


STRUCTURE - GOVERNANCE

THIS SECTION LOOKS AT LEGAL FORM, ORGANISATIONAL TYPE AND SUB-COMMITTEE STRUCTURE

KEY TO CELLS

 ESSENTIAL REQUIREMENT	 MINIMUM REQUIREMENT	NOT A REQUIREMENT
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EVIDENCE AND REQUIREMENTS (hover over  to see suggested evidence as appropriate to your organisation)		Regional/National Organisation Ongoing Investment Level	Regional/National Organisation Ongoing Investment Level	Regional/National Organisation Ongoing Investment Level	Regional/National Organisation Ongoing Investment Level
		UP TO £20,000	£20,001- £100,000	£100,001- £375,000	£375,001 +
1	The organisation is appropriately constituted with a Governing Document, rules and regulations. All regulatory and statutory requirements are being met.	The most recent Governing document, showing last review date and all regulatory and statutory requirements are being met.	The most recent Governing document, showing last review date and all regulatory and statutory requirements are being met.	The most recent Governing document, showing last review date and all regulatory and statutory requirements are being met.	The most recent Governing document, showing last review date and all regulatory and statutory requirements are being met.
2	The Governing Document has been regularly reviewed and updated to ensure it continues to meet the needs of the organisation.	AGM minutes showing Member approval of changes to the Governing Document.	AGM minutes showing Member approval of changes to the Governing Document.	AGM minutes showing Member approval of changes to the Governing Document.	AGM minutes showing Member approval of changes to the Governing Document.
3	There is understanding of the Board's collective and individual legal and fiduciary duties. The Board and its Committees have met regularly and minutes have been recorded.	Notes on the way the Board works, standing orders or similar; Board Agendas.	Notes on the way the Board works, standing orders or similar; Board Agendas.	Notes on the way the Board works, standing orders or similar; Board Agendas; Board handbook with date of last review.	Notes on the way the Board works, standing orders or similar; Board Agendas; Board handbook with date of last review.
4	A Committee or similar structure is in place with defined membership and terms of reference for each Committee.	Committee(s) terms of reference; Board/ Sub-Committee/Staff Organogram.	Committee(s) terms of reference; Board/ Sub-Committee/Staff Organogram.	Committee(s) terms of reference; Board/ Sub-Committee/Staff Organogram.	Committee(s) terms of reference; Board/ Sub-Committee/Staff Organogram.
5	There is clear division of responsibilities between the Board and the staff / sub-Committees of the organisation. Authority is delegated appropriately with the Board maintaining oversight.			Board Agendas; Committee terms of reference; Delegation of authority policy.	Board Agendas; Committee terms of reference; Delegation of authority policy.
6	The Board has a sound decision-making framework which ensures processes and decisions are robust, transparent and undertaken in a timely manner.			Notes on the way the Board works, standing orders, board calendar or similar; Board Agendas, Board Handbook with date of last review.	Notes on the way the Board works, standing orders, board calendar or similar; Board Agendas, Board Handbook with date of last review.
7	Board agendas primarily focus on strategy, organisational performance, culture, stakeholders and accountability, ensuring that issues relevant to these areas are reserved for Board decision.			Board Agendas.	Board Agendas.
8	Does your company have a subsidiary or is your organisation a subsidiary of another?		Yes or No. If yes please provide the constitutional relationship with subsidiary relationship defined.	Yes or No. If yes please provide the constitutional relationship with subsidiary relationship defined.	Yes or No. If yes please provide the constitutional relationship with subsidiary relationship defined.

STRUCTURE - BOARD COMPOSITION

THIS SECTION LOOKS AT INDIVIDUAL BOARD MEMBERS WITHIN THE ORGANISATIONAL STRUCTURE (EXCLUDING EMPLOYEES)

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		UP TO £20,000	£20,001- £100,000	£100,001-£375,000	£375,001 +
1	The individual Board member role is clearly defined and understood.	Board member role description.	Board member role description.	Board member role description.	Board member role description.
2	Board members are chosen on the basis of skills, knowledge, leadership, diversity and integrity.	Board position advert/member information with priority skills list.	Board position advert/member information with priority skills list.	Board position advert/member information with priority skills list.	Board position advert/member information with priority skills list.
3	Meets the Sport Wales Gender Parity Policy and / or has an agreed action plan leading to a board achieving gender parity.	Please see guidance document for further information.	Please see guidance document for further information.	Please see guidance document for further information.	Please see guidance document for further information.
4	Board member election or appointment procedures are regularly reviewed so that they meet the needs of the organisation and the expectations of stakeholders.	Recruitment policy and process.	Recruitment policy and process.	Recruitment policy and process.	Recruitment policy and process.
5	Appointments are subject to formal, accessible and transparent procedures.	Board minutes where appointment procedures were reviewed.	Board minutes where appointment procedures were reviewed.	Board minutes where appointment procedures were reviewed.	Board minutes where appointment procedures were reviewed.
6	All Board members have undertaken a comprehensive induction programme which as a minimum outlines their role and responsibilities.	Confirmation of induction process; List of induction pack documents and Board member code of conduct.	Confirmation of induction process; List of induction pack documents and Board member code of conduct.	Confirmation of induction process; List of induction pack documents and Board member code of conduct.	Confirmation of induction process; List of induction pack documents and Board member code of conduct.
7	There is a commitment to continuous improvement and a system is in place for the annual evaluation of the Board and its individual members.			Documented Board evaluation and appraisal procedures - collective and individual.	Documented Board evaluation and appraisal procedures - collective and individual.
8	An effective succession plan is maintained for Board members.		Succession plan for board positions.	Succession plan for board positions.	Succession plan for board positions.

STRATEGY

THIS SECTION LOOKS AT HOW THE ORGANISATION SETS AND MANAGES ITS STRATEGY

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		UP TO £20,000	£20,001- £100,000	£100,001-£375,000	£375,001 +
1	A strategic plan is in place which outlines the vision, mission, values and long-term goals of the organisation.	Current strategic plan.	Current strategic plan.	Current strategic plan.	Current strategic plan.
2	The strategic plan is regularly monitored, reviewed and revised by the Board using available evidence, opportunities and risks.	AGM minutes showing reports on the previous year and details of the way the organisation is going to achieve its goals; Board minutes showing strategic plan discussions and update decisions, Annual report to members.	AGM minutes showing reports on the previous year and details of the way the organisation is going to achieve its goals; Board minutes showing strategic plan discussions and update decisions, Annual report to members.	AGM minutes showing reports on the previous year and details of the way the organisation is going to achieve its goals; Board minutes showing strategic plan discussions and update decisions, Annual report to members.	AGM minutes showing reports on the previous year and details of the way the organisation is going to achieve its goals; Board minutes showing strategic plan discussions and update decisions, Annual report to members.
3	An operational / business plan is in place which monitors progress towards organisational goals.		Current operational/business plan, Business plan reports to Board, Regular Sub-committee reports to Board.	Current operational/business plan, Business plan reports to Board, Regular Sub-committee reports to Board.	Current operational/business plan, Business plan reports to Board, Regular Sub-committee reports to Board.
4	Sub-Committees of the Board, employees and key volunteers are held responsible for the achievement of relevant objectives.		Senior executive job descriptions (minimum CEO/GM), CEO/GM or business plan report to Board, Staff appraisal process.	Senior executive job descriptions (minimum CEO/GM), CEO/GM or business plan report to Board, Staff appraisal process.	Senior executive job descriptions (minimum CEO/GM), CEO/GM or business plan report to Board, Staff appraisal process.
5	There is evidence of structured engagement with key stakeholders within and outside the organisation during development and monitoring strategy outcomes.			Annual report, Stakeholder map or communications plan, e.g. circulation on Board minutes/summary; updates to members; regular contact with key external stakeholders.	Annual report, Stakeholder map or communications plan, e.g. circulation on Board minutes/summary; updates to members; regular contact with key external stakeholders and stakeholder engagement plan.

PEOPLE - LEADERSHIP

THIS SECTION LOOKS AT LEADERSHIP OF THE ORGANISATION AND ITS IMPACT

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1	All Board members have completed declaration of interest forms.	Declaration of interest.	Declaration of interest.	Declaration of interest.	Declaration of interest.
2	Declarations of interests are included on every Board agenda and a conflict of interest policy and management process is in place.	Conflicts of interest policy and management process; Register of interests; Board Agendas.	Conflicts of interest policy and management process; Register of interests; Board Agendas.	Conflicts of interest policy and management process; Register of interests; Board Agendas.	Conflicts of interest policy and management process; Register of interests; Board Agendas.
3	All Board Members act with integrity, lead by example and promote the desired culture.	Board minutes; Intelligence may be gathered during board meetings, events and other activities.	Board minutes; Intelligence may be gathered during board meetings, events and other activities.	Board minutes; Intelligence may be gathered during board meetings, events and other activities.	Board minutes; Intelligence may be gathered during board meetings, events and other activities.
4	The Chair demonstrates objective judgement and promotes a culture of openness and debate. Board members support the Chair in instilling the appropriate values, behaviours and culture in the boardroom and beyond.	Board minutes; Evidence of values embedded e.g. in staff job descriptions and adverts; strategy and annual report; Membership/ joining information; Evaluation of Chair.	Board minutes; Evidence of values embedded e.g. in staff job descriptions and adverts; strategy and annual report; Membership/ joining information; Evaluation of Chair.	Board minutes; Evidence of values embedded e.g. in staff job descriptions and adverts; strategy and annual report; Membership/ joining information; Evaluation of Chair.	Board minutes; Evidence of values embedded e.g. in staff job descriptions and adverts; strategy and annual report; Membership/ joining information; Evaluation of Chair.
5	The Board, senior employees and key volunteers ensure that the values are embedded throughout the organisation.			Evidence of values embedded e.g. in staff job descriptions and adverts; strategy and annual report; Membership/ joining information.	Evidence of values embedded e.g. in staff job descriptions and adverts; strategy and annual report; Membership/ joining information.

PEOPLE - WELLBEING

THIS SECTION LOOKS AT LEGALLY COMPLIANT EMPLOYMENT PRACTICES, KEY VOLUNTEER MANAGEMENT AND CONSIDERATION OF WELLBEING

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		UP TO £20,000	£20,001- £100,000	£100,001-£375,000	£375,001 +
1	All employees have been provided with signed written particulars of employment	Example of signed particulars of employment.	Example of signed particulars of employment.	Example of signed particulars of employment.	Example of signed particulars of employment.
2	The required HR employment policies and/or procedures are in place to ensure essential compliance with legislation and good practice. These should include but are not limited to:- Pension auto enrolment; Employers Liability Insurance, to cover H&S in the workplace; National Minimum wage requirements; Essential Legal Requirement written Grievance Procedure.	Confirmation of pension auto-enrolment details; Employer's liability insurance certificate; Confirmation that the minimum wage requirements are applied; Written H&S policy (>5 employees); Grievance Procedure.	Confirmation of pension auto-enrolment details; Employer's liability insurance certificate; Confirmation that the minimum wage requirements are applied; Written H&S policy (>5 employees); Grievance Procedure.	Confirmation of pension auto-enrolment details; Employer's liability insurance certificate; Confirmation that the minimum wage requirements are applied; Written H&S policy (>5 employees); Grievance Procedure.	Confirmation of pension auto-enrolment details; Employer's liability insurance certificate; Confirmation that the minimum wage requirements are applied; Written H&S policy (>5 employees); Grievance Procedure.
3	Employee recruitment process is in place and followed.	Recruitment policy and process.	Recruitment policy and process.	Recruitment policy and process.	Recruitment policy and process.
4	A comprehensive induction process is in place.	Staff induction process.	Staff induction process.	Staff induction process.	Staff induction process.
5	Job descriptions are in place for all employees and are regularly reviewed.	Employee job descriptions showing last review date.	Employee job descriptions showing last review date.	Employee job descriptions showing last review date.	Employee job descriptions showing last review date.
6	The required HR employment policies and/or procedures are in place to ensure good practice. These should include but are not limited to:- Disciplinary; Appeals; Bullying; Redundancy; Absence and sick leave; Working time regulations; Maternity, Paternity and Parental leave; Whistleblowing.	HR manual or separate policies should be available.	HR manual or separate policies should be available.	HR manual or separate policies should be available.	HR manual or separate policies should be available.
7	An annual performance appraisal system is in place for all staff members, including the CEO.		Performance management/ appraisal process; *These would normally be confidential so evidence of the PM system along with intelligence is sufficient; NB. do not provide sensitive personal data.	Performance management/ appraisal process; *These would normally be confidential so evidence of the PM system along with intelligence is sufficient; NB. do not provide sensitive personal data.	Performance management/ appraisal process; *These would normally be confidential so evidence of the PM system along with intelligence is sufficient; NB. do not provide sensitive personal data.
8	There is access to HR expertise to maintain compliance with legal requirements.			Confirm level of HR expertise - member of staff/outsourced contract.	Confirm level of HR expertise - member of staff/outsourced contract.
9	Procedures in place to encourage Mental Health awareness and Training and/or self development.			Mental Health awareness training; Staff learning and development plan.	Mental Health awareness training; Staff learning and development plan.
10	Succession plan and an annual performance appraisal system is in place for all key volunteers.			Key volunteers succession plan; Details of annual performance appraisal system used for key volunteers.	Key volunteers succession plan; Details of annual performance appraisal system used for key volunteers.

STANDARDS, SYSTEMS AND CONTROL

THIS SECTION LOOKS AT SYSTEMS AND CONTROLS AND SPECIFIC DATA PROTECTION REQUIREMENTS

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		UP TO £20,000	£20,001- £100,000	£100,001-£375,000	£375,001 +
1	The organisation can demonstrate it is compliant with legal, regulatory and statutory obligations through its policies and processes. These include but are not limited to: Fraud prevention and Detection (financial and non-financial); Health and Safety outside the workplace; ICT, (Employment covered in People - Wellbeing)	Fraud prevention and detection plus H&S procedures for events; Information security; Confirmation of how people are made aware of approved policies.	Fraud prevention and detection plus H&S procedures for events; Information security; Confirmation of how people are made aware of approved policies.	Fraud prevention and detection plus H&S procedures for events; Information security; Confirmation of how people are made aware of approved policies.	Fraud prevention and detection plus H&S procedures for events; Information security; Confirmation of how people are made aware of approved policies.
2	The organisation can demonstrate it has policies and processes that cover: Complaints; Social Media; Business Continuity. (Financial continuity - see Finance)	Compliant policy; Complaints resolution should be evidenced; Separate polices should also be evidenced as appropriate and confirmation of how people are made aware of approved policies.	Compliant policy; Complaints resolution should be evidenced; Separate polices should also be evidenced as appropriate and confirmation of how people are made aware of approved policies.	Compliant policy; Complaints resolution should be evidenced; Separate polices should also be evidenced as appropriate and confirmation of how people are made aware of approved policies.	Compliant policy; Complaints resolution should be evidenced; Separate polices should also be evidenced as appropriate and confirmation of how people are made aware of approved policies.
3	An appropriate data protection policy is in place that has been approved by the Board.	Compliant with General Data Protection Regulations (PLEASE SEE GUIDANCE NOTES); Information security; Confirmation of how people are made aware of approved policies.	Compliant with General Data Protection Regulations (PLEASE SEE GUIDANCE NOTES); Information security; Confirmation of how people are made aware of approved policies.	Compliant with General Data Protection Regulations (PLEASE SEE GUIDANCE NOTES); Information security; Confirmation of how people are made aware of approved policies.	Compliant with General Data Protection Regulations (PLEASE SEE GUIDANCE NOTES); Information security; Confirmation of how people are made aware of approved policies.
4	Data Sharing or Controller/Processor Contracts in place where required.	Compliant with General Data Protection Regulations; Confirmation of how people are made aware of approved policies.	Compliant with General Data Protection Regulations; Confirmation of how people are made aware of approved policies.	Compliant with General Data Protection Regulations; Confirmation of how people are made aware of approved policies.	Compliant with General Data Protection Regulations; Confirmation of how people are made aware of approved policies.
5	Adhering to International Federation rules and regulations if a Governing Body.	Membership of GB and/or European and/or International Federation if relevant.	Membership of GB and/or European and/or International Federation if relevant.	Membership of GB and/or European and/or International Federation if relevant.	Membership of GB and/or European and/or International Federation if relevant.
6	All required policies are documented, approved and disseminated through the organisation.	Confirmation of how people are made aware of approved policies.	Confirmation of how people are made aware of approved policies.	Confirmation of how people are made aware of approved policies.	Confirmation of how people are made aware of approved policies.

RISK

THIS SECTION LOOKS AT RISK IDENTIFICATION, UNDERSTANDING AND MANAGEMENT PROCESSES

KEY TO CELLS

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		UP TO £20,000	£20,001- £100,000	£100,001-£375,000	£375,001 +
1	The organisation has appropriate insurance arrangements to protect its activities, resources and people.	Appropriate insurance for the size and activities of the organisation is in place.	Appropriate insurance for the size and activities of the organisation is in place.	Appropriate insurance for the size and activities of the organisation is in place.	Appropriate insurance for the size and activities of the organisation is in place.
2	The organisation has a risk management strategy which has been approved by the Board. The strategy ensures the principal risks are identified, assessed, categorised and managed at the appropriate level.		Risk Management Strategy.	Risk Management Strategy.	Risk Management Strategy.
3	A risk register has been produced which is regularly reviewed by the Board.		Regularly reviewed Risk Register; Board agenda evidencing risk oversight.	Regularly reviewed Risk Register; Board agenda evidencing risk oversight.	Regularly reviewed Risk Register; Board agenda evidencing risk oversight.
4	The organisation has the ability to access advice on legal, financial or compliance matters.	Outline how advice would be/is obtained; Evidence of commissioning of legal advice and Board update thereof (if relevant).	Outline how advice would be/is obtained; Evidence of commissioning of legal advice and Board update thereof (if relevant).	Outline how advice would be/is obtained; Evidence of commissioning of legal advice and Board update thereof (if relevant).	Outline how advice would be/is obtained; Evidence of commissioning of legal advice and Board update thereof (if relevant).
5	Professional / Legal advice has been obtained on any cases commenced against the organisation. The Board has been fully informed of the progress of legal cases and any associated risks. Have any/all been resolved?	Evidence of commissioning of legal advice and Board update thereof (if relevant); Evidence of internal staff legal expertise or outsourced legal contract.	Evidence of commissioning of legal advice and Board update thereof (if relevant); Evidence of internal staff legal expertise or outsourced legal contract.	Evidence of commissioning of legal advice and Board update thereof (if relevant); Evidence of internal staff legal expertise or outsourced legal contract.	Evidence of commissioning of legal advice and Board update thereof (if relevant); Evidence of internal staff legal expertise or outsourced legal contract.

ETHICS AND INTEGRITY

THIS SECTION LOOKS AT THE ETHICS POLICIES AND PROCEDURES THAT ENSURE COMPLIANCE WITH REGULATORY REQUIREMENTS, PROMOTE ETHICAL CONDUCT AND GUIDE RELATIONSHIPS WITH STAKEHOLDERS.

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		UP TO £20,000	£20,001- £100,000	£100,001-£375,000	£375,001 +
1	A Safeguarding Policy is in place and supported by a public commitment.	Safeguarding policy, demonstrate public commitment;	Safeguarding policy, demonstrate public commitment;	Safeguarding policy, demonstrate public commitment;	Safeguarding policy, demonstrate public commitment;
2	Safeguarding Children and Adults At Risk policies that are documented, approved and disseminated through the organisation. They should be supported by a public commitment.	A safeguarding policy and working towards appropriate standards and/or evidencing continuous improvement e.g. working towards and \ or achieving NSPCC level 1 of the Safeguarding Children's Standard.	A Safeguarding Policy and working towards appropriate standards and/or evidencing continuous improvement e.g. Achieved NSPCC Level 1 of the Safeguarding Children's Standard and working towards NSPCC Level 2 of the Safeguarding Children's Standard.	A Safeguarding Policy and working towards appropriate standards and/or evidencing continuous improvement e.g. Achieved NSPCC Level 2 of the Safeguarding Children's Standard.	A Safeguarding Policy and working towards appropriate standards and/or evidencing continuous improvement e.g. Working towards NSPCC Level 3 of the Safeguarding Children's Standard.
3	An Equality Policy is in place and supported by a public commitment.	Equality policy, demonstrate public commitment.	Equality policy, demonstrate public commitment.	Equality policy, demonstrate public commitment.	Equality policy, demonstrate public commitment.
4	Equality and Diversity policy and procedures which meet legal requirements.	An Equality Policy is in place and supported by a public commitment.	An Equality Policy and working towards appropriate standards and/or evidencing continuous improvement; e.g. Achieved Foundation Level of the Equality Standard and working towards Preliminary Level.	An Equality Policy and working towards appropriate standards and/or evidencing continuous improvement; e.g. Achieved Preliminary Level of the Equality Standard and working towards Intermediate Level.	An Equality Policy and working towards appropriate standards and/or evidencing continuous improvement; e.g. Achieved Intermediate Level of the Equality Standard and working towards Advanced Level.
5	Acceptance of and suitable compliance with the UK National Anti-Doping Policy.	Please see guidance notes and https://www.ukad.org.uk	Please see guidance notes and https://www.ukad.org.uk	Please see guidance notes and https://www.ukad.org.uk	Please see guidance notes and https://www.ukad.org.uk
6	A Members Code of Conduct has been agreed and signed up to widely.	Members Code of conduct.	Members Code of conduct.	Members Code of conduct.	Members Code of conduct.
7	Anti-Bribery Policy Statement is in place and the potential impact is understood.		Anti-Bribery policy.	Anti-Bribery policy.	Anti-Bribery policy.
8	Whistleblowing options for volunteers. (Employees within People -Wellbeing)		Whistleblowing policy for volunteers.	Whistleblowing policy for volunteers.	Whistleblowing policy for volunteers.
9	Understanding of Illegal Gambling and Betting impact.			Illegal gambling and betting policy.	Illegal gambling and betting policy.
10	There is a system / process of engaging with your staff, members, athletes, customers and general public and capturing their feedback on the culture of the organisation / programmes.			Feedback mechanisms, e.g. staff/athlete surveys or consultation; Staff survey and action plan; Elite athlete survey and action plan; For organisations that are not NGBs, member/customer survey may be more relevant.	Feedback mechanisms, e.g. staff/athlete surveys or consultation; Staff survey and action plan; Elite athlete survey and action plan; For organisations that are not NGBs, member/customer survey may be more relevant.

FINANCE

THIS SECTION LOOKS AT THE IMPORTANCE OF SOUND FINANCIAL GOVERNANCE AND HOW ROBUST FINANCIAL SYSTEMS CAN HELP YOUR ORGANISATION ACHIEVE ITS STRATEGIC AIMS.

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FINANCE - COMPLIANCE	1	Have all statutory/regulatory filing requirements and any instructions from statutory authorities been complied with?	Annual accounts, including those of any subsidiary/parent companies; Companies House correspondence; HMRC confirmation emails; Pension regulator correspondence; Accountant management letter.	Annual accounts, including those of any subsidiary/parent companies; Companies House correspondence; HMRC confirmation emails; Pension regulator correspondence; Accountant management letter.	Annual accounts, including those of any subsidiary/parent companies; Companies House correspondence; HMRC confirmation emails; Pension regulator correspondence; Accountant management letter.	Annual accounts, including those of any subsidiary/parent companies; Companies House correspondence; HMRC confirmation emails; Pension regulator correspondence; Accountant management letter.
	2	Has a risk assessment been carried out to understand the potential for fraud and corruption within the organisation, and have procedures been put in place to minimise the risk?	A risk assessment; Appropriate procedures to minimise the risk.	A risk assessment; Appropriate procedures to minimise the risk.	A risk assessment; Appropriate procedures to minimise the risk.	A risk assessment; Appropriate procedures to minimise the risk.
	3	How is Sport Wales income/expenditure identified within the accounting structure and reported to Sport Wales?	Identification via budget codes; Identification via management accounts; Identification via annual accounts.	Identification via budget codes; Identification via management accounts; Identification via annual accounts.	Identification via budget codes; Identification via management accounts; Identification via annual accounts.	Identification via budget codes; Identification via management accounts; Identification via annual accounts.
	4	Are up to date board approved financial policies, procedures and controls in place, including an anti-fraud policy, with evidence they are understood by staff / other key individuals in the organisation?		Board approved financial procedures/controls document within last 2 years; Anti-fraud policy; Minutes; Evidence of communication to staff.	Board approved financial procedures/controls document within last 2 years; Anti-fraud policy; Minutes; Evidence of communication to staff.	Board approved financial procedures/controls document within last 2 years; Anti-fraud policy; Minutes; Evidence of communication to staff.
OPERATIONAL	5	Are management accounts/finance report presented to Board (or Project Board) on at least a quarterly basis, and how does the board scrutinise and challenge finance reports?		Management accounts; Minutes of relevant board	Management accounts; Minutes of relevant board;	Management accounts; Minutes of relevant board;
	6	Has a budget (Project Budget) been prepared in accordance with an approved budget development process?		Board approved budget setting process; Current annual budget; Minutes from relevant board.	Board approved budget setting process; Current annual budget; Minutes from relevant board.	Board approved budget setting process; Current annual budget; Minutes from relevant board.
FINANCE - STRATEGIC	7	How is the budget communicated to key personnel, and budget reports monitored?				Budget holder delegations; Budget holder reports.
	8	Have all financial risks been identified and reviewed within the organisational risk register?			Financial risks identified in organisational risk register.	Financial risks identified in organisational risk register.
	9	Is there an up to date, robust, board approved reserves policy in place based on financial risk?			Reserves policy document; Basis for reserves policy; Documents approved/ updated within 2 years.	Reserves policy document; Basis for reserves policy; Documents approved/ updated within 2 years.
	10	Is there evidence of rolling long term financial planning/cash flow forecasts which reflects agreed reserve policy requirements?				Longer terms forecasts (4 years +) linked to reserves requirements.