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# Schools: Deficit Recovery

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**Report being considered by:** Schools Forum on 11<sup>th</sup> March 2019

**Report Author:** Melanie Ellis

**Item for:** Information      **By:** All Maintained Schools Representatives

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## 1. Purpose of the Report

- 1.1 This report provides an update on the work being carried out with the nine schools that have set a deficit budget in 2018/19.

## 2. Recommendation

- 2.1 That the report be noted.

<b>Will the recommendation require the matter to be referred to the Council or the Executive for final determination?</b>	Yes: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>
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## 3. Introduction

- 3.1 Schools are permitted to set a deficit budget if they meet certain conditions. This is termed a licensed deficit. The conditions of a licensed deficit are set out in the Scheme for Financing Schools (the legal contract the Council has with schools) and include a requirement to have a robust plan to repay the deficit within five years.
- 3.2 If the conditions are not met by the school, the Council has the power to issue a Notice of Concern, which ultimately could mean removal of a school's delegation.
- 3.3 Nine schools set a licensed deficit budget for 2018/19 totalling £870k.

## 4. West Berkshire Strategy for Schools in Deficit

- 4.1 The Council has adopted a strategy aimed to minimise the number and size of deficits. It is in two parts:
- (1) Procedures to support schools to reduce/eliminate or avoid a deficit
  - (2) Intervention for schools not meeting their deficit recovery plan.
- 4.2 Approval of a licensed deficit requires the school to do the following:
- (1) Submit monthly budget monitoring reports (M3 and then M5 to M11 inclusive)
  - (2) Submit a copy of draft governor meeting minutes (including Part 2) where the budget is discussed

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- (3) To attend meetings with the local authority when requested to address any budget concerns
- (4) Submit deficit recovery progress reports when requested, which will be reported to Schools' Forum
- (5) Submit five year detailed deficit recovery plan.

4.3 The Council Schools Finance team has been restructured to provide a dedicated resource to work with the schools that have set a deficit budget.

4.4 The Schools Forum has previously agreed that schools in deficit using the WBC Finance service to work with them on their deficit recovery have associated costs refunded directly from the Schools in Financial Difficulty fund direct rather than schools needing to submit individual bids to the Schools Forum.

## 5. 2018/19 Month Nine Position - Licensed Deficit Schools

5.1 Nine schools had a licensed Main School Budget (MSB) deficit in 2018/19, totalling £870k. At Period Nine, the forecast deficit for these nine schools is £604k. A summary is shown in the following table:

Schools with a Licensed Deficit		2018/19 Budget - Original	P9 Forecast	Variance
1	The Willink	-£311,588	-£257,345	-£54,243
2	John Rankin Federation	-£131,033	-£53,291	-£77,742
3	The Willows	-£130,797	-£91,997	-£38,800
4	Parson's Down	-£92,212	-£39,024	-£53,188
5	St Finians	-£61,542	-£62,837	£1,295
6	St Johns	-£46,000	-£8,686	-£37,314
7	Westwood Farm Federation	-£45,280	-£40,612	-£4,668
8	Beenham	-£36,153	-£50,502	£14,349
9	Kintbury St Mary's	-£15,576	£202	-£15,778
		-£870,181	-£604,092	-£266,089

### 5.2 The Willink School

The school has had the following Main School Budget deficit balances:

Financial Year	Deficit Balance (MSB only)
2016/17	£2,630
2017/18	£98,684
2018/19	£311,588

The Period Nine forecast is a deficit of £257k, which is £54k better than the budgeted deficit of £312k. The main variances are shown in the following table:

<b>The Willink Main School Budget Summary Period 9 Forecast</b>		
<b>Breakdown of variance ORIGINAL budget to forecast</b>		
Staffing Budget	-£22,846	Overspend
Non Staff Budget	£31,756	Underspend
Total Expenditure	£8,910	Underspend
Total Income	£11,188	Additional income
NET EXPENDITURE	£20,098	UNDERSPEND
Teachers Pay Grant	£26,528	Unknown at time of budget build
Sixth Form	£1,200	Underbudgeted at budget build
SEN	£19,396	Underbudgeted at budget build
Pupil Premium Grant	-£12,985	Overbudgeted at budget build
TOTAL FUNDING	£34,139	ADDITIONAL FUNDING
<b>TOTAL VARIANCE TO ORIGINAL BUDGET</b>	<b>£54,237</b>	<b>FORECAST SAVING</b>

The West Berkshire Council (WBC) Senior Accountant (Projects) made support visits to work with the school's Finance Manager on 4th October 2018 and 14<sup>th</sup> January 2019. The review meeting took place on 9<sup>th</sup> November 2018.

#### School's Progress Statement

"Agreed Licensed Deficit 2018-19: £311,590

P9 forecasts the end of financial year 2018-19 deficit as £257K. P10 outturn indicates a further reduction in deficit to £225K.

Improved budget monitoring and forecasting by our Finance Manager, with the advice of West Berks finance, has identified areas of over and underspend which has allowed greater scrutiny and deeper financial analysis.

The planned redundancies in support staff have taken effect. Opportunities have been taken to reduce support staffing through natural turnover, or re-evaluate job roles and replace on a lower salary grade when possible e.g. Examinations Officer on E grade replacing an Examinations Manager on G grade.

We have increased the number of cover supervisors, so reducing the cost of agency supply.

Further savings have been made in managing examinations; there are fewer exam entries post 16 than originally forecast.

The school will have the additional students in Year 7 and Year 12 in September 2019 - at least in line with the forecast in pupil numbers when the licensed deficit was set.

Our prognosis for the reduction in the deficit is that it will continue to be faster than that documented in the Licensed Deficit Agreement."

### 5.3 John Rankin Schools Federation

The Federation has had the following Main School Budget deficit balances:

Financial Year	Deficit Balance (MSB/nursery)
2014/15	£28,693
2015/16	£169,724
2016/17	£122,680
2017/18	£189,992
2018/19	£131,033

The Period Nine forecast is a deficit of £53k, which is £78k better than the budgeted deficit of £131k. The main variances are shown in the following table:

<b>John Rankin Schools Main School Budget Summary Period 9 Forecast</b>		
<b>Breakdown of variance ORIGINAL budget to forecast</b>		
Staffing Budget	£12,450	Underspend
Non Staff Budget	£24,042	Underspend
Total Expenditure	£36,492	Underspend
Total Income	£20,292	Additional income
NET EXPENDITURE	£56,784	UNDERSPEND
Business rates adjustment	-£342	Unknown at time of budget build
Teachers Pay Grant	£11,463	Unknown at time of budget build
SEN	£915	Underbudgeted at budget build
Pupil Premium Grant	£8,910	Underbudgeted at budget build
TOTAL FUNDING	£20,946	ADDITIONAL FUNDING
<b>TOTAL VARIANCE TO ORIGINAL BUDGET</b>	<b>£77,730</b>	<b>FORECAST SAVING</b>

The WBC Senior Accountant (Projects) made induction visits to work with the school's Finance Manager on 5<sup>th</sup> November and 11<sup>th</sup> December, and the review meeting took place on 12<sup>th</sup> October 2018.

A bid has been submitted for Schools in Financial Difficulty funding to cover the unexpected costs associated with the TUPE transfer and increased salaries upon evaluation by WBC Human Resources due to bringing the After School Club provision in house.

#### Schools Progress Statement

"Our plans in 2018/19 for deficit recovery included a range of initiatives; restructuring the leadership team, reducing the number of teaching assistance, taking the after school club 'in house', restructuring the school's business management by introducing a 'school business team' to ensure stricter financial controls and robust organisational management. Our plans for the year are on track; a new leadership structure started in September 2018, teaching assistants and leadership full time equivalents have been reduced considerably, the after school club is now run by the school and the new school business team have had an overwhelming impact on the monitoring of the budget, increasing savings/income and improving efficiencies across the schools."

## 5.4 The Willows Primary School

The school has had the following Main School Budget deficit balances:

<b>Financial Year</b>	<b>Deficit Balance (MSB only)</b>
2016/17	£17,826
2017/18	£212,694
2018/19	£130,797

The Period Nine forecast is a deficit of £92k, which is £39k better than the budgeted deficit of £131k. The main variances are shown in the following table:

<b>The Willows Main School Budget Summary Period 9 Forecast</b>		
<b>Breakdown of variance ORIGINAL budget to forecast</b>		
Staffing Budget	£35,524	Underspend
Non Staff Budget	-£35,491	Overspend
Total Expenditure	£33	Underspend
Total Income	-£1,575	Reduced income
NET EXPENDITURE	-£1,542	OVERSPEND
Business rates adjustment	-£5,867	Unknown at time of budget build
Teachers Pay Grant	£7,413	Unknown at time of budget build
Early Years	-£3,436	Overbudgeted at budget build
Schools in Financial Difficulty	£36,113	Unknown at time of budget build
SEN	£1,845	Underbudgeted at budget build
Pupil Premium Grant	£3,177	Underbudgeted at budget build
Universal Infant FSM	£1,093	Underbudgeted at budget build
TOTAL FUNDING	£40,338	ADDITIONAL FUNDING
<b>TOTAL VARIANCE TO ORIGINAL BUDGET</b>	<b>£38,796</b>	<b>FORECAST SAVING</b>

The review meeting took place on 18<sup>th</sup> October 2018.

A bid has been submitted for Schools in Financial Difficulty funding to cover the West Berkshire Training Partnership School-Centred Initial Teacher Training £29,460.12 closing deficit.

### School's Progress Statement

"The new leadership at the school is making significant progress to recover its licenced deficit earlier than predicted. Positive measures have been put in place to ensure that the budget and licenced deficit is being very well managed and controlled effectively."

## 5.5 Parsons Down Schools Federation

The Federation has had the following Main School Budget deficit balances:

Financial Year	Deficit Balance (MSB only)
2017/18	£22,432
2018/19	£92,212

The Period Nine forecast is a deficit of £39k, which is £53k better than the budgeted deficit of £92k. The main variances are shown in the following table:

<b>Parsons Down Federation Main School Budget Summary Period 9 Forecast</b>		
<b>Breakdown of variance ORIGINAL budget to forecast</b>		
Staffing Budget	£58,350	Underspend
Non Staff Budget	-£47,496	Overspend
Total Expenditure	£10,854	Underspend
Total Income	£7,103	Additional income
NET EXPENDITURE	£17,957	UNDERSPEND
Business rates adjustment	-£1,172	Unknown at time of budget build
Teachers Pay Grant	£8,894	Unknown at time of budget build
Schools in Financial Difficulty	£32,106	Unknown at time of budget build
Excluded pupils adj	-£1,214	Unknown at time of budget build
SEN	-£1,524	Overbudgeted at budget build
Universal Infant FSM	-£1,874	Overbudgeted at budget build
TOTAL FUNDING	£35,216	ADDITIONAL FUNDING
<b>TOTAL VARIANCE TO ORIGINAL BUDGET</b>	<b>£53,173</b>	<b>FORECAST SAVING</b>

The review meeting took place on 6<sup>th</sup> November 2018.

#### School's Progress Statement

"Forecast for the year end 2018-2019 is now £39,000. This is £53,000 better than the budgeted deficit of £92,000. This reduction in deficit is due to the robust actions taken by senior staff, including governors: we have applied for, and been allocated, a grant of £32,106 for schools that are in financial difficulty, we have restructured and reduced staffing and our leadership team and taken measures to stabilise our pupil numbers by reducing our Planned Admission Number (PAN) to 60. We have carried out a feasibility study to combine the schools onto one site which is integral to our deficit recovery plan. This will reduce running costs as we will be in one building rather than three. Despite reducing our PAN, the demographics of Thatcham mean that pupil forecasts we have just received for the next five years are lower than expected and, if correct, this presents an additional challenge to our deficit recovery plan which we will need to address."

## 5.6 St Finians Catholic Primary School

The school has had the following Main School Budget deficit balances:

Financial Year	Deficit Balance (MSB only)
2017/18	£7,714
2018/19	£31,909

The Period Nine forecast is a deficit of £63k, which is £1k over the budgeted deficit of £62k. The main variances are shown in the following table:

<b>St Finians Main School Budget Summary Period 9 Forecast</b>		
<b>Breakdown of variance ORIGINAL budget to forecast</b>		
Staffing Budget	£6,495	Underspend
Non Staff Budget	-£2,419	Overspend
Total Expenditure	£4,076	Underspend
Total Income	-£4,861	Reduced income
NET EXPENDITURE	-£785	OVERSPEND
Teachers Pay Grant	£3,256	Unknown at time of budget build
SEN	£184	Underbudgeted at budget build
Pupil Premium Grant	-£2,760	Overbudgeted at budget build
Universal Infant FSM	-£1,191	Overbudgeted at budget build
TOTAL FUNDING	-£511	REDUCED FUNDING
<b>TOTAL VARIANCE TO ORIGINAL BUDGET</b>	<b>-£1,296</b>	<b>FORECAST OVERSPEND</b>

The WBC Senior Accountant (Projects) made a support visit to work with the Headteacher and School Business Manager on 22<sup>nd</sup> January 2019.

The review meeting took place on 6<sup>th</sup> November 2018. Whilst the school is forecasting a year end figure greater than the licensed deficit, the sum is at this time not considered significant so there is currently no plan to make a second review visit.

A bid will be submitted for Schools in Financial Difficulty funding to cover the reduced funding as a result of small cohort year.

#### School Progress Report

“Whilst we are forecasting a small overspend on the agreed deficit this has been out of the school's control due to the company providing afterschool clubs pulling out at short notice. We have already engaged a new provider and hope to increase the provision in the summer term, including running holiday clubs. We have continued to make savings on staffing”

### 5.7 St John the Evangelist Infant School

The school has had the following Main School Budget deficit balances:

<b>Financial Year</b>	<b>Deficit Balance (MSB only)</b>
2016/17	£22,725
2017/18	£37,759
2018/19	£46,000

The Period Nine forecast is a deficit of £9k, which is £37k better than the budgeted deficit of £46k. The main variances are shown in the following table:

<b>St John the Evangelist Infant School Main School Budget Summary Period 9 Forecast Breakdown of variance ORIGINAL budget to forecast</b>		
Staffing Budget	-£18,836	Overspend
Non Staff Budget	-£1,408	Overspend
Total Expenditure	-£20,244	Overspend
Total Income	£39,099	Additional income
NET EXPENDITURE	£18,855	UNDERSPEND
Teachers Pay Grant	£3,927	Unknown at time of budget build
Early Years	£14,640	Underbudgeted at budget build
Pupil Premium Grant	-£288	Overbudgeted at budget build
Universal Infant FSM	£182	Underbudgeted at budget build
TOTAL FUNDING	£18,461	ADDITIONAL FUNDING
<b>TOTAL VARIANCE TO ORIGINAL BUDGET</b>	<b>£37,316</b>	<b>FORECAST SAVING</b>

The review meeting took place on 23rd November 2018 and was followed by a short support visit by the WBC Senior Accountant – Projects to work with the outgoing School Business Manager.

#### School's Progress Statement

“St John the Evangelist school is on track as planned in its budget recovery.

Key points in this recovery are that the Head teacher will become part time, working three days. This is equivalent to having the budgeted Executive Head and this will happen a term earlier.

The numbers for the Nursery have been much better than budgeted which has had a favourable impact on funding.

Census numbers for catering were higher which has increased funding for UIFSM.

Catering costs are subject to continued scrutiny.

Supply costs have been lower than expected.”

## 5.8 Westwood Farm Schools Federation

The Federation has had the following Main School Budget deficit balances:

<b>Financial Year</b>	<b>Deficit Balance (MSB only)</b>
2015/16	£40,270
2016/17	£67,108
2017/18	£82,753
2018/19	£45,280

The Period Nine forecast is a deficit of £41k, which is £5k better than the budgeted deficit of £45k. The main variances are shown in the following table:

<b>Westwood Farm Schools Main School Budget Summary Period 9 Forecast</b>		
<b>Breakdown of variance ORIGINAL budget to forecast</b>		
Staffing Budget	-£13,318	Overspend
Non Staff Budget	-£19,793	Overspend
Total Expenditure	-£33,111	Overspend
Total Income	£14,074	Additional income
NET EXPENDITURE	-£19,037	OVERSPEND
Main School Budget Delegation	-£2,944	Overbudgeted at budget build
Business rates adjustment	-£1,665	Unknown at time of budget build
Teachers Pay Grant	£7,972	Unknown at time of budget build
Early Years	£23,739	Underbudgeted at budget build
SEN	-£3,677	Overbudgeted at budget build
Universal Infant FSM	£273	Underbudgeted at budget build
TOTAL FUNDING	£23,698	ADDITIONAL FUNDING
<b>TOTAL VARIANCE TO ORIGINAL BUDGET</b>	<b>£4,661</b>	<b>FORECAST SAVING</b>

The review meeting took place on 10<sup>th</sup> December 2018.

#### School Progress Report

"As at period 9 the schools remain on target to reduce the deficit from a budgeted £45,280 to £40,612 and remain hopeful to reduce further by the end of the year.

There have been a number of initiatives contributing to this:

Increase of nursery hours offer from 15 to 30 hours

Resignation of part time Assistant Headteacher (no plans to replace)

Savings on unplanned maintenance through use of in-house caretaker repairs

Consolidation of copier contracts across schools and loss of local printers (savings in consumables)

Whilst these and other projects undertaken (such as move from telephony to Voice over Internet Protocol) achieved other small 'in year' savings the long term impact suggests greater sustainability."

### 5.9 Beenham Primary School

The School has had the following Main School Budget deficit balances:

<b>Financial Year</b>	<b>Deficit Balance (MSB only)</b>
2016/17	£37,090
2017/18	£64,783
2018/19	£36,153

The Period Nine forecast is a deficit of £51k, which is £14k over the budgeted deficit of £36k. The main variances are shown in the following table:

<b>Beenham Primary School Main School Budget Summary Period 9 Forecast</b>		
<b>Breakdown of variance ORIGINAL budget to forecast</b>		
Staffing Budget	£805	Underspend
Non Staff Budget	-£16,440	Overspend
Total Expenditure	-£15,635	Overspend
Total Income	£326	Additional income
NET EXPENDITURE	-£15,309	OVERSPEND
Business rates adjustment	-£108	Unknown at time of budget build
Teachers Pay Grant	£1,776	Unknown at time of budget build
SEN	£3,567	Underbudgeted at budget build
Pupil Premium Grant	-£3,980	Overbudgeted at budget build
Universal Infant FSM	-£351	Overbudgeted at budget build
TOTAL FUNDING	£904	ADDITIONAL FUNDING
<b>TOTAL VARIANCE TO ORIGINAL BUDGET</b>	<b>-£14,405</b>	<b>FORECAST OVERSPEND</b>

The WBC Senior Accountant (Projects) made a support visits to the school on 8<sup>th</sup> October and 4<sup>th</sup> December.

The first review meeting took place on 16<sup>th</sup> November. Given the significant forecast overspend a second review meeting took place on 15<sup>th</sup> February.

#### School Progress Report

“Budget recovery has been inhibited during the financial year 2018/19 due to:  
Appointment of an additional lunchtime supervisor to meet the need of a high level Special Education Needs (SEN) pupil.

A member of staff with a long term debilitating illness.

#### **Actions taken to reduce the deficit in year**

The head is currently teaching for two days a week in the class where the member of staff is on long term sick leave.

The PE coach has changed his timetable to enable him to run a sports session over one lunchtime. This negates the need for a lunchtime supervisor on one day each week.

The school no longer has an Assistant Head.

Parents now contribute towards their child’s stationery costs.

School’s private fundraising has been used to purchase additional resources and equipment that would usually be purchased from the budget.”

### 5.10 Kintbury Primary School

The school has had the following Main School Budget deficit balances:

<b>Financial Year</b>	<b>Deficit Balance (MSB only)</b>
2017/18	£12,317
2018/19	£15,576

The Period Nine forecast is a surplus of £202, which is £16k better than the budgeted deficit of £16k. The main variances are shown in the following table:

<b>Kintbury Primary School Main School Budget Summary Period 9 Forecast</b>		
<b>Breakdown of variance ORIGINAL budget to forecast</b>		
Staffing Budget	-£2,445	Overspend
Non Staff Budget	£2,029	Underspend
Total Expenditure	-£416	Overspend
Total Income	£8,956	Additional income
NET EXPENDITURE	£8,540	OVERSPEND
Business rates adjustment	-£468	Unknown at time of budget build
Teachers Pay Grant	£2,887	Unknown at time of budget build
SEN	£4,796	Underbudgeted at budget build
TOTAL FUNDING	£7,215	ADDITIONAL FUNDING
<b>TOTAL VARIANCE TO ORIGINAL BUDGET</b>	<b>£15,755</b>	<b>FORECAST SAVING</b>

The review meeting took place on 13<sup>th</sup> November 2018.

#### School's Progress Statement

"The Period 9 forecast is a surplus of £202, which is £16K better than the budgeted deficit of £16K. We therefore expect to be out of deficit by the end of the financial year. Main savings have included the recruitment of two Newly Qualified Teachers (NQTs) from September 18. We did however still have a teaching staff overspend as a result of higher than budgeted supply costs due to illness and NQT training costs. Additional in year income from SEN support and Teachers Pay Grant has also aided the recovery."

## 6. Schools going into Deficit

- 6.1 In addition to the nine schools above, one additional school has contacted WBC Senior Accountant (Projects) to inform the authority it is forecasting an in year deficit of £7k. A meeting has been held with the school to discuss possible mitigation measures.
- 6.2 A further eight schools are forecasting a year end deficit in their Period Nine Budget Monitoring and Forecast submission. None of these schools have requested support. One of the eight has submitted an application for Schools in Financial Difficulty funds for consideration at this meeting and a second intends to submit an application for consideration at the June meetings.
- 6.3 The total of these forecast deficits is £32k.
- 6.4 A table of all school balances is shown at Appendix A.

School Revenue Balance History	Main School Budget	Main School Budget	Main School Budget
	2015/16	2016/17	2017/18
<b>Primary Schools</b>			
Aldermaston Church of England Primary School	29,611	17,144	45,363
Basildon Church of England Primary School	10,129	1,123	2,952
Beedon Church of England (Controlled) Primary School	13,640	12,317	26,861
Beenham Primary School	1,682	-37,090	-64,783
Birch Copse Primary School	3,526	6,373	25,169
Bradfield Church of England Primary School	70,852	585	4,077
Brightw alton Church of England Aided Primary School	21,794	21,741	9,232
Brimpton Church of England Primary School	18,723	5,300	3,506
Bucklebury Church of England Primary School	3,570	13,411	25,631
Burghfield St Mary's Church of England Primary School	6,871	1,740	16,310
Calcot Schools Federation	181,143	140,975	129,103
Chieveley Primary School	25,865	28,296	36,876
Cold Ash St Mark's Church of England Primary School	65,049	98,760	100,210
Compton Church of England Primary School	45,129	48,011	34,629
Curridge Primary School	14,801	18,900	26,022
Dow ns w ay Primary School	52,194	43,780	48,100
Enborne Church of England Primary School	7,753	-1,359	14,962
Englefield Church of England Primary School	42,956	43,903	35,110
Falkland Primary School	130,859	152,399	133,531
Francis Baily Primary School	45,505	54,110	38,684
Garland Junior School	112,450	85,642	52,629
Hampstead Norreys Church of England Primary School	8,843	2,264	5,766
Hermitage Primary School	32,780	38,182	11,226
Hungerford Primary School	72,788	39,169	52,054
The Ilsleys' Primary School	1,915	-1,697	-6,496
Inkpen Primary School	19,860	18,585	22,427
John Rankin Schools Federation	-169,724	-122,680	-189,992
Kennet Valley Primary School	32,990	41,326	27,068
Kintbury St Mary's Church of England Primary School	53,442	24,958	-12,317
Lambourn Church of England Primary School	31,667	-38,734	-30,171
Long Lane Primary School	10,120	-2,341	-17,060
Mortimer St John's Church of England School	-2,557	5,040	15,839
Mortimer St Mary's CofE Junior School	42,093	47,673	44,169
Mrs Bland's Infant School	5,279	6,444	9,150
Pangbourne Primary School	17,520	6,344	26,901
Parsons Dow n Schools Federation	95,901	16,147	-22,432
Purley Church of England Infant School	25,155	16,745	38,203
Robert Sandilands Primary School and Nursery	33,631	30,288	53,018
Shaw -cum-Donnington Church of England Primary School	28,356	30,768	32,043
Chaddlew orth Shefford Federation Cof E Primary School	10,859	27,541	47,448
Springfield Primary School	30,989	34,296	47,541
Spurcroft Primary School	-102,459	-7,842	52,785
St Finian's Catholic Primary School	19,645	-7,714	-31,909
St John the Evangelist Cof E Infant and Nursery School	29,180	-22,724	-37,759
St Joseph's Catholic Primary School	49,197	53,394	49,633
St Nicolas Church of England Junior School	1,129	5,508	35,737
St Paul's Catholic Primary School	52,375	36,856	47,990
Stockcross Church of England School	3,441	-6,324	1,155
Streatley Church of England Voluntary Controlled School	56,926	74,572	105,998
Sulhamstead and Ufton Nervet CofEVA Primary School	-6,145	-3,778	-5,514
Thatcham Park Church of England Primary School	6,149	46,340	76,275
Theale Church of England Primary School	15,403	8,835	7,723
Welford and Wickham Church of England Primary School	3,705	-10,940	3,471
Westw ood Farm Schools Federation	-40,270	-67,108	-82,753
The Willow s Primary School	68,364	-17,826	-212,694
The Winchcombe School	66,127	43,788	96,787
Woolhampton Church of England Primary School	28,386	14,560	17,985
Yattendon Church of England Primary School	11,173	6,043	11,832
<b>Total Primary Schools</b>	<b>1,548,335</b>	<b>1,122,024</b>	<b>1,035,304</b>

# Schools: Deficit Recovery

School Revenue Balance History	Main School Budget	Main School Budget	Main School Budget
	2015/16	2016/17	2017/18
<b>Secondary Schools</b>			
The Downs School	514,309	353,723	290,539
Little Heath School	89,429	187,470	287,347
The Willink School	75,709	-2,630	-98,684
<b>Total Secondary Schools</b>	<b>679,446</b>	<b>538,563</b>	<b>479,201</b>
<b>Nursery Schools</b>			
Hungerford Nursery School Centre for Children and Families	16,325	43,185	35,172
Victoria Park Nursery School	62,501	63,435	85,766
<b>Total Nursery Schools</b>	<b>78,826</b>	<b>106,620</b>	<b>120,939</b>
<b>Special Schools</b>			
Brookfields Special School	204,496	185,995	19,738
The Castle School	403,601	282,590	346,254
<b>Total Special Schools</b>	<b>608,097</b>	<b>468,585</b>	<b>365,992</b>
<b>Pupil Referall Units</b>			
iCollege Alternative Provision	592,083	464,944	252,095
<b>Total PRUs</b>	<b>592,083</b>	<b>464,944</b>	<b>252,095</b>
<b>Total for all Schools</b>	<b>3,506,788</b>	<b>2,700,736</b>	<b>2,253,531</b>