review							
T.	LSA Provision into	PPG children	PPG children	Half termly	Children working at ARE + in all	LSA £10 per hour	AIP 2 & 5
To ensure attainment levels	Year One for the	working towards	working towards	Review to	subjects.	10 hours-= £100 x	
are maintain from Foundation	afternoon.	ARE.	ARE.	inform		36 weeks =	
in Year One				identification of	Children attendance levels	£3,600	
	Development of	PPG children to	PPG children to	children.	increases.		
(Early Intervention Strategies)	continuous provision	maintain/ extend to	maintain/ extend to				
	and indoor/ outdoor	GDS.	GDS.		Children engagement and	Unit Cost:	
Lead Adult: Key Stage One	experiences.				confidence levels increase.	£3,600	
Leader							
	Speech and				Use of Leavan scale of engagement/		
	Language KS1.				involvement to show case evidence-		
	Phonics 1:1 Support.				learning passports/ case studies.		
	Precision Teach.						
First Review							
Second Review							
Third Review							

Pupil Premium Grant Income:	Pupil Premium Grant Costs Overview:	Pupil Premium Grant Unallocated:
£118,800	<u>£86,925</u>	Any unallocated spend will be used to support PPG in Spring/ Summer Term through close monitoring of data tracking.
Per Child: £1,320 Service Children: £300	Plus 2 simple/ itrack/ ipad costs/ SENDICO costs (MB to update)	

Appendix A - OFSTED guidance for successfully maximising achievement		OFSTED guidance on unsuccessful spending	
1. 2. 3. 4.	Carefully ring fenced funding so that they always spent it on the target group of pupils Never confused eligibility for the Pupil Premium with low ability, and focussed on supporting their disadvantaged pupils to achieve the highest levels Thoroughly analysed which pupils were underachieving particularly in English and maths and why Drew on research evidence (such as the Sutton Trust toolkit) and evidence from their own and others experience to allocate the funding to the activities that were most likely to have an impact on improving achievement	 Had a lack of clarity about the intended impact of the spending Spent the funding indiscriminately on teaching assistants with little impact Did not monitor the quality and impact of interventions well enough, even where other monitoring was effective Did not have good performance management system for teaching assistants and other support staff Did not have a clear audit trail for where the funding had been spent 	
5.	Understood the importance of ensuring that all day to day teaching meets the needs of each learner, rather than relying on interventions to compensate for teaching that is less than good	 Focussed on pupils attaining the nationally expected level at the end of the Key Stage but did not go beyond these expectations so some more able eligible pupils underachieved 	
6.	Allocated their best teachers to teach intervention groups to improve mathematics and English	Planned their PP spending in isolation so their other planning e.g. improvement planning	

- Used achievement data frequently to check whether interventions or techniques were working and made adjustments accordingly, rather than just using the data retrospectively to see if something had worked
- 8. Made sure teaching assistants were highly trained and understood their role in helping pupils to
- Systematically focussed on giving pupils clear, useful feedback about their work and ways they could improve it
- 10. Ensured that class and subject teachers knew which pupils were eligible for the PP so that they could take responsibility for accelerating their progress
- 11. Ensured that a designated senior leader had a clear overview of how the funding was being allocated and the difference it was making to the outcomes for pupils
- 12. Had a clear policy on spending the PP agreed by governors and publicised on the school website
- 13. Provided well targeted support to improve attendance, behaviour or links with families where these were barriers to a pupil's learning
- 14. Had a clear and robust performance management system for all staff, and included discussions about pupils eligible for the PP in performance manage meetings
- 15. Thoroughly involved governors in the decision making and evaluation process
- 16. Were able, through careful monitoring and evaluation to demonstrate the impact of each aspect of their spending on the outcomes for pupils

 Compared their performance to local rather than national data, which suppressed expectations if they were a low performing local authority