



Wembrook Primary School

Pupils 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.

This new, Strategy Statement is the first of a three year plan 2024-2027. Part B reviews the final year (Year Three) of our last Pupil Premium Strategy (2021-2024). The review records the successes and development of the initiatives over the last three years. Due to the success but still "work in progress" many of the new statements are extensions of previous strategies that could be found in our first three year plan.

School overview

Detail	Data
Number of pupils in school	630 +37 Nursery
Proportion (%) of pupil premium eligible pupils	35% (246 pupils+ 3 LAC)
Academic year/years that our current pupil premium strategy plan covers	2024-2027
Date this statement was published/updated	9 th December 2024
Date on which it will be reviewed	1st November 2025
Statement authorised by	Governing Body (9 th December 2024)
Pupil premium lead	Simon Pearson (Headteacher) Sarah Chard (Assistant Headteacher)
Governor lead	John Barr

Funding overview

Detail	Amount
Pupil premium funding allocation this academic year	£373,270
Pupil premium funding carried forward from previous years (enter £0 if not applicable)	£0

Total budget for this academic year	£373,270
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Part A: Pupil premium strategy plan

Statement of intent

Wembrook Primary school is larger than most primary schools. The number of pupils who come from minority ethnic groups is broadly in line with the national picture. The proportion of pupils who speak English as an additional language is also broadly in line with national data.

The school catchment area covers a wide area comprising of council, housing association and privately owned houses.

The Index of Multiple Deprivation informs us that 17% of our pupils live in the highest 10% most deprived SOA's nationally; with 60% of our pupils living in the top 30%, most deprived SOA's nationally (January 2023).

There are a significant minority of pupils at Wembrook, who do not necessarily grow up with the same life and school chances as other pupils. Wembrook Primary is passionate about using the designated PPG money to make a difference for these pupils. The school has adopted various different strategies to try and make all pupils have the education and experiences they deserve. Our aim is that all pupils, irrespective of their back story, make good progress across all subject areas.

High-quality teaching is at the centre of this approach. In recent years that data clearly indicate that this approach ensures that the vast majority of pupils leave Wembrook at least age expected. The data for the last few years indicate that statistically Wembrook PPG pupils outperform not only PPG pupils but all pupils at a national level.

“Not everything that counts can be counted, and not everything that can be counted counts” Albert Einstein

Challenges

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

Challenge number	Detail of challenge
1	A significant number of PPG children are weak in Cultural Capital. They lack experiences and overall knowledge.
2	Data suggests that PPG pupils joining the school at the beginning of their educational journey are not academically as developed as non PPG pupils.
3	Low attendance for some of the PPG children can be a continuing area of concern.
4	A number of PPG families require or benefit from external help through either supportive initiatives, such as Adults in the Community work or more formal avenues such as Early Help or support from Social Care.
5	The relationship between home and school continues to evolve. This can be very noticeable with new Reception PPG parents. Increasingly, a significant number of parents look to the school to support and give advice with parenting.

6	The lower 20% and/or disadvantaged pupils in each class, need/require high quality teaching and support to help them overcome the challenges and gaps they may be missing.
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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
1 Pupils are confident in their manner and attitude. They have a “can do” approach which is measurable in both their academic and personal traits.	<p>By the end of Year Six</p> <ul style="list-style-type: none"> • 90% PPG pupils have experienced a Saturday Club. • 70% PPG pupils have been on a residential. <p>By the end of Year Four 90% of PPG pupils have attended at least one extra curriculum club.</p> <p>TEST KOW data is monitored and shows that PPG pupils data is similar to non PPG pupils.</p> <p>PPG pupils are pro-actively encouraged to partake in the bi-annual Wembrook’s Got Talent.</p> <p>100% of PPG pupils are actively involved in class assemblies and productions.</p>
2 By the time pupils leave Wembrook any learning gaps they may have had have been addressed and they are at age appropriate across the curriculum.	<p>Data at the end of Reception shows that at least 80% of PPG pupils have made Good Level of Development.</p> <p>By the end of Key Stage Two 80% of PPG pupils are deemed age appropriate through the Key Stage Two SAT tests.</p>
3 All pupils are in school on a daily basis apart from when they are ill. All pupils have a good understanding about the importance of attending and are clear about why they should not be absent for non-ill based reasons.	<p>First Year</p> <p>Attendance for the school is 94%. Attendance for PPG pupils is 94%.</p> <p>The school has a structure for all PPG absences to be monitored on a daily basis. Any concerns are followed up within 24 hours.</p>
4 Relationships between families/community are good. Disenfranchised parents and parents who have had negative experiences of education support their children with all the aspects of primary school education.	<p>School offers a range of parent workshops on a yearly basis. To include Story Sacks/ Attendance/Curriculum.</p> <p>Family Support Learning mentor to log meetings with PPG parents.</p>
5 Reception parents have a clear understanding of what school expects of them and are supported by school in achieving it.	<p>School sets up a package of support (3 a term).</p> <p>95% of PPG parents engage in at least one support package.</p> <p>75% of PPG parents engage in at least five support packages (first year will be two terms so 3 packages)</p>

<p>6 The lower 20% and/or disadvantaged pupils are supported within the classroom, so they are making good or better progress.</p> <p>All teaching staff plan with confidence and deliver high quality lessons so that pupils can achieve a good level of attainment (Trevor Sutcliffe: RADY Raising the Attainment of Disadvantaged Youngsters)</p>	<p>First year: 60% of the lower 20% and/or disadvantaged (6 pupils) have made good or better progress in both Maths and English</p>
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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: £ 9,000

Activity	Evidence that supports this approach	Challenge number(s) addressed
<p>CPD training through Gateway Alliance and Ed Assessment Team (Warks LA)</p> <p>£4,000</p> <p>£2,000 releasing staff to attend</p> <p>Trevor Sutcliffe Challenging Education</p> <p>£1000 CPD whole school training</p> <p>£2000 releasing staff to support the initiative</p>	<p>Good teaching is the most important lever schools have to improve outcomes for disadvantaged pupils. Using the Pupil Premium to improve teaching quality benefits all students and has a particularly positive effect on children eligible for the Pupil Premium.</p> <p>(Education Endowment Foundation: June 2019)</p>	<p>6</p> <p>6</p>

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

Budgeted cost: £ 334,500

Activity	Evidence that supports this approach	Challenge number(s) addressed
<p>Seven teachers to deliver interventions in order to accelerate rates of progress:</p>	<p>Small group tuition has an average impact of four months' additional progress over the course of a year.</p>	<p>1</p> <p>2</p> <p>5</p>

<p>1 Part-time teacher 0.6@ 100% of their teaching time. £40,000</p> <p>1 Full-time teacher @ 70% of their teaching time. £36,000</p> <p>1 Full-staff@ 80% of their teaching time. £70,000</p> <p>1 Full-time teacher@80% of their teaching time. £45,000</p> <p>1 Part-time teacher 0.8@ 75% of their teaching time. £39,000</p> <p>1 Part-time teacher 0.8@ 75% of their teaching time. £39,000</p> <p>1 Part-time teacher 0.4@ 75% of their teaching time. £19,500</p> <p>Totalling £288,500</p>	<p>Small group tuition is most likely to be effective if it is targeted at pupils' specific needs. Diagnostic assessment can be used to assess the best way to target support.</p> <p>(Education Endowment Foundation: 2021)</p>	<p>6</p>
<p>The school has two additional teacher assistants, which has allowed more intervention work throughout the school to take place.</p> <p>£46,000</p>	<p>Teaching assistants can provide a large positive impact on learner outcomes, however, how they are deployed is key.</p> <p>The high average impact hides a large variation between the different approaches to teaching assistant deployment. Targeted deployment, where teaching assistants are trained to deliver an intervention to small groups or individuals has a higher impact, whereas deployment of teaching assistants in everyday classroom environments has not been shown to have a positive impact on learner outcomes.</p> <p>The average impact of the deployment of teaching assistants is about an additional four months' progress over the course of a year.</p> <p>(Education Endowment Foundation: 2021)</p>	<p>1 2 5 6</p>

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

Budgeted cost: £126,500

Activity	Evidence that supports this approach	Challenge number(s) addressed
<p>Two Family Support Worker</p> <p>Facilitate family support activities from external providers including adult community learning and workshops.</p> <p>£72,000</p>	<p>The average impact of the Parental engagement approaches is about an additional four months' progress over the course of a year. (Education Endowment Foundation: 2021)</p>	<p>1</p> <p>3</p> <p>4</p> <p>6</p>
<p>Fund for initiatives around competitions and rewards including Wemopoly and The Great Summer Attendance Competition.</p> <p>£4000</p>	<p>DfE research (2012) on improving attendance at school found that:</p> <p>Of pupils with absence over 50%, only 3% manage to achieve 5 or more GCSEs at grades A*-C including maths and English</p> <p>73% of pupils who have over 95% attendance achieve 5 or more GCSEs at grades A*-C (DFE 2012)</p> <p>Central to raising standards in education and ensuring all pupils can fulfil their potential is an assumption so widely understood that it is insufficiently stated – pupils need to attend school regularly to benefit from their education. Missing out on lessons leaves children vulnerable to falling behind. Children with poor attendance tend to achieve less in both primary and secondary school. (DFE School Attendance 2020)</p>	<p>3</p>
<p>Up to date and compulsory safeguarding training.</p> <p>CPOMS training and support for CPOMS package, to ensure consistent and effective processes are used in reporting concerns.</p> <p>£2000</p>	<p>Schools are an important part of the wider system for safeguarding children in England and are in a position to identify concerns early and prevent them from escalating. Under the <i>Education Act 2002</i>, maintained schools have a duty to carry out their functions with a view to safeguarding and promoting the welfare of their pupils. (House of Commons Library 2020)</p>	<p>4</p>
<p>To support PPG pupils with residential experiences by offering a discount.</p>	<p>Inspectors will consider the extent to which schools are equipping pupils with the knowledge and cultural capital they need to succeed in life. Ofsted's understanding of this</p>	<p>1</p>

<p>£5000</p> <p>To subsidise trips and transport for PPG pupils.</p> <p>£10,000</p> <p>To support the school minibus which allows PPG pupils opportunities outside of the school environment.</p> <p>£7,000</p> <p>To provide PPG pupils with free music tuition.</p> <p>£2000</p> <p>Total £24,000</p>	<p>knowledge and cultural capital matches the understanding set out in the aims of the national curriculum. It is the essential knowledge that pupils need to be educated citizens, introducing them to the best that has been thought and said, and helping to engender an appreciation of human creativity and achievement. (Ofsted Framework 2019)</p> <p>Residential</p> <p>What makes a ‘Brilliant Residential’? Learning Away’s Second Interim Evaluation Report (2014)</p> <p>Residential provide the opportunity and experience of living with others. They also provide opportunities for group reinforcement and support, as well as the chance for participants to learn more about themselves and others that creates a ‘virtuous circle’ of behaviour.</p> <p>The sense of community was reinforced by participants facing common challenges and overcoming adversity together. They were learning how to work together as a team to solve problems and achieve the outcomes central to the residential experience. The residential context was seen as an environment where success could be celebrated and where students were less judgemental and more collaborative. It was felt that the sense of community developed on the residential and engagement in teamwork activities and challenges facilitated the development of these more positive attitudes.</p> <p>Music Tuition</p> <p>Overall, the average impact of arts participation on other areas of academic learning appears to be positive but moderate, about an additional three months progress. Wider benefits such as more positive attitudes to learning and increased well-being have also consistently been reported Arts Participation - Education Endowment Foundation 2021</p>	
<p>To provide Saturday experiences for PPG throughout the academic year.</p> <p>£3,000</p>	<p>There is an evidence base indicating that outdoor adventure learning may have positive impacts on other outcomes such as self-efficacy, motivation and teamwork. Outdoor adventure learning may play an important part of the wider school experience, regardless of any impact on academic outcomes. (Education Endowment Foundation: 2021)</p>	1
<p>Nurture group, Dragonfly group, operates 2 afternoons a week.</p>	<p>Both targeted interventions and universal approaches have positive overall effects (+ 4 months).</p>	6

<p>Pupils have the opportunity to develop socialisation and cooperation skills.</p> <p>£5,000</p>	<p>(Education Endowment Foundation: 2021)</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>EEF Social and Emotional Learning.pdf(educationendowmentfoundation.org.uk)</p>	
<p>Riverside Café, nurture group at lunchtime. Operates 5 lunchtimes a week.</p> <p>Riverside Café. Pupils have the opportunity to develop socialisation and cooperation skills. In addition, they are not in a playground environment where incidents might happen.</p> <p>£8000</p>	<p>Both targeted interventions and universal approaches have positive overall effects (+ 4 months).</p> <p>(Education Endowment Foundation: 2021)</p>	6
<p>Sycamore Counselling</p> <p>Counsellor works with children who may have experienced trauma in their lives which is presenting as a barrier to their learning.</p> <p>Counsellor attends one full day a week.</p> <p>£8000</p>	<p>University of Roehampton Study (2021) found that school-based humanistic counselling led to significant reductions in pupils' psychological distress over the long-term, compared to pupils who only received pastoral care</p> <p>Social and Emotional Learning</p> <p>The average impact of successful SEL interventions is an additional four months' progress over the course of a year. Alongside academic outcomes, SEL interventions have an identifiable and valuable impact on attitudes to learning and social relationships in school. Although SEL interventions are almost always perceived to improve emotional or attitudinal outcomes, <u>not all interventions are equally effective at raising attainment.</u></p> <p>(Education Endowment Foundation: 2021)</p>	6
<p>Beanstalk Charity.</p> <p>Meets and reads with LAC children throughout the week.</p> <p>£500</p>	<p>Evidence suggests that reading for pleasure leads to increased attainment. Clark and DeZoya (2011) found a significant positive relationship between enjoyment and attainment indicating that pupils who read more are also better readers. Clark (2011)</p> <p>In a large scale survey of over 18,000 young people found that those who reported enjoying reading very much were six times more likely than those who did not enjoy reading to read above the expected level for their age. DfE Research evidence on reading for pleasure 2012</p> <p>One-to-one reading support – from all quarters - changes children's lives: most dramatically the</p>	2 6

	<p>lives of those children who would otherwise be excluded from the benefits and pleasure that reading can bring.</p> <p>There is a wealth of research showing that when we read because we want to – not because we are being told to or feel we have to – it makes a significant difference to how successful we are in education, how good we feel and how well we do in life. Coram Beanstalk</p>	
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Total budgeted cost: £ 443,500

Part B: Review of outcomes in the previous academic year

Pupil premium strategy outcomes

This details the impact that our pupil premium activity had on pupils in the 2022 to 2023 academic year.

The table below charts the progress of the intended outcomes against the success criteria at the end of Year Three.

The school was extremely pleased with the SAT's data, which highlights at Key Stage Two that the majority of PPG pupils were making appropriate progress or more. PPG pupils statistically outperform National data for not only PPG pupils but all pupils.

It is worth highlighting that this is the third year in a row Wembrook PPG pupils in Year Six, have statistically outperformed National data which includes all pupils.

1 Pupils are confident in their manner and attitude. They have a “can do” approach which is measurable in both their academic and personal traits.

By the end of Year Six

- 90% PPG pupils have experienced a Saturday Club.
- 70% PPG pupils have been on a residential.

By the end of Year Four 90% of PPG pupils have attended at least one extra curriculum club.

TEST KOW data is monitored and shows that PPG pupils data is similar to non PPG pupils.

PPG pupils are pro-actively encouraged to partake in the bi-annual Wembrook's Got Talent.

100% of PPG pupils are actively involved in class assemblies.

Year Three Review

Saturday Clubs

Three clubs ran over the year with pupils from Year 1 – Year 4. 45 PPG children attended over the course of the year. The clubs included a history “Back in Time” day and a 3 day course in sailing where 15 pupils passed the Level One sailing qualification and a Summer Picnic Club.

Data for 2023/2024 show that by the end of Year Four 68 % (26/38) of PPG children have attended at least one extra curricular club. Overall, 92 % (35 /38) attended a Saturday club and/or after school clubs either in Year 3 and 4).

Data for 2023/2024 shows that by the end of Year Six 24% of pupils have experienced a Saturday Club during their time at Wembrook. The data is significantly lower than predictions due to the various lockdowns during 2020-2022. Historically many of the Saturday Clubs are targeted at Years 3 to 5, this meant that the majority of 2024 Year Six PPG did not have the opportunity.

School helps to subsidise residential trips each year using the PPG funding and PPG children are encouraged to attend. During the residential, the children experienced many different activities and trips which helped them to become more independent, responsible and resilient when faced with tricky situations and challenges.

2024 60 children went to Manor Adventure. 27 (45%) of them were PPG.

2024 61 children went to Paris. 28 (46%) of them were PPG.

75% of all Year Six PPG pupils have attended one of the residential trips.

The residential trips were subsidised by £6,100 in 2024.

As recorded last report Wembrook's Got Talent competition in four years took place in March 2023. It is estimated that over 320 pupils took part, with PPG pupils being well represented.

The Grand Final involved 17 acts. Of the 22 pupils participating, 11 of the pupils (50%) were PPG.

100% of PPG pupils were involved with their class assemblies.

Year Three Review

Statutory Data

Reception							
Expected +	2019	2022	2023	2024	LA 2024	2024 PPG (27)	LA 2024 PPG
GLD	69%	55%	65%	62%	68%	40%	46%
C and L	76%	71%	82%	79%	79%	67%	61%
Phy Dev	83%	78%	75%	87%	84%	82%	69%
PSED	78%	77%	78%	83%	82%	78%	65%
Lit	73%	66%	74%	71%	71%	56%	48%
Maths	73%	65%	80%	70%	78%	52%	59%
U the W	84%	65%	91%	84%	81%	82%	65%
E Arts and D	83%	74%	88%	80%	84%	82%	72%

Year One Phonics									
	2019	2022	2023	2024	LA 2024	National 2024	2024 PPG (27)	LA 2024 PPG	Nat PPG 2024
Achieved	86%	70%	89%	84%	79%	80%	88%	79%	88%

Year Four Times Tables Test					
	2022	2023	2024	2024 PPG	
20+	79%	79%	90%	(86%+)	
25	44%	54%	67%	(60%)	

Year Six										
	2024E+	2024 LA	2024 National	2024 GD	2024 LA GD	2024 National GD	2024 PPG (37)	2024 LA PPG	2024 GD PPG	2024 LA GD PPG
Reading	85%	75%	74%	33%	29%	28%	83%	59%	24%	15%
Writing	85%	71%	72%	9%	12%	13%	84%	55%	3%	4%
Maths	93%	71%	73%	44%	24%	24%	89%	52%	30%	10%
Science	94%	-	81%	-	-	-	-	-	-	-
GPS	90%	-	72%	44%	-	32%	-	-	-	-
R,W,M	81%	59%	61%	5%	7%	8%	76%	39%	0%	1%

Although not all national data has been published the schools statutory data has many aspects which highlight success.

- Year One Phonics: Wembrook PPG outperform not only National PPG but National data for all pupils.
- Year Four: We believe our data is very strong and out performs data at a National level. The National data will not be published until late November 2024.
- Year Six: Another strong set of PPG data that outperforms National data across the board.

<ul style="list-style-type: none"> • Early Years Foundation Stage. The data highlights the challenges that some pupils have, as they start their Wembrook journey. Additional support is being given in Year One. 	
<p>3 All pupils are in school on a daily basis apart from when they are ill.</p>	<p>Attendance for the school is at 96%. Attendance for PPG pupils is at 96%. The school has a structure for all PPG absences to be monitored on a daily basis. Any concerns are followed up within 24 hours.</p>
<p>Year Three Review The overall school attendance for 2023-2024 was 93.02%.</p> <p>91.65% was the attendance for children in receipt of pupil premium.</p> <p>Monitoring of all pupils attendance happens daily. When a child does not arrive at school and we have not heard reasons from parents that family is contacted on that day. Children with very poor attendance are highlighted and further actions are established for these families. This will include phone calls home as well as home visits if necessary.</p> <p>In addition to this, we have yearly whole school attendance incentives to promote attendance.</p> <p>The school accepts that this is work still in progress and more needs to be done for all pupils, including PPG. Systems and structures are being reviewed.</p>	
<p>4 Relationships between families/community are good. Disenfranchised parents and parents who have had negative experiences of education support their children with all the aspects of primary school education.</p>	<p>School offers a range of parent workshops on a yearly basis. To include Story Sacks/Triple P/ Attendance/Curriculum.</p> <p>Family Support Learning Mentor to log meetings with PPG parents.</p>

<p>Year Three Review</p> <p>As a school we try hard to have a strong bond with families and parents through a number of different initiatives as well as on an ad hoc basis. There have opportunities for Home visits, Parenting courses, adult learning courses, Tea and Tissues for Reception parents at the start of the term, meetings led by year groups e.g. Reception Phonics, Residential trip meetings, Phonic meetings etc.</p> <p>We also have an open door policy where parents can talk to staff, face to face or by phone, in the morning or after school if there are any concerns. Parents are also invited to attend events like Easter Bingo and the Summer Fayre. They are encouraged to support their children in extra curricular clubs and tournaments e.g. Football and Netball.</p> <p>In 2022-2023 we set up and ran 5 family learning courses. In total 111 pupils were involved. The courses included Book Making, Food Explorers, Phonics, Winter Crafts and Lost Words. The families that engaged included both mothers and fathers from a mix of cultural backgrounds. Of the 111 pupils 38% were on PPG.</p> <p>We undertook Early Help meetings to support parents. Last year there were 15 families supported by the Early Help process. Families are also supported outside of the Early Help process if help and support is required. 66% of the children involved in the Early Help process were PPG pupils.</p> <p>Over the last year, the Family Support Learning Mentors had direct contact with 107 PPG parents through various means e.g. telephone calls, face to face meetings, home visits, clubs and activities, Early Help meetings, Social Service meetings.</p>	
<p>5 All PPG children speak clearly. All PPG children speak grammatically correctly, which is transferred to their written work.</p>	<p>100% staff attend Word Aware Training (November 2021) 100% PPG pupils who need Speech Therapist support receive it by the end of Key Stage One.</p>
<p>Year Three Review</p> <p>All staff including TA's attended 'Word Aware' training and staff plan this in to their weekly English lessons to help develop the vocabulary of all children. The children are encouraged to use the vocabulary within the curriculum.</p> <p>Welcomm Screening – All children are screened in Nursery and Reception to help identify and meet their needs. We also have a SNA/TA3 who does Speech therapy with children in KS1 and she also works with children in KS2 who still require support.</p> <p>All PPG children that require speech therapy receive it either through outside agencies or through school provision. During 2023-24, the school was unable to access a private speech therapist. The school has trained a member of staff who now delivers one to one support across the school. 53 PPG received speech therapy support during the academic year.</p>	
<p>6 Pupils are happy and confident in their outlook. They can take part in games and are able to lose. They are able to cooperate with other pupils. Pupils are able to function and learn in school regardless of the challenges they meet outside of the building or at home.</p>	<p>At least 70% attendance at Riverside Café are PPG pupils.(Lunchtime Nurture) At least 70% attendance at Dragonfly Club are PPG pupils (Key Stage One Nurture)</p>

Year Three Review

2023-2024 – 69% (20/29) of pupils attended Riverside Café.

2023-2024 – 78% (18/23) of pupils attended Dragonfly Nurture group.

We provide Sycamore Counselling to children that are experiencing social and emotional difficulties. 75% (9/12) of PPG accessed counselling during the year.

Riverside Café and Dragonfly Nurture give children opportunities to cooperate and collaborate with other pupils through talk, playing games and practical activities. The staff help to raise the children's self-esteem and encourage all children to engage in the activities so that they are part of the group. Lots of progress is made and can be evident in the children's new found confidence and their willingness to join in with games and activities. Staff use the Boxall Profile to record and assess their progress from the beginning to the end of their attendance.

Positive Impact –23/32 72% PPG children attended these weekly sessions. This is a sports based intervention focusing on developing an understanding of children's individual characters, their characters within a team and developing leadership and responsibility.