

Education

Establishment Improvement Plan 2023 - 2024

Cardross Primary School and ELC (updated)





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Overview of Establishment 3 Year Cycle of Improvement Plan Priorities

Session: 2023-2026

National Improvement Framework Key Priorities

- Placing the human rights and needs of every child and young person at the centre of education
- Improvement in children and young people's health and wellbeing
- Closing the attainment gap between the most and least disadvantaged children and young people
- Improvement in skills and sustained, positive school-leaver destinations for all young people
- Improvement in attainment, particularly in literacy and numeracy.

National Improvement Framework Key Drivers	HGIOS 4 and Early Learning and Childcare Indicators	Argyll and Bute Education Key Objectives
 School and ELC leadership Teacher and practitioner professionalism Parent/carer involvement and engagement Curriculum and assessment School and ELC improvement Performance information 	 1.1 Self Evaluation for self-improvement 1.2 Leadership for learning 1.3 Leadership of change 1.4 Leadership and management of staff 1.5 Management of resources to promote equity 2.1 Safeguarding and child protection 2.2 Curriculum 2.3 Learning teaching and assessment 2.4 Personalised support 2.5 Family learning 2.6 Transitions 2.7 Partnership 3.1 Ensuring wellbeing, equality and inclusion 3.2 Raising attainment and achievement/Securing children's progress 3.3 Increasing creativity and employability/ Developing creativity and skills for life and learning 	 Raise educational attainment and achievement for all Use performance information to secure improvement for children and young people Ensure children have the best start in life and are ready to succeed Equip young people to secure and sustain positive destinations and achieve success in life Ensure high quality partnership working and community engagement Strengthen leadership at all levels

Strategic Priorities 3 Year Cycle

2023 – 2024:	2024 – 2025:	2025 – 2026:
Priority One - Raising Attainment in Literacy - Writing Focus	Priority One – Raising Attainment in Literacy – Reading Focus	Priority One – Raising Attainment in Literacy – Talking and Listening Focus
Priority Two – Raising Attainment through Digital learning across the curriculum	Priority Two – Developing a Playful classroom in the upper school	



Priority Three - Improvement in Children and Young	Priority Three – Family Engagement	
people's emotional wellbeing	ELC Priority – Family Engagement	
ELC Priority - Ensure we are meeting the wellbeing needs of all our young children in the setting, focusing on children's understanding of self and awareness of others.		



Strategic Improvement Planning for Establishment: Overview of Links to Key Policies		Session: 2023	Session: 2023 - 2024		
National Improvement Framework Key Priorities		Collaboration ar	Collaboration and Consultation		
 Placing the human rights and needs of every child and young person at the centre of education Improvement in children and young people's health and wellbeing Closing the attainment gap between the most and least disadvantaged children and young people Improvement in skills and sustained, positive school-leaver destinations for all young people Improvement in attainment, particularly in literacy and numeracy. 		Who?	When?	How?	
		Staff	Inservice Days Termly Planned meetings (WTA)	Professional Dialogue Surveys, SIP planning and evaluation meetings	
		Pupils	Termly Pupil Voice House Meetings Pupil working groups	Pupil Voice through planned How Good is OUR school evaluations	
			Parent Council Termly surveys Parents evenings	Surveys Parent focus groups Workshops	
National Improvement Framework Key Drivers	HGIOS 4 and Early Learning and Childcare Indicators	Argyll and Bute Edu	cation Key Objectiv	es	
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	3.3 Increasing creativity & employability/ Developing creativity & skills for life & learning				
Priorities	Proposed Outcome and Impact	Measures	Linked to PEF (Y/N)		
Priority One - Raising attainment in writing through High Quality learning, teaching and assessment. Priority Two -: Improving children's digital skills across their learning.	All Staff have good understanding of the planning, teaching and assessment of a High quality writing lesson, which will lead to high quality writing lessons for all pupils. Staff have a stronger understanding of the moderation cycle and the use of high quality assessments in writing. Achievement of a level data will reflect an increase of 5pp from session 22/23 Develop a progression pathway in digital learning using Es and Os and benchmarks. Build staff capacity and confidence in digital technologies and provide leadership opportunities for staff and pupils.	Staff pre and post surveys - 100% of staff will have a good understanding of a high quality writing lesson for all pupils. 100% of identified pupils who did not achieve First level in P4 (2022-2023) receiving appropriate support and interventions by September 2023 100% of identified P5 pupils will have achieved First level by November tracking meetings. 85% of learners will improve by at least one XBRA measure. Staff Pre and Post surveys Achievement of a level data Teacher Feedback Pupil Feedback Increased evidence of planning for digital technologies.	Yes (Early intervention)		
Priority Three – Improvement in Children and Young people's emotional wellbeing	Develop a whole school nurture approach and establish consistent approaches to learning, teaching and tracking of health and wellbeing.	Pupils will have opportunities to access learning in a range of different forms and will have access to online platforms and digital tools. Pupils will provide peer support in classes developing their leadership skills and sharing their expertise. Barriers to learning will be reduced by pupils accessing digital technologies. Leuven Scale Boxall Profiles Wellbeing Indicators Pupil/Parent feedback	Yes		



ELC Priority- Ensure we are meeting the wellbeing needs of all our young children in the setting, focusing on children's understanding of self and awareness of others.	Develop ELC Nurturing approaches using OCTNE. Broaden staff knowledge and understanding of additional support needs.	100% of staff will have knowledge and understanding of six principles of nurture. 100% of staff will have have a broad knowledge of additional support needs and how to support young children with and ASN in the ELC.	
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Note: This section of the Improvement Plan can be made available to all relevant stakeholders to provide an overview of the session's priorities.



Operational Improvement Planning (Action Plan) for Establishment:

Session: 2023 - 2024

Strategic Priority 1:

Title: Raising attainment in writing through High Quality learning, teaching and assessment.

National Improvement Framework Key Priorities,

- Placing the human rights and needs of every child and young person at the centre of education
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- Improvement in skills and sustained, positive school-leaver destinations for all young people
- Improvement in attainment, particularly in literacy and numeracy.

National Improvement Framework Key Drivers	HGIOS 4 and Early Learning and Childcare Indicators			Argyll and Bute Education Key Objectives
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Key Actions (How)		Lead Person	Timescale	Success Criteria to facilitate evaluation of learners' progress
Staff refresh/reminder of the Ta progression framework to enab term ahead ensuring consistence	le high quality Writing lessons for the	PT rem it or Literacy	August Inservice	100% of staff indicate good understanding of the planning and teaching of a writing lesson.



	T		
Professional reading by staff on the T4W process. Machine for parents to symbols the T4W approach and would be		August 2023	Parents understand the approach
Meeting for parents to explain the T4W approach and ways to	HT	August 2023	used in school and are able to support their child at home.
 support writing at home Cold piece of writing to be completed by all P3 – P7 pupils 	CT/SfLT	September 2023	
 Appropriate interventions identified for key pupils, and support for 			100% of identified learners in P3-P7 have appropriate support for learning in place.
learning timetables created	P5 teacher / SfLT	October tracking	100% of identified P5 pupils who did not
Interventions in place for P5 pupils identified through ACEL data		meeting	achieve first level at end of P4 will have
collection in previous session	HT		achieved First level by February 2024.
Observations by SLT of writing lessons	'''	1 st October	SLT will have identified one key area in
 Moderation session between 3 schools to look at XBRA within 		October half term	learning and teaching for the whole school
writing across the stages.		October 31 st	to improve.
 Tracking meetings to discuss progress and appropriate next steps 			100% of staff are confident making XBRA
 Joint collegiate session (Garelochead/Rosneath) to shared 	HT/CT	01 November	judgements on progress and achievement in writing.
expectations of HQ writing lesson and build a shared understanding			100% of identified pupils in P3 – P7
of the Highland literacy progression to plan for these. (Writing only)	All staff	27 th November	continue to receive appropriate
 Staff to complete: Reflective Questions All teaching staff to attend local authority inset day with a focus on 			interventions and support.
learning teaching and assessment (moderation cycle)			Shared understanding across the trio of a
Opportunities provided for teaching staff to moderate with their		Jan – April	HQ writing lesson and Highland Literacy
stages partners across the three schools to continue the work			progression in writing.
started at inset and to review reflective questions – 3 sessions of			100% teaching staff will have a stronger
which one is to be a peer observations of teaching and learning.		January 31 st	understanding of the moderation cycle
 Joint collegiate session with staff from three schools to allow 		January 31	100% teaching staff will have a strong understating of high quality assessment in
professional dialogue around range of evidence: insert link. To			writing.
ensure a shared understanding amongst moderation trios.		April 24 th	Achievement of a level in writing for
Joint Twilight with staff across 3 schools to moderate achievement			P1/4/7 will reflect an increase of 5pp from
of a level P1/4/7 – progress through a level P2/3/5/6		May	session 22/23.
Tracking and monitoring meetings to take place and XBRA DATA to be upleaded.			All pupils will show and increase in
be uploaded			attainment by at least one XBRA measure
			over the academic year.



Operational Improvement Planning (Action Plan) for Establishment:

Session: 2023 – 2024

Strategic Priority 2:

Title: Improving children's digital skills across their learning.

National Improvement Framework Key Priorities

- Placing the human rights and needs of every child and young person at the centre of education
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National Improvement Framework Key Drivers	HGIOS 4 and Early Learning and Childcare Ind	licators		Argyll and Bute Education Key Objectives
 School and ELC leadership Teacher and practitioner professionalism Parent/carer involvement and engagement Curriculum and assessment School and ELC improvement Performance information 	1.1 Self Evaluation for self-improvement 1.2 Leadership for learning 1.3 Leadership of change 1.4 Leadership and management of staff 1.5 Management of resources to promote equi 2.1 Safeguarding and child protection 2.2 Curriculum 2.3 Learning teaching and assessment 2.4 Personalised support 2.5 Family learning 2.6 Transitions 2.7 Partnership 3.1 Ensuring wellbeing, equality and inclusion 3.2 Raising attainment and achievement/Secur 3.3 Increasing creativity and employability/ Dev	ring children's progress	s for life and learning	 Raise educational attainment and achievement for all Use performance information to secure improvement for children and young people Ensure children have the best start in life and are ready to succeed Equip young people to secure and sustain positive destinations and achieve success in life Ensure high quality partnership working and community engagement Strengthen leadership at all levels
Key Actions (How)		Lead Person	Timescale	Success Criteria to facilitate evaluation of learners' progress



Appoint digital champion and digital leaders (children)	PT remit for Digital technologies	August 23	Digital champions and leaders in place Training given to digital leaders
 Audit, review and develop opportunities for digital learning and teaching: Build staff capacity, confidence and pedagogy through training Continue to embed digital learning and teaching in short term planning to support learning and teaching Provide leadership opportunities for digital leaders across the school (trouble shooting, coding, internet safety, iPads, lunchtime clubs) Staff will use a wide range of digital learning environments and tools and apply creative and accessible digital teaching approaches. A focus on digital/cyber security (CRIS) with parental workshops All users will understand and adhere to digital learning protocols to ensure a safe and supportive learning environment. Pupils to be fully involved in planning learning, using digital tools and platforms to gather learner voice. Digital accessibility tools will be used to support all learners across the curriculum. Pupils will use digital technologies (Seesaw, Google classroom, Glow) to gather, record and share their learning. Develop a progression pathway in Digital learning using Es and Os and benchmarks to ensure coherence and relevance. Assessment will be enhanced by the use of digital tools. 	Digital Champions	Ongoing	Increased use of digital leaders Increased use of digital tools and technologies across the curriculum. Staff have opportunities to reflect upon current practice and how digital technologies enhance practice. Recommendations piloted and evaluated Pupils will have opportunities to access learning in a range of different forms and will have access to online platforms and digital tools. Pupils will provide peer support in classes developing their leadership skills and sharing their expertise. Barriers to learning will be reduced by pupils accessing digital technologies. Pupils will have opportunity to use their digital skills across all curricular areas and across the four contexts of learning. Pupils achievements in literacy and numeracy tracked in AR/Sumdog and Spelling, using digital technology tools. Working with parents to share the digital tools/platforms that are used to ensure parents/carers have the

	necessary digital skills to access such platforms.
	Reductions in incidents of pupils being affected by misuse of social media.
	CRIS badge from Digital schools
	Apply for digital schools award



Operational Improvement Planning (Action Plan) for Establishment:

Session: 2023 - 2024

Strategic Priority 3:

Title: Improvement in Children and Young people's emotional wellbeing

National Improvement Framework Key Priorities

- Placing the human rights and needs of every child and young person at the centre of education
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National Improvement Framework Key Drivers	HGIOS 4 and Early Learning and Childcare Indicators			Argyll and Bute Education Key Objectives
 School and ELC leadership Teacher and practitioner professionalism Parent/carer involvement and engagement Curriculum and assessment School and ELC improvement Performance information 	1.1 Self Evaluation for self-improvement 1.2 Leadership for learning 1.3 Leadership of change 1.4 Leadership and management of staff 1.5 Management of resources to promote equity 2.1 Safeguarding and child protection 2.2 Curriculum 2.3 Learning teaching and assessment 2.4 Personalised support 2.5 Family learning 2.6 Transitions 2.7 Partnership 3.1 Ensuring wellbeing, equality and inclusion 3.2 Raising attainment and achievement/Securing children's progress 3.3 Increasing creativity and employability/ Developing creativity and skills for life and learning		for life and learning	Raise educational attainment and achievement for all Use performance information to secure improvement for children and young people Ensure children have the best start in life and are ready to succeed Equip young people to secure and sustain positive destinations and achieve success in life Ensure high quality partnership working and community engagement Strengthen leadership at all levels
Key Actions (How)		Lead Person	Timescale	Success Criteria to facilitate evaluation of learners' progress
Develop Whole school and ELC Nurturing Approaches • Use OCTNE to audit where we are as a school/wider community		Nurture Lead	August 23	Member of staff identified to attend A & B 3 day leadership training.

 Parent inform Whole school PATHS GIRFEC at Call Trauma Inform Leuven Scale 	eyed on understanding of Nurture principles nation/workshops with focus on: I Nurture Approach rdross Primary school med schools /Boxall observations used to identify pupils requiring additional Vellbeing support and appropriate interventions put in place.	SLT/Ed Psych	Oct 23	Pre and post staff survey CLPL responsive to needs Through staff/parent increased knowledge and understanding of nurture principles and approaches, all children will experience appropriate and timely interventions in response to well-being needs and staff will be able to further develop their ability to deal effectively with challenging behaviours.
throughout t behaviours a		Class Teacher /Nurture Teacher	Ongoing through session	Staff/ parents have increased awareness of 6 Nurture Principles. Children's anxieties reduced as they receive pastoral support as required. The child will benefit from a consistent approach between home and school.
Introduce pu Wellbeing ind Mental Healt Beyond the B	ol Health and Wellbeing policy to include: pil passports "What matters to me" updated termly dicators termly – linked to UNCRC th and Wellbeing Boxall strategies and intervention observations	All staff	Ongoing through session	Less referrals to SLT for support during lessons or break times due to behaviour issues. Parents/staff have a shared understanding of what it means to be trauma informed and how it impacts on mental health and wellbeing.
	ink learning opportunities to RRSA and UNCRC CRC Gold award	RRSA lead and all staff	Ongoing April 2024	Staff, pupils and parents become familiar with the UNCRC and school policies in line with the UNCRC and RRSA principles. Pupil knowledge and understanding of rights will be evident in relationships across the school and rights will be evident throughout the curriculum and life of the school.



Operational Improvement Plan	Session: 2023 - 2024		
Strategic Priority ELC:	Title: Ensure we are meeting the wellbeing needs of all our young children in the set understanding of self and awareness of others.	ting, focusing on children's	

National Improvement Framework Key Priorities

- Placing the human rights and needs of every child and young person at the centre of education
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National Improvement Framework Key Drivers	HGIOS 4 and Early Learning and Childcare Ind	Argyll and Bute Education Key Objectives		
School and ELC leadership Teacher and practitioner professionalism Parent/carer involvement and engagement Curriculum and assessment School and ELC improvement Performance information	1.1 Self Evaluation for self-improvement 1.2 Leadership for learning 1.3 Leadership of change 1.4 Leadership and management of staff 1.5 Management of resources to promote equi 2.1 Safeguarding and child protection 2.2 Curriculum 2.3 Learning teaching and assessment 2.4 Personalised support 2.5 Family learning 2.6 Transitions 2.7 Partnership 3.1 Ensuring wellbeing, equality and inclusion 3.2 Raising attainment and achievement/Secur 3.3 Increasing creativity and employability/ Dev	ing children's progress	for life and learning	 Raise educational attainment and achievement for all Use performance information to secure improvement for children and young people Ensure children have the best start in life and are ready to succeed Equip young people to secure and sustain positive destinations and achieve success in life Ensure high quality partnership working and community engagement Strengthen leadership at all levels
Key Actions (How)		Lead Person	Timescale	Success Criteria to facilitate evaluation of learners' progress



•	Parent Questionnaires on settling, care and support, to assess behaviour at home and the wider community to enable staff to know where children are socially and emotionally when they start nursery. Develop ELC Nurturing approaches Use OCTNE to audit where we are as a ELC (wider community).	ELC practitioners Nurture Lead /ELC practitioners	August 23/When child starts ELC/ongoing August 23	Staff will have an understanding of children's wellbeing at their age stage and development and any early interventions required. Pre and post staff survey – CLPL			
•	Use OCTNE to audit where we are as a ELC/wider community Staff surveyed on understanding of Nurture principles. Build staff confidence in the use of the PATHs programme to grow children's Emotional Understanding Self-Control Social problem solving Peer relationships and Self-Esteem. Identify relevant CPD opportunities for staff to broaden their knowledge and understanding of Additional Support Needs	ELC Practitioners/Ed Psych team HT / Early Years Team	Ongoing	Children will feel safe and happy at ELC – Child's voice evidence. Staff will recognise when pupils are becoming overwhelmed and there will be less episodes of distressed behaviour. Staff will have a better understanding of how they can effectively support young children with Additional Support Needs			



Establishment Maintenance Improvement Planning – Optional

National Improvement Framework Key Priorities

- Placing the human rights and needs of every child and young person at the centre of education
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- Improvement in skills and sustained, positive school-leaver destinations for all young people
- Improvement in attainment, particularly in literacy and numeracy.

	Indicators	Key Objectives
School and ELC leadership Teacher and practitioner professionalism Parent/carer involvement and engagement Curriculum and assessment School and ELC improvement Performance information	 1.1 Self Evaluation for self-improvement 1.2 Leadership for learning 1.3 Leadership of change 1.4 Leadership and management of staff 1.5 Management of resources to promote equity 2.1 Safeguarding and child protection 2.2 Curriculum 2.3 Learning teaching and assessment 2.4 Personalised support 2.5 Family learning 2.6 Transitions 2.7 Partnership 3.1 Ensuring wellbeing, equality and inclusion 3.2 Raising attainment and achievement/Securing children's progress 3.3 Increasing creativity and employability/ Developing creativity and skills for life and learning 	Raise educational attainment and achievement for all Use performance information to secure improvement for children and young people Ensure children have the best start in life and are ready to succeed Equip young people to secure and sustain positive destinations and achieve success in life Ensure high quality partnership working and community engagement Strengthen leadership at all levels

Session: 2023-2024

Key Actions (from previous plans):



ELC to P1 and beyond to continue to develop a high quality play pedagogy.

CGI Maths identified as actions to continue to take forward to continue to raise attainment in numeracy.

- Consistent approach to CGI Maths across the school, new staff to have CPD in CGI, observe colleagues teaching.
- Choral counting to be a focus with staff CPD and professional reading

Staff training across the school for using Leuven scale observations to measure children's emotional well-being and involvement.

Strong and clear evidence to support attainment over time consistent among all teachers

Self-Evaluation (WTA TBC) Focus QI for 2023 – 2024 (From school Three Yearly Quality indicator self-evaluation cycle)

Year 3

•	1.4 Leadership and management of staff	Sept 23
•	1.3 Leadership of change	Nov 23
•	2.2 Curriculum	Jan 24
•	2.5 Partnerships	Mar 24
•	3.3 Increasing creativity and employability	May 234



Pupil Equity Funding | Planning and Reporting

School Name: Cardross Primary School and ELC



PEF expenditure for 2023 – 2024 will be used to support the continued recovery of literacy attainment especially in writing which SNSA and ACEL data has shown a decline since school closures. It will also be used for Health and Wellbeing interventions.

Targeted pupils for literacy have been identified through SNSA and ACEL data, in school assessments and school tracking and monitoring.

Health and Wellbeing interventions will support target pupils who are: care experienced, have suffered ACEs, have extreme low esteem and social and emotional behaviour problems. The data used to identify these pupils is Boxall profiles, Leuven Scale observations, and Glasgow motivation and wellbeing profile. The interventions will have a positive impact on the mental health and wellbeing of targeted pupils as well pupils across the school.

Baseline Data

The school is identified as being in an accessible rural area.

Primary school role 166

ELC roll 27

SIMD Data (Quintile 1-5)

SIMD 1-2 4.8% (which equates to 8 pupils of which one is behind expectations in writing, and 2 are pupils with social and emotional well-being needs)

SIMD 3 27% SIMD 4 44% SIMD 5 22%

FSME

< 5% of school roll

Number of Child's Plans

Multi Agency 6 (decrease of 3 since 2022) Single Agency 6 (decrease of 2 since 2022) 6% of school roll

Care Experienced

< 5% of school roll

Staged interventions

Reading 16% of school roll receiving interventions

Writing 27% of school roll receiving interventions



lumeracy < 5% of school roll receiving interventions	
EBD 12% of school roll receiving interventions	



Pupil Equity	Funding Planning and Repor						
What are you p	lanning to do with your PEF	How will progress be me (what, when and how)?	asured	Identify organiser for proposed intervention/ project			
 Proposals to address identified issues within Literacy, Numeracy and/or Health and Wellbeing. How have you consulted with and involved parents/carers and pupils in the process? Aim and expected impact of proposals. Plans to work in partnership with other schools/local partners/providers, if applicable Link to Our Children, Their Future Link to HGIOS 4 Quality indicators / NIF 		impact/improving outcomProposals for measuring in	mpact (including specific reference most affected by poverty). hich will be required.	 Teaching and Learning Leadership Family and Community 			
Area	Key Actions	Outcome and Measure	Mid-Year Progress	Impact			
			(Completed December-January)	(Completed End of Session) How did you meet the aims set out in your proposed interventions? What data do you have that evidences impact? Identify any significant changes in expenditure.			
Literacy Learning and Teaching	Increase reading attainment with at least 6 months reading age improvement noted for target pupils by Feb 2024. This will be achieved through the use of Accelerated Reading Programme (targeted pupils and overall use for P3 – P7 pupils) Identified pupils will also have increased phonics interventions and small group activities with Early Intervention teacher. The target pupils will all have progressed by at least one progress measure by June 2024.	Attainment Data in reading. Standardised assessments/SNSA demonstrate increased attainment pre and post intervention. Accelerated progress evidenced through tracking. Accelerated reader baseline assessments					



	Increased attainment in writing evidenced by a 5pp increase by June 2024. 27% of pupils receiving interventions in writing these include using digital technologies to support learning, small group activities with early intervention teacher. All targeted pupils will have progressed by one progress measure by June 24.	SNSA, ACEL, and school assessments will show a rise in attainment in writing and a rise in pupil confidence in writing.	
HWB	Increased pupil engagement and motivation for learning – pupils identified by leuven scale assessments and Boxall profiles. This will be achieved by focused and targeted HWB interventions, including support from nurture teacher, Seasons for Growth, friendship and social skills groups. This will be measured by tracking and monitoring of Boxall profiles.	Pupil focus groups/learner conversations HWB tracking assessments – Boxall/Leuven Scale Perception of engagement in learning for targeted learners – using the Leuven Scale and moving from 1 or 2 to 3 or 4 on the scale.	

Pupil Equity Funding | Planning and Reporting

Staff Spend Details

* Note: - Please see information from HR regarding PEF posts

Name	Name Post S		Proposed End Date	Cumulative Time in Post		
Hannah Butler	0.2 FTE Nurture teacher	11 th August 2023	March 2024	0 years 0 months		

Highlight the Intervention for Equity addressed by your PEF interventions/projects https://education.gov.scot/improvement/self-evaluation/Interventions%20for%20Equity													
Early intervention and prevention	Х	Social and Emotional Wellbeing	Х	Promoting Healthy Lifestyles			Targeted approaches to Literacy and Numeracy	Х	Promoting Learning E	a High Quality xperience		Differentiated Support	
Employability and Skills Development		Engaging Beyond the School		Partnership Working			Professional Learning and Leadership		Research a	nd Evaluation Impact		Using Evidence and Data	
Spend Details			Carry Forward 2022 - 2023			PEF Allocation 2023 - 2024							
Staffing			f 288 f 291										
1 v 0.2 Nurture Teacher (till March 2022) 56526			Mid-Year Spend checkpoint (Dec-Jan) Identify any significant changes in expenditure.			-	Final spend (End of Session) Identify any significant changes in expenditure.			ure.			
					£								