

## Criteria Matrix – RAG Rating for School Financial Management

The RAG is produced on a rolling 12 month basis to reflect the ongoing changes within Norfolk Schools.

		Red	Amber (Red) – A1	Amber (Green) - A2
1	Financial Delegation	Delegation Withdrawn  Notice to Withdraw Delegation Issued	LA considering removal of delegated authority/ notice of intent issued  LA letter of concern issued	
2	Financial investigation	Financial investigation (subject to Disciplinary Action Review Group)  Financial investigation (significant issues, but not subject to Disciplinary Action Review Group)	Financial investigation (serious issues, but not subject to Disciplinary Action Review Group)	Financial investigation (Issues, but not subject to Disciplinary Action Review Group)
3.0	Sustainable budget plans	The Local Authority are not able to accept a deficit budget	The budget has serious sustainability concerns which need to be addressed urgently. This may include overall deficit plans in both the 2 <sup>nd</sup> and 3 <sup>rd</sup> year of the budget, or large unsustainable (greater than 4%) in year overspends in future years without a plan to address	The budget has serious sustainability concerns which need to be addressed urgently. This may include overall deficit plans in both the 2 <sup>nd</sup> and 3 <sup>rd</sup> year of the budget, or large unsustainable (greater than 4%) in year overspends in future years with a plan to address
3.1	Sustainable budget plans - Staffing	Definite staffing adjustment will be required i.e loss of a class base, loss of SRB	Consideration of likely need for staffing adjustment i.e. more likely than potential, but not absolutely definite.	Consideration of possible staffing adjustments.
4.0	Submission of statutory returns	Three statutory returns not submitted to timetable within the last 12 months  Statutory returns included are; SFVS return Analysis of balances Original budget Revision 1 budget Revision 2 budget	Two statutory returns not submitted to timetable within the last 12 months  Statutory returns included are; SFVS return Analysis of balances Original budget Revision 1 budget Revision 2 budget	One statutory return not submitted to timetable within the last 12 months  Statutory returns included are; SFVS return Analysis of balances Original budget Revision 1 budget Revision 2 budget
5	Leadership, governance or finance staff issues	Significant leadership, governance or finance staff issues e.g. refusal to accept responsibility of school leaders to act, suspensions of key staff, significant competence issues etc.	Serious Leadership, governance or finance staff issues e.g. delayed action from school leaders, serious competence issues, incorrect SLA subscription  Change of staff with financial responsibility. First time Headteachers, or finance staff who don't have any previous school experience. This rating will be in place for 2 terms.	Change of staff with financial responsibility. Headteachers, or finance staff have transferred from another Local Authority school. This rating will be in place for 2 terms.

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6	Number on roll	Significant fall in NOR – no plans to address (e.g. fall is > 5%, or affects budget share significantly)	Significant fall in NOR – plans to address (e.g. fall is > 5%, or affects budget share significantly)	Fall in NOR – plans to address
7	NAS Audits & Health checks	School has not had a formal audit and a health check within the last 5 years, and don't have one booked in.	School has not had a formal audit and a health check within the last 5 years but as part of the school's audit plan have both scheduled in within a 5 year period.	School has not had either a formal audit or a health check within the last 5 years.
8	NAS Themed Audits	Evidence has not been provided that themed audit findings have been discussed at Governor level for three NAS themed audit not produced in the last 12 months.  NB – Only finance based themed audits will be included	Evidence has not been provided that themed audit findings have been discussed at Governor level for two NAS themed audit not produced in the last 12 months.  NB – Only finance based themed audits will be included	Evidence has not been provided that themed audit findings have been discussed at Governor level for one NAS themed audit not produced in the last 12 months.  NB – Only finance based themed audits will be included
9	SFVS	Not completed to timeframe	Serious concerns with self-assessment – Governors not addressing	Some concerns with self-assessment – Governors addressing
10	School Fund Audit	Current and previous audit was issued with a 'has issues' rating. Audit findings have not been addressed from one year to the next.	Current report issued with a 'has issues' rating, audit findings to be acted on and resolved for the next year audit.	Current report issued with an 'acceptable' rating, but minor audit findings, to be acted on and resolved for the next years audit.
10.1	No School Fund Audit	No school fund audit for 2 years	No school fund for 1 year	School fund not been submitted within the Norfolk's Scheme for Financing Schools
11	LA Returns	Serious delays with monthly & year end returns, including refusal/inability to respond.	Monthly Returns with ongoing issues,  Have there been 6-9 months returns over the previous 12 months which have; - Returned late (post 2pm on deadline day) - Incorrect bank reconciliation figures - Cheques older than 6 months which have not been actioned.  These issues may not be current, but still count towards the risk matrix.	Late uploads/ downloads  Have there been 3-5 months returns over the previous 12 months which have; - Returned late (post 2pm on deadline day) - Incorrect bank reconciliation figures - Cheques older than 6 months which have not been actioned.  These issues may not be current, but still count towards the risk matrix.
12	Governor engagement	No governor attendance at budget revisions for the previous 12 months.  Refusal to invite governors to budget meetings	No governor attendance at 2 budget revisions for the previous 12 months	No governor attendance at 1 budget revisions for the previous 12 months

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			Schools purchasing standard finance, would need attendance at their Autumn term meeting	

### **Training – relevant all year round and will influence the overall RAG rating in all terms.**

		<b>Red</b>	<b>Amber (Red) – A1</b>	<b>Amber (Green) – A2</b>	<b>Green</b>
13	New Finance staff	No Finance training completed in current 12 month period	'New Finance Staff Induction' visit has been undertaken	Completed 'Introduction to School Finance' & 'Introduction to Star Accounts' E-Learning courses	Completed 'Star Foundation' suite of tutor led courses & Fighting Financial Fraud
14	Existing Finance staff	No Finance Refreshers completed in the current 12 month period	Completed 1 Finance Refresher in the current 12 month period	Completed 2 Finance Refreshers in the current 12 month period	Completed 3 Finance Refreshers in the 12 month period
15	New to Leadership	No Finance training completed in current 12 month period	'New Headteacher Induction' visit has been undertaken	Completed 'Introduction to School Finance' e-learning course'	Completed Core Skills courses: Budget Setting, Costing Development Plans & Initiatives, Fighting Financial Fraud & Effective Budget Monitoring
16	Existing Leadership	No Finance Refreshers completed in the current 12 month period	Completed 1 Finance Refresher in the current 12 month period	Completed 2 Finance Refreshers in the current 12 month period	Completed 3 Finance Refreshers in the 12 month period
17	Governors	No Finance Refreshers completed by any Governors in the current 12 month period	A Governor has completed 1 Finance Refresher in the current 12 month period	A Governor has completed 2 Finance Refreshers in the current 12 month period	A Governor has completed 3 Finance Refreshers in the current 12 month period

A Refresher is classed as completion of a tutor-led or E-Learning course from any of the Finance Training Programmes, or, attendance at a Budget Workshop, Fair Funding Consultation, Budget revision meeting, Budget Setting meeting, Finance Support Clinic or any other Ad-Hoc Finance Briefing / Event held by the Schools Finance Team. If you are a member of Finance Consultancy & Schools Forum. *If you have completed some externally provided finance training, i.e. provided by the DfE, please provide the course details and the evidence of attendance/completion and we can consider its appropriateness for the RAG, please send this information to [finance.support@norfolk.gov.uk](mailto:finance.support@norfolk.gov.uk)*

#### ***Core Skills Courses: Budget Setting, Costing Development Plans & Initiatives, Fighting Financial Fraud & Effective Budget Monitoring***

<b>Actions</b>	Areas 1-6 = Red, even if school only meets 1 criteria Areas 7-12 = Red if school meets 2 or more criteria	Areas 1-6 = Amber 1, even if school only meets 1 criteria	Areas 1-12 = Amber 2, even if school only meets 1 criteria
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