



Pupil premium strategy statement

This statement details our school's use of pupil 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 effect that last year's spending of pupil premium had within our school.

School Overview

Detail	Data
School name	Wootton Bassett Infants
Number of pupils in school	92
Proportion (%) of pupil premium eligible pupils	10%
Academic year/years that our current pupil premium strategy plan covers (3-year plans are recommended)	2024-27
Date this statement was first published	September 2024
Date this statement was published for 2024-25	September 2024
Planned Date 2024-25 strategy to be reviewed	July 2025
Statement authorised by	Alison Pass
Pupil premium lead	Alison Pass
Governor	Andy Carr

Funding Overview 2024-25

Detail	Amount	Actual
Pupil premium funding allocation this academic year (inc. FSM Ever 6, Service Pupils and Adopted from Care)	£25,110	£25,110
Recovery premium funding allocation this academic year	£0	£0
Pupil premium funding carried forward from previous years (enter £0 if not applicable)	£0	£0
Total budget for this academic year If your school is an academy in a trust that pools this funding, state the amount available to your school this academic year	£25,110	£25,110

Part A: Pupil premium strategy plan

Statement of intent

At Wootton Bassett Infants' School we believe that the highest possible standards can only be achieved by having the highest expectations of all learners. At all levels, we share an understanding that the fundamental purpose of education is to ensure all children reach their full potential. We aim to support all children to develop their emotional wellbeing and academic skills but also to provide opportunities to enrich their understanding of the world and enjoy different experiences both within the school grounds and in the wider community. Some pupils from disadvantaged backgrounds require additional support; therefore, we will use all the resources available to help them reach their full potential, including the pupil premium grant (PPG).

The PPG was created to provide funding for three key areas:

- Raising the attainment of disadvantaged pupils and closing the gap with their peers.
- Providing funding for Looked after Children (CLA) and previously LAC (CPLA)).
- Supporting pupils with parents in the armed forces.

This plan outlines the amount of funding available, the school's strategy for spending the PPG effectively, and the procedure for ensuring the funding is allocated correctly.

As an infant school, we appreciate the vital importance of children's formative years, and we ensure that children benefit from the delivery of consistent quality first teaching. We aim, through additional support and intervention, to reduce the barriers that some disadvantaged children have to their learning and take every opportunity to increase their cultural capital. We will support children and families through parental engagement and attendance of pupils. With these systems in place, equality of access to education is established. Children entitled to PPG are assessed, provision is identified, and progress is monitored throughout the school year. Our approach will be routed in robust diagnostic assessment, not assumptions about the impact of disadvantage.

This policy has been reviewed through the lens of affordability ensuring that the principles of an Affordable School are active and have a positive impact on reducing poverty related stigma.

Challenges

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

Challenge number	Detail of challenge
1	Gaps in learning for pupil premium children and those in poverty (specifically in phonics and number fluency) have been identified by teacher assessment.
2	Poor emotional wellbeing and self-regulation are evident through analysis of behaviour records and outcomes of GLOD and ELSA assessments. These factors present a barrier to learning.

3	Observations and discussions with children indicate limited life experience leading to reduced cultural capital.
4	Assessments, observations, and discussions with children, indicate under-developed language and communication skills on entry to reception.
5	Attendance data over the last 2 years indicates that attendance among disadvantaged pupils has been lower than for non-disadvantaged pupils.

Intended outcomes for the end of the 3-year Strategy so by Sept 2027

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
<p>There is a culture of shared responsibility for privileging disadvantaged learners and every member of staff is committed to high expectations and never gives up on any child.</p> <p>The language used in school significantly influences the children's self-perception and attitude. Language will promote inclusivity, making all children feel they belong and can succeed. We will focus on strengths rather than deficits building upon those strengths and providing opportunities for disadvantaged learners to excel and gain confidence. This approach will help to foster positive self-image and encourage academic and personal growth.</p> <ol style="list-style-type: none"> 1. Children experiencing disadvantage attain well and are successful in all aspects of school life. They make progress at least in line with their peers and their outcomes are a barometer of success for all school improvement strategies. 2. Accurate assessment of individual children's needs and early interventions are prioritised, so we get provision right from the start. 3. Focusing on children's strengths requires the use of high-quality, evidence-based interventions and these will link to classroom teaching and the curriculum. 	<ul style="list-style-type: none"> • Children entitled to PPG to achieve in line or above average progress in the 7 areas of learning in EYFS and attain a GLOD annually. • Children entitled to PPG achieve in line or above average progress and achieve the standard in Phonics annually • Children entitled to PPG to achieve in line or above the average progress in Reading annually. • Children entitled to PPG to achieve in line or above the average progress writing annually. • Children entitled to PPG to achieve in line or above the average progress scores in maths annually.

<p>2. Increase capacity to support social, emotional, and mental health wellbeing for children entitled to PPG</p> <p>Understanding each child's unique circumstances is key to applying equity. As a school we will remove barriers and create optimal learning environments tailored to their needs. Individualised empathy helps in designing effective support systems and interventions. Actions should be based on FACT not assumptions.</p> <p>There is a strong and shared understanding of the causes, barriers and challenges faced by children and families who are experiencing disadvantage and a commitment to reducing poverty related stigma by deliberately making positive changes to school policy and practice through the lens of affordability. Affordable school initiative – Year 2 focus healthy body/ healthy minds and parental engagement.</p> <p>High expectations for behaviour are in place and underpinned by a relational approach.</p> <p>Behavioural concerns are informed by an understanding of poverty and how it can affect tiredness, thirst, hunger, stress, irritability, bullying, mental wellbeing and household responsibilities that may legitimately compete with those of school.</p> <p>Trauma informed training – Five to Thrive. This is a model that highlights how connected relationships are fundamental to human well-being and resilience and will form a key driver for resilience and positive behaviour choices.</p> <p>Social and emotional skills support effective learning and are linked to positive outcomes later in life. Whole class approaches as well as targeted interventions will be used and monitored carefully.</p> <p>EEF Social and Emotional Learning.pdf</p>	<ul style="list-style-type: none"> • Staff training and implementation of the Five to Thrive trauma enforced approach supports children's abilities to manage their emotions and builds resilience. • Introduction of self-regulation strategies and resources in the classroom promotes positive behaviour and well-being. • PSED results in EYFS are improved. • All children to have correct school uniform and PE kits (provided by school from retained storage if necessary). • School to liaise with home to ensure correct equipment and uniform and intervene where necessary. • Casting the wider net to support families that are struggling due to cost-of-living crisis. • Supporting families with additional costs and putting

	specific arrangements in place to mitigate against poverty related stigma.
<p>Privileging disadvantaged children requires a deliberate focus on excellence, equity and culture.</p> <p>School is proactive in identifying and removing any perceived potential barriers that prevent access to personal development and enrichment opportunities.</p> <ol style="list-style-type: none"> 1. Improved cultural capital and life experience for all children entitled to PPG. 2. Affordable school: Enrichment and opportunity strand to continue <p>Ensure trips are affordable and find strategies to support families so that the children continue to have the experiences we want to offer. The stigma of disadvantage should be eliminated and there will be a collective commitment to ensuring every child reaches their full potential.</p> <p>Survey parents re trips/ experiences and costs. Adapt trips to ensure they are in line with our cost commitment.</p> <p>Offer payment options for parents to spread the cost of visits.</p> <p>Access to Vale View gardens for all children and families to enjoy.</p> <ul style="list-style-type: none"> • Music- access to Rock Steady • Cooking • Sporting events <p>Offer free after school clubs and track the children who attend. Priority booking given to PP children.</p>	<ul style="list-style-type: none"> • All children to attend at least one school trip per year • All children to experience specialist visitors in school • Music lessons to be made available for targeted pupils entitled to PPG • Leisure activities are made accessible to targeted children entitled to PPG • Life skills such as cooking are accessible to targeted children entitled to PPG. • After school clubs are inclusive
<p>Reading is fundamental for accumulating advantage and developing strong oracy skills is transformative for disadvantaged children. Reading development is prioritised ensuring all pupil, especially the disadvantaged, have access to a rich reading experience and resources to build their cultural capital.</p> <p>Effective communication skills boost self- esteem, social interaction and academic performance. Vocabulary building and</p>	<ul style="list-style-type: none"> • Evidence that children are assessed on entry to reception to identify those requiring specialist support – evidence of impact of

<p>high- quality conversations will develop oracy across the school for all learners.</p> <p>3. Children to be able to communicate their needs and access the curriculum in line with their peers.</p> <ul style="list-style-type: none"> • Focus on Early Language • Talk through Stories • Specialist SALT TA • EAL support 	<p>interventions in making progress through tracking of vulnerable learners and progress meetings.</p> <ul style="list-style-type: none"> • Language development is a focus for all children, and this is evident in all classroom practice including thinking partners, stem sentences, word of the day, word of the week, Talk through Stories- deliberate focus on vocabulary. Snack chat.
<p>Attendance is the foundation of educational influence. Improving the attendance rates of our disadvantaged children will be a priority. Strategies to increase attendance include mentoring, working with families and creating a welcoming school environment.</p> <p>4. Attendance for children entitled to PPG to be increasingly in line with their peers.</p> <ul style="list-style-type: none"> • Robust attendance monitoring • Positive relationships with children and families are underpinned by mutual respect and trust • Understanding of the unique factors influencing each child's attendance in order to tackle attendance issues. • Early help • Support • EWO meetings • Attendance at improving School Attendance Network Meetings 	<ul style="list-style-type: none"> • Overall absence rate for children entitled to PPG to be no more than 3% lower than their peers.

Activity in this academic year (Sept 2024 – Sept 2025)

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

Detail	Forecast	Actual
Teaching	£14,500	£14,370
Targeted Academic support:	£6,000	£4,687
Wider strategies (for example, related to attendance, behaviour, wellbeing)	£4,610	£6053
Total:	£25,110	£25,110
Carry forward to 2025-26:		£0

Wider strategies includes cooking, trips, counselling, setting up of programmes such as Sensory Circuits, our Five to Thrive priority and our work to improve attendance has been a big focus this year.

Teaching (for example, CPD, recruitment and retention)

Budgeted cost: £14,500 (contribution to whole cost)

Activity	Evidence that supports this approach	Challenge number(s) addressed
<p>Consolidation of Unlocking Letters and Sounds (a DfE validated Systematic Synthetic Phonics programme) to secure and maintain even stronger phonics teaching for all pupils.</p> <p><u>Specific aspects</u></p> <ul style="list-style-type: none"> • Explicit instruction • Focused interventions • Spotlight children • Pre-teaching • Fidelity to the scheme • Training new staff • Regular monitoring • Team teaching 	<p>Assessment of children currently on roll shows that phonetical development is slower for PP children in line with government research, despite good school phonic outcomes overall.</p> <p>Phonics EEF</p> <p>The systematic phonics approach as exemplified by Unlocking Letters and Sounds has a strong evidence base that indicates a positive impact on the accuracy of word reading (though not necessarily comprehension), particularly for disadvantaged pupils.</p> <p>https://www.unlockinglettersandsounds.com/key-information</p>	1, 4

<ul style="list-style-type: none"> • 2-3 week assessments for EYFS and the vulnerable children. 		
<p>Raise capacity of Teachers to deliver Quality First Teaching to Children entitled to PPG.</p> <p>High-quality teaching characterised by strong explanation and direct instruction is essential. There will be a focus on clear, simple language, real time modelling to ensure all children, especially those with limited prior knowledge, can understand and engage with the curriculum effectively.</p> <p>A well-sequenced, progressive curriculum will emphasise core knowledge, skills and concepts.</p> <p>Specific aspects which will be addressed through quality first teaching are as follows:</p> <ul style="list-style-type: none"> • Doubling the number of new phonic sounds learned weekly in Foundation Stage 2 classes (FS2) • More frequent assessments for EYFS and vulnerable children to identify gaps quickly so they can be narrowed immediately. • PP children identified and spotlighted in all sessions with additional support if necessary. • Sustaining the mastery curriculum in maths 	<p>CPD: Teachers upskilled in areas of the curriculum to empower the most vulnerable children to develop their skills and make good progress.</p> <ul style="list-style-type: none"> • Accelerating learning and early reading skills. • Raising standards in maths across the school Mastery learning EEF • Providing feedback is well-evidenced and has a high impact on learning outcomes. Effective feedback tends to focus on the task, subject and self-regulation strategies: it provides specific information on how to improve. Feedback EEF <p>EEF research highlights the need for high-quality teaching that includes clear expectations and real-time modelling.</p> <p>5- a Day expectations in all classroom-monitoring/ supporting CPD EEF blog: The Five-a-day approach: How the EEF can support EEF</p>	<p>1, 4</p> <p>1</p> <p>1</p>

<ul style="list-style-type: none"> • Additional release time: Curriculum leaders of core subject areas have time to spend in classrooms to support the development of teaching staff in their subject area against an identified focus • Regular summative and formative assessment using pupil voice and the development of Four Squares for learning as a tool for identifying what the children have learned. 	<p>Children can talk about their learning using Tier 3 vocabulary and increased oracy skills</p>	<p>1, 4</p>
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Targeted academic support (for example, tutoring, one-to-one support structured interventions)

Budgeted cost: £6,000

Activity	Evidence that supports this approach	Challenge number(s) addressed
<p>Speech and Language intervention from TA</p> <ul style="list-style-type: none"> • Children screened on entry to reception and identified as requiring additional support or referral to Speech and Language Therapist. • Strong links with the SALT team and designated SALT therapist. • Targets set, individual plan developed and reviewed alongside specialist as appropriate. • Children already working under the Speech and Language therapist will continue to work on individual targets with 	<p><i>Children in the UK who are disadvantaged are 2.3 times more likely to have a speech and language need compared to their peers (OFSTED)</i></p> <p>These assessments demonstrate significant gaps in speech and language development for PP children on entry.</p> <p>Research demonstrates that an accelerated SALT focus will rapidly increase the rate of progress for PP children.</p> <p>As mentioned above, developing strong oracy skills is transformative for disadvantaged children.</p> <p>Oral language interventions EEF</p> <p>Working alongside an experienced and trained TA in developing strategies that the</p>	<p>4</p>

<p>specialist TA within specific release time.</p> <ul style="list-style-type: none"> • My Listening and Understanding groups delivered weekly 	<p>children can use in all situations and shared with parents to enable continued support at home.</p>	
<p>Increased capacity for children eligible for PPG to access the curriculum having benefited from evidence based targeted interventions delivered by Class Teacher or TA:</p> <ul style="list-style-type: none"> • TAs are effectively deployed, understand their role in improving outcomes • Interventions are well planned and regularly evaluated for impact • Maths intervention for PP children in all year groups working towards and exceeding expectations delivered by maths subject leaders • Priority readers • Writing intervention • Phonics support (multiple groups) • Talk through stories in EYFS- training all staff/ new staff in EYFS to deliver the programme effectively. • The school has a good knowledge of which pupils are at risk of underachievement and the relationship between this and 	<p>Baseline assessments identified significant gaps in:</p> <ul style="list-style-type: none"> • PSED • fine motor skills and handwriting (in all year groups) • additional phonics support (in all year groups) • writing development and language (in all year groups) • reading skills and comprehension (in all year groups) <p><i>Small Group Work: 'This arrangement enables the teaching to focus exclusively on a small number of learners. The average impact of the small group tuition is four additional months' progress, on average, over the course of a year' (EEF).</i></p> <p>Small group tuition EEF</p>	<p>1</p> <p>4</p> <p>3</p>

<p>family poverty.</p> <p>Progress data for these pupils is shared with teachers and support staff at regular intervals throughout the academic year and mitigating action taken.</p>		
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Wider strategies (for example, related to attendance, behaviour, wellbeing)

Budgeted cost: £4,610 (est)

Activity	Evidence that supports this approach	Challenge number(s) addressed
<ul style="list-style-type: none"> A whole school approach to mental health and wellbeing is adopted. This will recognise the link between higher rates of poor physical and mental health amongst those living in low-income households. Five to Thrive training has been completed by most staff and there is an understanding of how the approach supports positive behaviour and relationships The school engages with the Wiltshire Health and Wellbeing Survey and reviews results for those in receipt of free school meals, in single parent 	<p><i>1 in 8 children will experience a mental health difficulty growing up. This is more prevalent in children from disadvantaged backgrounds (NHS).</i></p> <p><i>This has a detrimental impact on their educational performance (Schools Week).</i></p> <p>FACT - Five to Thrive: Attachment, Trauma and Resilience Training - Wiltshire Council.</p> <p>Social and emotional learning EEF</p>	2

<p>families, young carers, pupils with SEND and looked after children; and acts on these findings.</p> <ul style="list-style-type: none"> • The school has a Healthy Schools Bronze Award which we aim to become Silver in 2026. • The affordable school strategy will focus on Healthy Body/ Healthy Mind and parental engagement 		
<p>Early Support Assessments</p> <p>Families identified as requiring additional support either by school, MASH, outside agencies or social care are offered an Early Help Assessment. These are undertaken by the SENCO and DSL and are reported to the Early Support Hub for monitoring.</p> <p>The school liaises with partner services regarding the learning and health needs of individual pupils affected by poverty, e.g. via the Early Help App.</p>	<p>There is extensive evidence associating childhood social and emotional skills with improved outcomes at school and in later life (e.g., improved academic performance, attitudes, behaviour and relationships with peers):</p> <p>Social and emotional learning EEF</p>	1,2
<p>Ensure equality of opportunity for PP pupils</p> <ul style="list-style-type: none"> • Continued practical support with equipment, (PE kit, drinks bottles, classroom items). 	<p>EEF toolkit: parental engagement</p> <p>Families have a regular contact with school to support access to events, ensure correct equipment is in place to access the curriculum and provide this if not in place, notification of school trip and parents</p>	3

<ul style="list-style-type: none"> • Continue to monitor and support parental engagement at parent evenings. • Continued provision of support for School trips and activities enriching cultural capital. 	<p>evenings. Staff link with families throughout their time in the school, allowing positive relationships and trust to build throughout this time.</p>	<p>4</p> <p>2, 4</p>
<p>To increase the cultural capital</p> <ul style="list-style-type: none"> • Support the cost of day trips and other experiences to ensure their inclusion. • Swimming lessons outside of school are financially supported to allow targeted children to access tuition and develop a life skill and encourage physical activity and support positive mental wellbeing. • All staff ensure equitable access to the curriculum ensuring that affordability is not a barrier to pupil engagement (e.g. cookery ingredients, equipment for school trips, etc) • Use of Vale View gardens to explore educational, physical and personal and social objectives both during 	<p>At WBIS we have identified a range of cultural capital experiences which aim to enhance the children's learning and provide experiences that allow them to appreciate the local environment and beyond (see website for cultural capital statement.)</p> <p>This is in line with the Ofsted focus for developing cultural capital for all pupils.</p> <p>https://www.gov.uk/government/publications/education-inspection-framework/education-inspection-framework</p>	<p>4</p> <p>2, 3</p>

the school day and after school for all children and families.		
<p>Improving School Attendance</p> <ul style="list-style-type: none"> • Rigorous monitoring, tracking and coordinated support for attendance based on the principles of good practice set out in the DfE's advice. • Maintenance of an enhanced system of checking and following up on attendance with a specific focus on children entitled to PPG. • Poor attendance and punctuality are informed by an understanding of poverty and how it can affect tiredness, thirst, hunger, stress, irritability, bullying, mental wellbeing and household responsibilities that may legitimately compete with those of school. • Referral to and support from outside agencies, (including EWO). • Attendance at Improving School Attendance network meetings delivered by the LA. 	<p>Attendance matters and is everyone's business and there is a relentless and equitable focus on securing high levels of attendance for all children- this is an ongoing process with the aim of continual improvement.</p> <p>The school therefore ensures that it embeds the principles of good practice set out in the DfE's Working together to improve school attendance - GOV.UK</p> <p>DfE guidance is informed by engagement with schools demonstrating high levels of persistent absence.</p>	2, 4

Total budgeted cost: £18,390

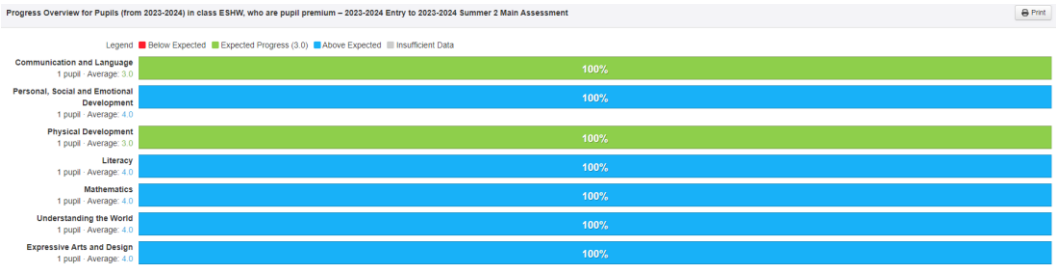
Part B: Review of outcomes in the previous academic year

Pupil premium strategy outcomes: 2024-25

This details the impact that our pupil premium activity had on pupils in the 2024 to 2025 academic year.

Narrowing the attainment gap for PP children

GLOD progress: (3 children)



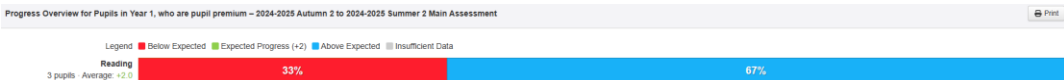
1/3 PP child did not achieve GLOD due to SALT difficulties and blending for reading but achieved in all other areas. Specific support (incl support from SALT services) has been put in place and will continue next year. Progress was EXS or above average in all areas.

Phonics: 33% of PP children (1/3) reached the standard in Year 1 and 50% (2/4) in Year 2

1 out of 3 PP children reached the expected standard in the PSC. The two children that did not meet the standard are on the SEN register for SALT needs/cognition and learning and specific learning difficulties in literacy (as diagnosed by the EMTAS team).

Year 1 phonics: Of the 3 children two made progress. The third has significant difficulties with the phonetic approach (identified by the EMTAS team) and new programmes have been introduced including precision teaching and Wesford. The children who need something additional to and different from regular phonics sessions will be provided with a different approach in Year 2.

Reading progress Year 1 (3 children)



KS1 progress

Progress overview for KS1 (6 children)



Reading KS1 (6 children)

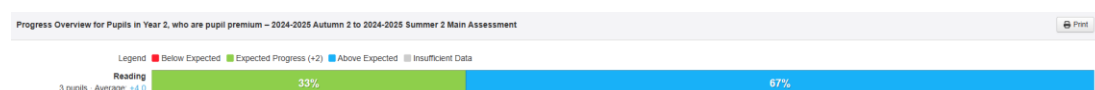


Reading progress Year 1 (3 children)



2/3 making above expected progress

Year 2 (3 children)



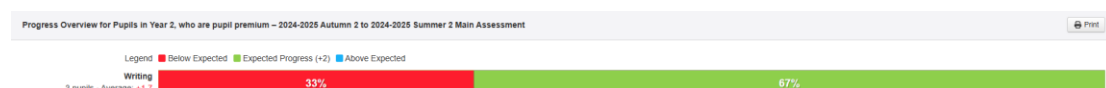
3/3 with 2/3 making above average progress

Writing progress (3 children)

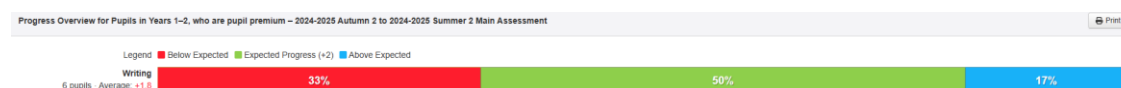
Year 1



Year 2



KS1 combined (6 children)



See examples

Year 1 Maths

The PP children made above average progress.

2/3 achieved EXS on 89% and 74% of objectives making 47 points progress and 25 points progress across the year.

1/3 achieved EXS on 42% of objectives and made 35 points progress from Nov to June.

Year 2 Maths

Maths- all the children made some progress.

1/3 made good progress achieving EXS on 88% of objectives making 24 points progress from November to June.

	<p>The two children in Year 2 that did not achieve age related expectations made 6 points and 7 points progress from November to June.</p> <p>100% made expected progress in science.</p>
<p>Increase Social emotional and Mental Health wellbeing of PP children</p>	<p>Our focus on the Five to Thrive Approach and self-regulation has seen the introduction of whole school training on how we engage with the children and support their behaviour. This has also been shared with parents and is highlighted on our website. Calm corners have been introduced into all classrooms along with resources that all children can access to support their emotional and mental health. The behaviour support team have been into school to provide CPD on Calm classroom and the MISA team have visited and looked around the school and commented on how calm the classroom environments were and how inclusive and supportive the classrooms felt. Relationships between the adults and the children were identified as a strength which show a positive impact of our approach. We have also introduced a specialist counsellor who has been supporting 2 children – one of whom is PP and who needs support developing confidence.</p> <p>Attendance: 2024-25</p> <p>7% difference between all pupils and PP children which is above our target but after consultations with EWO, parental and ESA's support this figure significantly improved throughout the year. This is an ongoing target.</p> <p>Attendance is tracked termly and there are clear procedures in place.</p> <p>Attendance is highlighted as a barrier to learning on tracking documents.</p> <p>ESA Meetings and daily support have been introduced to families with children who struggle with coming into school. The use of social stories and 'meet and greet' have also supported the children. We have seen a big improvement, and all children are able to leave their parents more confidently.</p> <p>Positive letters to acknowledge improvements in termly attendance figures.</p> <p>Persistent absence figures have improved considerably and are significantly below LA and national figures.</p>

Externally provided programmes

Programme	Provider
Premier Sports	Premier Education
Rocksteady Music School	Rocksteady Music School

Service pupil premium funding 2024-25 £670 (2 children)

Measure	Details
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How did you spend your service pupil premium allocation last academic year?	Additional TA support and interventions such as Lego therapy and sensory circuits to support social interaction skills and improve focus and organise their senses for effective learning. Cooking has also been delivered to support social interaction and to develop friendships and a sense of belonging
What was the impact of that spending on service pupil premium eligible pupils?	Clubs and events specifically for service children, have helped them connect with their peers and feel a sense of belonging- supporting them at difficult times when a parent has to go away. Good relationships developed with families who have appreciated the support we have offered to ensure the children are at school every day. Consistent pastoral support Improves emotional resilience and works alongside our trauma responsive and self-regulation approaches.

Further information (optional)

Curriculum planning at Wootton Bassett Infants' School includes aspirational targets for all children, which ensure that every child has an equal opportunity to an agreed range of enriched school experiences that support them to develop as well-rounded individuals. Children who are eligible for PPG will not only access this broad, balanced experience at school, but we will use the funding provided to enable further opportunities to reduce the gap between them and their peers.
