# **Pupil Premium Strategy Statement**

This statement details our school's use of pupil premium (and recovery premium) funding to help improve the attainment of our disadvantaged pupils.



It outlines our pupil premium strategy, how we intend to spend the funding in this academic year and the outcomes for disadvantaged pupils last academic year.

#### **School overview**

| Detail  | Data            |
|---|-----------------|
| Number of pupils in school  | 160             |
| Proportion (%) of pupil premium eligible pupils                         | 21% (34 pupils) |
| Academic year/years that our current pupil premium strategy plan covers | 2025 - 2026     |
| Date this statement was published                                       | September 2025  |
| Date on which it will be reviewed                                       | July 2026       |
| Statement authorised by   | Mr J Stuttard   |
| Pupil premium lead  | Mrs C Foster    |
| Governor / Trustee lead   | Mr P Miller     |

# **Funding overview**

| Detail  | Amount   |
|---|----------|
| Pupil premium funding allocation this academic year | £53, 287 |

## Part A: Pupil premium strategy plan

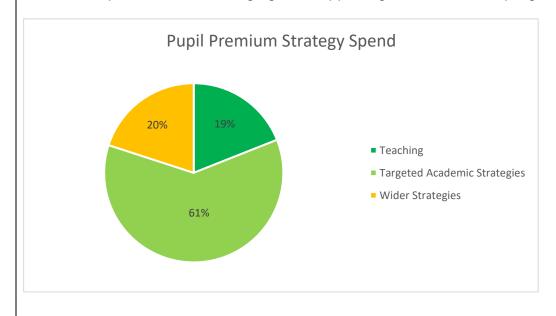
#### Statement of intent

At Bowling Green Academy, improving the outcomes for children eligible for Pupil Premium funding is a key target to school improvement. We aim to give children the best start to their education by providing a nurturing, caring environment which ensures that all pupils are provided with the opportunities, knowledge, skill and cultural capital which they need to lead a fulfilled life. It is our intention that children achieve the best possible outcomes to progress to their next stage of education. Our Pupil Premium Strategy is informed by high-quality research and a rich knowledge of our children and local community to ensure we provide best possible strategies to improve the educational outcomes for children.

This is done through a tiered model with focuses on:

- High quality teaching
- Targeted academic support
- Wider strategies.

We firmly believe that Quality First Teaching is the most important lever schools have to improve outcomes for disadvantaged pupils. Our Pupil Premium Strategy will be rooted strongly in providing highly skilled staff to provide Quality First Teaching. This will be matched with an equal emphasis on providing wellbeing support to ensure pupils are emotionally ready to learn. We aim to work with parents/carers to form a partnership in ensuring that our disadvantaged children are offered wider opportunities and experiences through our curriculum design and to ensure parents are as fully involved as possible in encouraging and supporting their children to progress.



At Bowling Green Academy, there is a high correlation between children eligible for Pupil Premium funding and children with SEND. Monitoring progress for these children and closing attainment gaps is crucial. There is also a correlation between children eligible for pupil premium funding and persistent absenteeism, which is tackled throughout the strategy.

This strategy closely aligns with our Academy Development Plan 2025 – 2026, which encourages all pupils and members of Bowling Green's school community to have an identified sense of 'belonging', particularly due to above average numbers of pupils in receipt of SEND Support and EHCPs. Leaders recognise the known benefits of 'belonging', such as in improving wellbeing as well as raising attendance. The school's ADP also focuses on further refining teachers' pedagogy through the use of Great Teaching Toolkit, professional development and CPD so staff can target gaps in learning.

Small group work is key in our approach to teaching early reading – through Read Write Inc. – and early writing skills. This supports pupils with SEND. This targeted academic support is particularly evident in EYFS and KS1 where children are developing their foundational skills and knowledge in English. CPD is embedded with RWI at Bowling Green with all teachers and teaching assistants having regular coaching with early reading. The above also applies to NELI, a communication intervention in EYFS, which is often delivered 1-1 and in small groups.

### **Challenges**

This details the key challenges to achievement that we have identified among our disadvantaged pupils.

| Challenge number | Detail of challenge   |
|------------------|---|
| 1                | From data analysis, observations and discussions with pupils and families, some children eligible for Pupil Premium funding have mental health needs that have affected wellbeing, self-regulation and attendance.  |
| 2                | A high proportion of disadvantaged children at Bowling Green have SEND.  27 Children (out of 162) have SEND  34 PP (out of 160 pupils) and 17 have SEND of those 5 have an EHCP.  Challenges can present as low academic starting points, difficulties with communication and interaction or as complex social, emotional and mental health problems. |

| 3 | Children with disadvantaged backgrounds sometimes do not reach the agerelated expectation as often as those from non-disadvantaged backgrounds in Maths and English (including spoken English), as well as the wider curriculum. This continues to be key in our Pupil Premium Strategy 25-26.  EYFS Word Reading ALL 67% (PP 20% (out of five pupils))  EYFS Comprehension ALL 67% (PP 20% (out of five pupils)) |
|---|---|
|   | EYFS Writing ALL 67% (PP 20% (out of five pupils)) EYFS Number ALL 78% (PP 60% (out of five pupils)).  Year 1 Phonics non pp 95% (PP 75% (out of four pupils)).   |
|   | Year 6 Reading ALL 92% (PP 71% (out of seven pupils)) Year 6 Writing ALL 83.3% (PP 71% (out of seven pupils)) Year 6 Maths ALL 83% (PP 71% (out of seven pupils))   |
| 4 | Our assessments, including discussions with pupils, have found that 'enrichment' experiences outside of school for some children are limited, which leads to children lacking prior knowledge and vocabulary to access the curriculum.  |

### **Intended outcomes**

This explains the outcomes we are aiming for **by the end of our current strategy plan**, and how we will measure whether they have been achieved.

| Intended outcome  | Success criteria  |
|---|---|
| To enhance support of SEMH needs to improve wellbeing, behaviour regulation and attendance. | <ul> <li>Information about the importance of good attendance has been shared across the year. Wellbeing has continued to be promoted throughout the school year. Information about mental health and wellbeing shared with all pupils at an age appropriate level.</li> <li>Further work with families (and Calderdale Educational Welfare team) about 'attendance missed' has shown positive impact. Attendance of pupils eligible for Pupil Premium funding improves, and the gap between PP and non-PP narrows.</li> <li>CPOMS data shows a downward trend in behaviour incidents for PP children across the year. EYFS Staff have taken part in Think Equal Calderdale and are now</li> </ul> |

considering how to roll something similar out across school. Staff have received training from the PINs project specifically on behaviour regulation, as well as, training in adverse childhood experiences (ACEs). Observations, and pupil voice indicate that PP eligible children show enhanced 'belonging' at Bowling Green. Teachers make specific adaptations to To expertly target gaps in skills and knowledge for children with SEND so they are wellmeet the needs of disadvantaged pupils. prepared to access the next stage of their Specific interventions linked to individual education children's needs are used consistently across the school so that children can access appropriate support and gaps in skills and/or knowledge are targetted. Progress for disadvantaged pupils is at least in line with their peers. Gap narrowing in attainment between PP and non-PP pupils. IEP targets are 'SMART' and, over time. achieved consistently. Teachers are using the Great Teaching Toolkit (GTT) to refine and further improve pedagogy. Training linked to 'Making the best use of Teaching Assistants' EEF guidance report is being utilised and has increased staff confidence to support disadvantaged pupil achievement and progress. To narrow the educational gap in Teachers are using the Great Teaching Mathematics and English (including spoken Toolkit to refine and further improve English) pedagogy, which positively impacts pupil attainment. Training linked to 'Making the best use of Teaching Assistants' EEF guidance report is being utilised. Subject Leads have carefully considered the explicit knowledge children must know to access the following year groups curriculum Assessments, and discussions at pupillevel, show gaps in foundational skills and knowledge are being finely targetted. To provide enrichment experiences to children, Teachers and subject leaders have which will improve curriculum prior knowledge, provided rich experiences across the vocabulary and access to the curriculum. curriculum. This includes visits, visitors, and extra-curricular clubs. High-quality interactions between all staff and children are well embedded- linked to the EEF Metacognition document.

| <ul> <li>Extra-curricular clubs' uptake for all disadvantaged pupils is in-line with the attendance of non-disadvantaged peers.</li> <li>Families have been signposted to experiences within the community which pupils will benefit from (via Coffee Mornings, Newsletters, etc.)</li> <li>A wider range of visits and visitors have taken place throughout the year exposing children to wider cultures and events and providing them with rich experiences beyond the classroom.</li> </ul> |
|--|
|  |

# Activity in this academic year

This details how we intend to spend our pupil premium (and recovery premium) funding this academic year to address the challenges listed above.

### Teaching (for example, CPD, recruitment and retention)

Budgeted cost: £10,287

| Activity   | Evidence that supports this approach  | Challenge<br>number(s)<br>addressed |
|--|---|-------------------------------------|
| Purchasing of access to the Read Write Inc portal to embed strong phonics teaching for all pupils. | Phonics approaches have a strong evidence base that indicates a positive impact on the accuracy of word reading, particularly for disadvantaged pupils. Staff regularly access CPD through the RWI portal and all new staff have RWI training as part of their induction. Coaching and mentoring is evident by school's Reading Leader.  Phonics – Toolkit Strand | 3, 4                                |

| Purchasing of the Great Teaching Toolkit.   | Evidence indicates that high quality teaching is the most important lever schools have to improve pupil attainment, including for disadvantaged pupils. Findings show that schools should focus on building teacher knowledge and pedagogical expertise, curriculum development, and the purposeful use of assessment.  Effective Professional Development   EEF  5ee9f507021911ae35ac6c4d_EBE_GTT_EVIDENCEEREVIEW_DIGITAL.pdf  | 3, 4    |
|---|---|---------|
| To continue to embed Talk Through Stories in R, Y1 and 2 to support language development. | There is a strong evidence base that suggests oral language interventions, including dialogic activities such as high-quality classroom discussion, are inexpensive to implement with high impacts on reading. Oral language interventions can have a positive impact on pupils' language skills. Approaches that focus on speaking, listening and a combination of the two show positive impacts on attainment.  Education Endowment Foundation   EEF  | 3, 4    |
| Embed coaching to support professional development.                                       | Evidence indicates that improving models of reciprocal coaching in collaborative teams will improve teacher and subject leader roles and responsibilities.  Developing the use of purposeful collaboration and coaching conversations through the stages of the GTT development cycle.  Effective Professional Development  GTT Coaching Conversations.pdf  | 2, 3, 4 |
| Prioritise CPD to<br>enhance<br>workforce   | CPD linked to Pupil Premium Strategy and ADP this year:  - Refining specialist inclusive practices so all children have a sense of belonging.  - ACEs training.  - Adaptive Teaching  - NPQs (plus release time) for leaders.  A large body of evidence, including EEF evaluations, shows the benefit of high-quality, up-front training for teachers. Collaboration with Great Heights Research School.  Effective Professional Development EEF blog: Moving from 'differentiation' to 'adaptive teaching'   EEF Childhood Trauma Leaves Lasting Footprints on the Brain Belonging Schools   Teach First | 2, 3, 4 |

| Strategic<br>deployment of<br>trained TAs to<br>ensure priority<br>pupils are<br>supported in<br>class.  | Strategic deployment of TAs is important to ensure priority pupils are supported and that the role has maximum impact. SLT will ensure TAs are fully prepared for their role and work within the research informed EEF guidance report.  EEF Guide – Deployment of Teaching Assistants  | 1, 2, 3, 4 |
|--|---|------------|
| Release time for subject leads to review outcomes for pupils eligible for PP, their outcomes, assessment and ability to 'know and remember more' as a result of effective diagnostic assessment and curriculum design. | At Bowling Green, we have a progressive curriculum that builds on knowledge learnt year on year across all subjects. The evidence suggests that "The more prior knowledge students had on a topic, the more "new" information they learnt on that topic, as shown by scoring better on the knowledge test." Therefore it is important that subject leads design the curriculum in a way that is clear what prior knowledge is needed to access the following year groups curriculum to ensure the gap doesn't widen for PP children.  The Rich Get Richer: Prior Knowledge and the Learning of New, Domain Specific, Information - The Effortful Educator The Rich-Get-Richer Effect: Why children who know more, learn more   InnerDrive | 2, 3       |

# Targeted academic support (for example, tutoring, one-to-one support, structured interventions)

| Budgeted cost: £32,600 |  |                                     |  |
|------------------------|--|-------------------------------------|--|
| Activity               | Evidence that supports this approach   | Challenge<br>number(s)<br>addressed |  |
| NELI in Reception      | NELI has been found to improve children's language and early literacy skills. The programme involves a   | 3, 4                                |  |
|                        |  |                                     |  |
|                        | trained teaching assistant providing short, small group and individual teaching sessions to around 3-6 pupils for 20 weeks. Robust evaluations found NELI children made on average three months of additional progress in language.  Nuffield Foundation |                                     |  |

| Teaching Assistant / Learning Support Assistants  | Small group teaching (e.g. RWI) and small group interventions are more effective than working in larger groups. Targeted phonics interventions ('daily catch up') have been shows to be more effective when delivered as regular sessions over a period of 12 weeks.  Phonics – Toolkit Strand Small group interventions are effective in addressing misconceptions and gaps in learning.  EEF Guide to Supporting School Planning  | 1, 2, 3, 4 |
|---|---|------------|
| Use of diagnostics to identify barriers to learning, support targeted teaching and where required SMART IEP targets | At Bowling Green Academy, pupil numbers with SEND is above national average and pupils with EHCPs is significantly above national average. Diagnostic assessments provide opportunities to reflect on pupils' thinking, strengths and weaknesses. When used effectively, diagnostic assessments can indicate areas for development with individual pupils or across classes and year groups. Some methods can also help teachers isolate the specific misconceptions pupils might hold.  Diagnostic Assessment Tool | 1, 2, 3, 4 |
| Additional resources to support pupils with vulnerabilities, including SEND   | At Bowling Green, pupils with SEND and pupils eligible for PP overlap significantly. Research suggests teaching strategies that teachers should consider for pupils with SEND.  Teachers should develop a repertoire of these strategies they can use flexibility in response to the needs of all pupils:  • Flexible grouping • Cognitive and metacognitive strategies • Explicit instruction • Using technology to support pupils with SEND • Scaffolding  Special Educational Needs in a Mainstream School       | 2, 3, 4    |

# Wider strategies (for example, related to attendance, behaviour, wellbeing)

Budgeted cost: £10,400

| Activity                      | Evidence that supports this approach   | Challenge<br>number(s)<br>addressed |
|-------------------------------|--|-------------------------------------|
| Trips, Visits and Experiences | Research shows the impact that a reduced opportunity for home learning (educational, trips and visits) has on future outcomes.   | 1                                   |
|                               | At Bowling Green, we recognise that rich experiences for some of our PP children are severely lacking. We have an established programme of trips, visits and links to local community groups which enhance the curriculum. This includes a residential visit in Year 6.  |                                     |
|                               | In line with our 25-26 ADP we believe that in order to belong at Bowling Green all children should have access to these rich experiences regardless of financial background and therefore we ensure that parental contributions towards meeting the cost of these trips, visits and experiences are kept as low as possible and, in some cases, provided at no cost to Pupil Premium children. |                                     |
|                               | In addition to this we offer a wide range of extra-curricular and enrichment opportunities through before and after school clubs at no cost to Pupil Premium pupils. Music tuition aligns closely with our Music Plan.   |                                     |
|                               | Sutton Trust: what promotes better achievement for bright but disadvantaged students?  |                                     |
|                               | An Unequal Playing Field report.pdf  EEF – Arts participation  |                                     |
|                               | EEF – Outdoor Adventure Learning   |                                     |

| Breakfast Club                         | At Bowling Green Academy, we know that Breakfast Club (and after-school clubs) can help vulnerable families continue to work and/or work longer hours. We also know that play-based activities (such as Kids' Club) support children's oracy, imagination and participation in social circles. Additionally, research carried out by the Education Endowment Foundation shows the impact on breakfast clubs on attainment. Breakfast club schools also saw an improvement in pupil behaviour and attendance.  EEF – Magic Breakfast | 1, 2, 4 |
|--|---|---------|
| Uniform Vouchers                       | Evidence suggests wearing a uniform is not, on its own, likely to improve learning, but can be successfully incorporated into a broader school improvement process. In line with our 25-26 ADP we believe that wearing a school creates a sense of belonging. In order to support our families of PP children we provide uniform vouchers to support families that may be unable to afford new uniform.  School uniform   EEF Belonging Schools   Teach First   | 1       |
| Attachment and Trauma training (ATSSA) | All staff receive training for the ATTSA meaning that all staff have a good understanding of the impact of being an attachment and Trauma sensitive school on pupils' wellbeing and mental health. Intervention is tailored to meet individual need for those children with social and emotional needs.  Diagnose your pupils' needs   EEF  Attachment and child development   NSPCC Learning   | 1, 2    |

| Book Club           | Book Club – whereby we buy books for children from disadvantaged backgrounds have a positive impact on children's enjoyment for reading. This, alongside our community adult library, is supporting our work to engage families in reading.  The DfE's Reading for Pleasure evidence highlights a positive link between reading at home and reading assessment scores (PISA, 2009), as well as reading pleasure in later life (Clark and Rumbold, 2006) and emotional confidence (Clark and Rumbold, 2006).  Supporting Evidence  DfE – Research evidence on reading for pleasure Working with Parents to Support Children's Learning   EEF  | 1, 3, 4    |
|---------------------|--|------------|
| Attendance support  | As stated above, at Bowling Green Academy, pupils eligible for Pupil Premium funding have lower attendance on average than their nonPP peers. Poor school attendance is a significant problem in the UK and many other countries across the world. In 2019/20, it was reported as 4.9% overall, with special schools showing a higher rate equal to 10.5% and persistent absence at 13.1% in England (gov.uk 2020). Research has found that poor attendance is linked to poor academic attainment across all stages (Balfanz & Byrnes, 2012; London et al., 2016) as well as anti-social characteristics, delinquent activity and negative behavioural outcomes (Gottfried, 2014; Baker, Sigmon, & Nugent, 2001). However, evidence suggests that small improvements in attendance can lead to meaningful impacts for these outcomes. EEF – Attendance Interventions | 1          |
| Parental engagement | As a smaller-than-average community school, Bowling Green Academy continues to foster excellent relationships with families. Evidence from the EEF shows that effective parental engagement can lead to learning gains of 3 months + over an academic year. Working with parents to support children's learning  | 1, 2, 3, 4 |

| Social and Emotional<br>Support including<br>mental health and<br>wellbeing support | Social and emotional learning (SEL) interventions seek to improve pupils' decision-making skills, interaction with others and their self-management of emotions, rather than focusing directly on the academic or cognitive elements of learning.   | 2 |
|---|---|---|
|   | Evidence from the EEF's Teaching and Learning Toolkit suggests that effective SEL can lead to learning gains of +4 months over the course of a year.  |   |
|   | Evidence suggests that children from disadvantaged backgrounds have, on average, weaker SEL skills at all ages than their more affluent peers. These skills are likely to influence a range of outcomes for pupils: lower SEL skills are linked with poorer mental health and lower academic attainment. SEL interventions in education are shown to improve SEL skills and are therefore likely to support disadvantaged pupils to understand and engage in healthy relationships with peers and emotional self-regulation, both of which may subsequently increase academic attainment. |   |

EEF – Guidance Report SEL

Total budgeted cost: £50, 174

# Part B: Review of the previous academic year

### **Outcomes for disadvantaged pupils**

# BOWLING GREEN ACADEMY DATA SUMMARY 2024



| EARLY YEARS ANALYSIS                            |  |  |  |  |  |  |  |
|---|--|--|--|--|--|--|--|
| PERCENTAGE REACHING A GOOD LEVEL OF DEVELOPMENT |  |  |  |  |  |  |  |
| 2022 2023 2024                                  |  |  |  |  |  |  |  |
| All Pupils 26 67% 71% 68%                       |  |  |  |  |  |  |  |
| PP 4 33% 33% 50%                                |  |  |  |  |  |  |  |

| YEAR 1 PHONICS ANALYSIS     |  |  |  |  |  |  |
|-----------------------------|--|--|--|--|--|--|
| PERCENTAGE PASSING THE TEST |  |  |  |  |  |  |
| 2022 2023 2024              |  |  |  |  |  |  |
| All Pupils 25 92% 90% 88%   |  |  |  |  |  |  |
| PP 4 33% 75% 100%           |  |  |  |  |  |  |

| YEAR 2 TEACHER ASSESSMENT |               |     |       |            |       |            |             |       |
|---------------------------|---------------|-----|-------|------------|-------|------------|-------------|-------|
|                           | READING WRITI |     |       | ING N      |       | MATHE      | MATHEMATICS |       |
|                           | Expected +    | А   | bove  | Expected + | Above | Expected + |             | Above |
| 2022 All 24               | 83%           | 3   | 3%    | 75%        | 21%   | 88         | 3%          | 29%   |
| 2023 PP 4                 | 25%           | 0%  |       | 25%        | 0%    | 25%        |             | 0%    |
| 2024 All 19               | 83%           | 39% |       | 83%        | 17%   | 83%        |             | 39%   |
| 2024 PP 8                 | 71%           |     | - 57% |            | ı     | 57         | 7%          | -     |
|                           | 2022          | All |       | 75%        | 2024  | All        |             | 78%   |
| Combined                  | 2023          | PP  |       | 25%        | 2024  | PP         |             | 57%   |

| YEAR 6 SATS TEST |   |               |                 |             |             |  |  |  |
|------------------|---|---------------|-----------------|-------------|-------------|--|--|--|
|                  |   | PERCENTAGE PA | ASSING THE TEST |             |             |  |  |  |
|                  | READING WRITING MATHEMATICS COMBINED SPAG |               |                 |             |             |  |  |  |
| 2022 EXP+        | 78%                                       | 72%           | 83%             | 72%         | 78%         |  |  |  |
| 2022 GD          | 33%                                       | 28%           | 39%             | -           | 50%         |  |  |  |
| 2023 EXP +       | 91%                                       | 81%           | 86%             | 77%         | 91%         |  |  |  |
| 2023 GD          | 36%                                       | 27%           | 46%             | 17%         | 41%         |  |  |  |
| 2024 EXP + 17    | 82.4% (74%)                               | 94% (72%)     | 94.1% (73%)     | 82.4% (61%) | 88.2% (72%) |  |  |  |
| 2024 PP 2        | 50%                                       | 100%          | 50%             | 50%         | 50%         |  |  |  |
| 2024 GD          | 41.2%                                     | 23.5%         | 35.3%           | 12%         | 59%         |  |  |  |
| 2024 GD PP       | -   | -             | -               | -           | -           |  |  |  |

Pupil premium pupils achieved 100 % in phonics screening in Year 1 compared to 75 % last year and 33% in 2022.

Year 6 data was very positive showing great progress. Pupil premium pupils - 57% achieved expectations in maths and reading and 100 % in writing.

compared to last year. Above 50 % working at expected level. They have also performed better in reading 71% were expected in reading.

These figures indicate that our strategy to close the attainment gap between the most disadvantaged pupils and the rest of the cohort was successful.

A focus on our school improvement plan in 23-24 was to raise independence and tenacity (linked to school values) of all our children. In pupil voice surveys, including pupils eligible for funding, the vast majority of children spoke positively about how they like to 'be challenged', 'reach challenging tasks' and know specific strategies to do when the curriculum gets difficult.

Last academic year, no pupils eligible for funding missed any trips or visits due to costs – this includes residential opportunities. Similarly, all pupils spoke highly about Bowling Green Academy's 'book club' offer – receiving the gift of a book twice throughout the year to take home linked to personal interests or what has been learnt in school.

Staff CPD continues to be a large part of Pupil Premium Strategy. For example, all Reading Teachers (teachers and teaching assistants) spoke confidently about the delivery of Read, Write, Inc. phonics sessions across school. The teaching and delivery of these sessions was deemed to be of a very good quality by leaders in school and following external monitoring. This would support high outcomes for all children, including those eligible for funding, at Year 1.

### **Externally provided programmes**

Please include the names of any non-DfE programmes that you used your pupil premium (or recovery premium) to fund in the previous academic year.

| Programme                       | Provider                        |
|---------------------------------|---------------------------------|
| NELI                            | Elkan-OUP                       |
| White Rose Maths + Numberstacks | White Rose Maths + Numberstacks |
| Read, Write, Inc.               | Ruth Miskin                     |

### Service pupil premium funding (optional)

| For schools that receive this funding, you may wish to provide the following information: How our service pupil premium allocation was spent last academic year |
|---|
|   |
| The impact of that spending on service pupil premium eligible pupils  |
|   |

# **Further information (optional)**

Use this space to provide any further information about your pupil premium strategy. For example, about your strategy planning, or other activity that you are implementing to support disadvantaged pupils, that is not dependent on pupil premium or recovery premium funding.

Ongoing reflective review 25/26

| Date           | Intonded             | Action & activities        | How?                                 |                 | Novt Stone           |
|----------------|----------------------|----------------------------|--------------------------------------|-----------------|----------------------|
| Date           | Intended<br>Outcomes | Action & activities        | What Impact Measures can you report? | Lessons Learned | Next Steps Challenge |
| Autumn         |                      |                            |                                      |                 |                      |
| Term           |                      |                            |                                      |                 |                      |
| Spring<br>Term |                      |                            |                                      |                 |                      |
|                |                      |                            |                                      |                 |                      |
| Summer<br>Term |                      |                            |                                      |                 |                      |
|                |                      | Summary of Impact          |                                      |                 |                      |
|                | Summary of Impact    |                            |                                      |                 |                      |
| Next Year      | 26/27                | Next Steps / Priorities fo | or 2025–26                           |                 |                      |