Lincolnshire Association of Local Councils

Internal Audit Checklist 2025/26

Name of Parish or Town Council	**Thimbleby Parish Council**			
Parish Council website	**www.thimbleby.parish.lincolnshire.gov.uk/**			
Name of internal auditor	**Danielle Onyskiw**			
Date of audit	**15th April – 12th May (website and document review)**			
Type of audit	Intermediate	✓	Year-end (including AGAR)	
Council contact information	**Name**		**Email**	
Clerk	Andrew Everard		clerk@thimblebyparishcouncil.gov.uk	
RFO* if different	As above			
Chairman*	Cllr C Bachrati		cllr.drcsanadbachrati@thimblebyparishcouncil.gov.uk	

Electorate	222	**Total number of seats**	5
Quorum	3	**Number of seats filled at time of audit**	3
Precept Demand 2025/26	5428.00	**Gross budgeted Income**	8129.00
Date of most recent audit	15/09/2025	**Gross budgeted Expenditure**	4415.00

	Tested?	Comments
Has the internal auditor seen previous internal and external audit reports including the most recent? What were the main recommendations?	**Y**	All internal and external audit reports are on the website No recommendations from the external auditor Internal auditor recommended the following; - Review of policies - Enable the council to obtain bank statements easily - Policies and other documentation to be published online
Were the auditor reports and actions implemented? Have the actions appeared in the minutes? *(SAPPP The Practitioners Guide para 5.99)*	**Y**	Date minuted and minute reference(s) Evidenced online – Documents published online Policies reviewed 30/06/25 minute 70/25

	Key governance review	Tested?	Comments & recommendations	Risk[i]		
				Low	Med	High
1	Standing Orders* *(up to date 2025 version, tailored, reviewed and lawful)*	Y	Reviewed & adopted 30/06/25 Minute 70/25	✓		
2	Financial Regulations* (up to date 2025 version, tailored, reviewed and lawful)	Y	Reviewed & adopted 30/0625 Minute 70/25	✓		
3	Terms of reference (committees / working groups) *(should contain - clear days' notice, quorum, delegated power or advisory, lawful, no individual councillors making decisions.)*	Y	Evidenced online	✓		
4	Councillors' Code of Conduct* *(s.27 Localism Act 2011)*	Y	Reviewed & adopted 30/0625 Minute 70/25	✓		
5	Complaints procedure* (tailored and reviewed)	Y	Adopted Nov 2020	✓		
6	General Power of Competence *(decision compliant with S.1-8 Localism Act 2011 and 'The Parish Councils (General Power of Competence) (Prescribed Conditions) Order 2012').* • *Date and minute reference GPOC adopted* • *Qualified Clerk (CiLCA 2015 or later or Level 4 Community Governance or higher qualifications seen)* • *Two-thirds elected councillors at the time of adoption during the current cycle.*	Y	n/a	-	-	-
7	Arrangement for inspection of public records adequate* (*Announcement at least one day after parish council approval, announcement at least one day ahead of inspection period, minuted approval by council of inspection period dates - 30 working days including first 10 working days of July).*	Y	Minute 69/25d	✓		
8	External audit report published by 30 Sept on the council website *(not applicable to councils validly certified as 'Exempt'.)** (*TPG para 5.81- 5.84 also see guidance notes on front of applicable AGAR form)*	Y	Evidenced online	✓		

Transparency		Tested?	Comments & recommendations	Risk		
				Low	Med	High
9	End of year accounts published by 1 July*	Y	Evidenced online	✓		
10	Annual Governance statement published by 1 July* Correctly claimed exemption from audit (if relevant)	Y	Evidenced online	✓		
11	Documents listed on front page of AGAR form published as specified.	Y	Evidenced online	✓		
12	Agendas and meeting papers published with three clear days' notice for parish/ town council meetings*	Y	Evidenced online	✓		
13	Past 5 years of annual returns available online*	Y	Evidenced online	✓		
14	Asset register published by 1 July*	Y	Evidenced online – updated yearly on 31/03	✓		
ICO Model Publication Scheme expected requirements:						
15	All items of expenditure above £100 published by 1 July (over £500 for larger Councils)	Y	Evidenced online	✓		
16	Councillor responsibilities published by 1 July	Y	Evidenced online	✓		
17	Draft minutes published within one month of the meeting	Y	Evidenced online	✓		
Councils over £200K turnover:						
18	Senior officer salaries published*	N/A	N/A			
19	Data on issues important to local people *(eg.subsidised trade union activity, projects, parking, grants)**	N/A	N/A			
20	Contract/ procurement information over £5,000 published*	N/A	N/A			

	Accounting	Tested?	Comments & recommendations	Risk		
				Low	Med	High
21	Cashbook or the accounting system maintained and up to date	Y	Evidenced – Files	✓		
22	Arithmetically correct (checks / balance)	Y	Evidenced – Files	✓		
23	Evidence of internal control *(compliant with Standing Orders and Financial Regulations and TPG 1.14-1.21)*	Y	Evidenced on file	✓		
24	VAT* • evidence of recording • evidence of reclaiming	Y	Evidenced on accounts VAT refund evidenced in accounts	✓		
25	All payments supported by authorised, minuted decisions and invoices	Y	Evidenced in minutes	✓		
26	s.137* *(last resort power for non-GPC councils)* • Recorded separately within accounts • Within legal threshold limits for the current year • Spend in accordance with legislation	Y	Separate column on accounts for s.137 No transactions	✓		
27	Payments made in accordance with Financial Regulations • Cheques • Online banking • BACS • Direct Debit • Standing Orders • Credit or debit cards • Other payments	Y	Evidenced on file, supporting documents and invoices	✓		
28	If Investments/ funds/ cash/ total over £100,000 an Investment Strategy MUST have been adopted and ensure long-term investments for 12+ months are recorded in the Asset and Long-term Investment Register and the purchase/investment and receipts/sales are accounted for as set out in the TPG. (*TPG 2.26-2.29, Section 4 Item H & 5.17, 5.29-30, 5.174-5.177, 5.185-5.190).* An Investment Strategy is recommended for sums held below £100,000	Y	n/a	-	-	-

	Budget	Tested?	Comments & recommendations	Risk		
				Low	Med	High
29	Annual budget income and expenditure amounts in support of precept approved by full council and minuted* (TPG 1.8, Section 4 Table D, 5.25-5.28)	Y	Minute 22/26 b	✓		
30	Precept amount properly minuted by full council* (TPG Section 4 Table item D)	Y	£5514 minute 22/26c	✓		
31	General and earmarked reserves reviewed and sufficient *(TPG 1.13, 2.10-11, 4.21 Table D, 5.31-5.39, 5.208)*	Y	Minute 22/26b	✓		
32	Budget is monitored regularly with variances reported to council in line with Financial Regulations. Variances from budget are explained.	Y	Evidenced online	✓		

	Income control	Tested?	Comments & recommendations	Risk		
				Low	Med	High
33	Income properly recorded and banked promptly	Y	Direct credit only – evidenced on file	✓		
34	Precept income received in bank account.	Y	Evidenced on file and remittance advice note	✓		
35	Scale of fees reviewed regularly, and fees and charges accurately applied.	Y	n/a	✓		
36	Aged debt analysis maintained and appropriate recovery procedures in place to recover arrears/ debts (TPG 5.46-5.48)	Y	n/a	✓		
37	VAT applied accurately to transactions and accounted for. (TPG Section 4 Table Item E)	Y	Evidenced on file	✓		
38	Effective security of cash and receiving cash from transactions	Y	n/a	✓		
39	Effective security of card receipts transactions	Y	n/a	✓		

	Bank reconciliation	Tested?	Comments & recommendations	Risk		
				Low	Med	High
40	Regular bank balances minuted and bank statement reconciliation and signed off by members and minuted. (TPG 1.10, 2.25)	Y	Evidenced in minutes	✓		
41	Balancing entries (adjustments) explained	Y	None	✓		
42	Bank mandate up-to-date -Evidence of signatories being reviewed and minuted -Sufficient signatories to enable banking business to be continuously available without delays. (TPG 1.15.5)	Y	Evidenced in minutes 83/25 c	✓		

	Petty cash	Tested?	Comments & recommendations	Risk		
				Low	Med	High
43	Petty cash account used/authorised	Y	Not used	-	-	-
44	Petty cash spending supported by VAT receipt(s)	Y		-	-	
45	Petty cash reported to Council	Y		-	-	-
46	Petty cash float reconciled/reimbursed	Y		-	-	-

	Asset control	Tested?	Comments & recommendations	Risk		
				Low	Med	High
47	Register of assets and long-term investments* • Exists • Up to date and complete • Published • Review (at least annually) has been minuted (TPG Section 4 Table item H, 5.57-5.70)	Y	Evidenced online Assets list reviewed and updated annually	✓		
48	Any loans to organisations, groups and other parties accurately recorded in the register.	Y	None	✓		
49	Land and property registered with HM Land Registry. https://www.gov.uk/government/publications/registering-local-authority-land-and-property-with-hm-land-registry/register-local-authority-land-and-property	Y	N/A	✓		

50	Any loans/borrowing has been properly obtained with authority from Debt Management Office and accurately accounted for (TPG Section 4 Table item H, 5.70)	Y	None	✓		

Risk management		**Tested?**	**Comments & recommendations**	**Risk**		
				Low	**Med**	**High**
51	Risk Register / Management scheme in place and reviewed annually and minuted (TPG 1.31-1.33, Section 4 Table Item C)	Y	Reviewed 05.03.25 Minute 35/25e	✓		
52	Insurance Cover • Reviewed annually for levels of cover • Certificate(s) viewed & valid • Employees' Liability Cover in place and published* • Public Liability Cover • Employees' Fidelity Guarantee • Councillors' ages reviewed and recorded (some policies restrict some or all cover over certain ages) • Other e.g. vehicles, assets, equipment, volunteers … • Compare schedule against asset register and ensure adequate insurance is in place for items to be covered. • Public liability insurance must match the PLI for any delegated services, assets (£10million) • Any insurance claims during the previous 12 months which may affect the policy and valuations and cover and has the Risk Register been updated to mitigate the risk of re-occurrence? (TPG Section 4 Table Item C)	Y Y Y Y Y Y Y Y Y Y	Evidenced Online and on file Evidenced online Evidenced online Evidenced online None	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓		
53	Internal Controls outlined in Financial Regulations and Standing Orders are being followed and effective? (TPG Section 4 Table Item C)	Y	Evidenced online	✓		
54	Assets inspected and Health & Safety issues considered* • Play equipment • Street furniture • Fire safety • Defibrillators • Other	n/a Y n/a n/a Y	Noticeboard checked by the Clerk when putting in notices. No evidence of benches/bus stops being checked Village pump & wall work scheduled (minuted 30.09.25 minute 98/25)	✓ ✓	✓	
55	Grants ratified and minuted according to policy	Y	Evidence in minutes online	✓		
56	Health and Safety Policy in place where there are 5+ persons working (count councillors, officers, contractors, volunteers) (S 3, Health and Safety at Work Act 1974 and HSE)	Y	Policy 30.06.25 Minute 70/25	✓		

57	Evidence of unusual activity from minutes	Y	None	✓		
58	Back up of files adequate	Y	One-drive used to back up files	✓		
59	Storage of files (paper and electronic) adequate	Y	No evidence of where paper files are stored (if used Clerk to advise)	✓	✓	

	General	**Tested?**	**Comments & recommendations**	**Risk**		
				Low	**Med**	**High**
60	Local Council Award Scheme applicable? • Foundation • Quality • Quality Gold Would this Council be a suitable candidate if they have not achieved the Award Scheme before now?	Y	N/A	-	-	-

	Proper Process / Practice	**Tested?**	**Comments & recommendations**	**Risk**		
				Low	**Med**	**High**
61	List of Members' interests* • displayed on council website /link to District Council • reviewed regularly *(Members have a statutory requirement to complete and report changes within 28 days of change)* • Interests declared in meetings and members follow Standing Orders and Code of Conduct • Dispensations approved as set out in Standing Orders and minuted.	Y Y Y Y	Link to ELDC page on website Cllr responsibility all online are recent Interests declared in meeting minutes There are none	✓ ✓ ✓ ✓		
62	Declarations of Acceptance of Office* • Councillor (after election/ co-option) • Chair (at least annually)	Y Y	Evidenced in minutes 07/05/25 Minute 41/25	✓ ✓		
63	Co-options (after eligibility and disqualification checks) approved by council by a vote, minuted and according to policy	Y	Evidenced in minutes 03/09/25 Minute 100/25	✓		
64	Agenda documents lawful and published*	Y	Evidenced online	✓		
65	Minutes lawful and published/ hard copy signed* *- Apologies noted or resolved to be accepted?* *- A member absent for 6 months handled correctly?* *- Minutes sequential?* *- Members present and not present recorded* *- Interests correctly minuted and members leave room in accordance with Code of Conduct and Standing Orders (Ss27-33 Localism Act 2011)*	Y Y Y Y Y	Evidenced in minutes n/a Evidenced in minutes Evidenced in minutes Not evidenced – minutes taken as a true record	✓ ✓ ✓ ✓ ✓		

	- Dispensations applied for and granted in accordance with Standing Orders (S.33 Localism Act 2011) *- Resolutions are minuted and stated with clarity and the applicable legal power included.*	Y Y	Not evidenced – minutes taken as a true record Minutes and outcomes recorded with clarity	✓ ✓		
66	Confidential items correctly used and resolutions minuted and published *Public Bodies (Admission to Meetings) Act 1960 S.1(2)*	Y	Evidenced online (closed session detailed on agenda and resolutions correctly minuted)	✓		
67	Purchase order system used/correct	Y	n/a	-	-	-
68	Purchasing authorised in line with Financial Regulations / Standing Orders limits and the Procurement Act 2023 and Procurement Regulations 2024 requirements - Choice of procurement method correct for the procurement - For £30,000+(inc VAT) contracts published on 'Find a Tender' - For £5,000 - £29,999 recommended to publish on 'Find a Tender' - Contract decisions issued and published - 30-day payment terms apply to all contracts - Publish 6-monthly performance to pay within 30-days	Y	n/a	-	-	-
69	Delegation to officers or committees • Lawful delegation (to an officer, committee or joint committee but an individual councillor does **not** have decision-making powers – S.101 Local Government Act 1972) • Limits set out in financial regulations and / or standing orders or policies or schemes of delegation; • adhered to; • reported adequately	Y Y Y Y	Evidenced in minutes Evidenced online / financial regulations Evidenced in minutes Evidenced in minutes	✓ ✓ ✓ ✓		
70	Annual publication of Members Allowances, Subsistence and Travel expenses paid in the financial year within 14 days of 31st March where practicable. (Local Authorities (Members' Allowances) (England) Regulations 2003 regulation 31)	Y	Evidenced online	✓		
71	Any Members' Basic Allowances are paid in accordance with the District/Borough Council - approved rates for that Parish/ Town Council and the HMRC PAYE rules applied to Members Allowances before payment. Any subsistence and travel allowances paid are in accordance with the Parish/Town Council's own adopted policies.	Y	n/a	-	-	-

	Payroll & HR	Tested?	Comments & recommendations	Risk		
				Low	Med	High
72	Employee posts properly approved/ recorded/ correct job descriptions in place for each post holder and amendments are confirmed by letter. • Proper Officer (Clerk) • RFO • Deputy Clerk • Admin assistant • Site staff/ Grounds workers • Other	Y N N N N	Evidenced on file n/a n/a n/a n/a	✓		
73	Public sector IR35 rules applied where applicable https://www.gov.uk/guidance/off-payroll-working-for-clients	Y	n/a	-	-	-
74	Right to work checks for employees completed and on file https://www.gov.uk/check-job-applicant-right-to-work	Y	On file	✓		
75	Written statement of particulars for all staff from day one (April 2020 onwards) https://www.gov.uk/employment-contracts-and-conditions/written-statement-of-employment-particulars and amendments to contracts confirmed in writing and minuted*	Y	On file	✓		
76	Proper procedures for payroll, PAYE & NI registered with HMRC and monthly reporting of RTI and Pensions*	Y	Tax / NI / Pension evidenced	✓		
77	Is payroll inhouse or external provider used?		In-house ✓ External	✓		
78	PAYE & NI payments spot checked - calculations	Y	Sample checked	✓		
79	Employers Allowance – Councils are not eligible – payroll system checked.	Y	None	✓		
80	Approval of salaries, annual inflationary increases and increments minuted	Y	Evidence in minutes online	✓		
81	Approval of expense claims	Y	None	✓		

82	Minimum wage threshold met	Y	Not met - currently before the staffing committee			✓
83	HR procedures and policies adopted / reviewed	Y	Evidenced online in employment contract handbook	✓		
84	Training policy and record staff /elected Members	Y	Evidenced online in employment contract handbook – training recorded in minutes	✓		
85	Probation review completed for new staff within probation period.	Y	n/a no new staff	-	-	-
86	Annual appraisals undertaken	Y	Annually – evidenced in minutes	✓		
87	Job description up to date / reviewed	Y	Currently before staffing committee	✓	✓	
88	Health and safety of staff workstation & PC equipment undertaken * • [Display Screen Equipment]()	Y	Evidenced on file	✓		
89	Registered with The Pensions Regulator* Reference number Date of (Re)Declaration of Compliance (every 3 years)	Y	3 yearly Evidenced on file Redeclaration 25.02.26	✓		
90	Adequate Pension provision in place to meet statutory requirements https://www.gov.uk/employers-workplace-pensions-rules		LGPS NEST ✓ Other	✓		
	• Automatic Enrolment for Staff*		**Y** ✓ **N**	✓		
	• Opt-Out Evidenced*		**Y** **N**			

	Information and data compliance	Tested?	Comments & recommendations	Risk		
				Low	Med	High
91	Registered with Information Commissioner's Office *(if relevant)*	Y	ICO registration reference ZA442158	✓		
92	Council-owned email address account in place (either .gov.uk or .org.uk format) *(TPG 1.47)*	Y	.gov.uk email addresses used	✓		
93	Website Accessibility Statement reviewed and published online* https://www.gov.uk/guidance/accessibility-requirements-for-public-sector-websites-and-apps	Y	Evidenced online – statement prepared 24.03.26	✓		
94	GDPR/ Data Protection Act policies and procedures in place* • Record Retention Schedule • Data Breach Assessment • Privacy Policy • Process for dealing with a Subject Access Request • Security Compliance Checklist ….	 Y Y Y Y Y	 Evidenced online Evidenced online Evidenced online Evidenced online Evidenced online	 ✓ ✓ ✓ ✓ ✓		
95	Publication scheme (ICO model template adopted) *(up to date, tailored, reviewed and lawful)* and published on the council website.* (Modifications from the ICO template must have had ICO approval.) *(Ss19-20 FOIA 2000)* Has the Council complied with publishing the information specified in its Publication scheme?	Y	Model publication scheme adopted Minute 70/25	✓		
96	Compliant with the relevant Transparency Code (if applicable)?	N	n/a	-	-	-
97	IT Policy adopted	Y	Minute ref 70/25	✓		

Transaction spot check (Sample test transactions such as largest payment, employee salaries, direct debit, S.137, VAT, Councillors payment, etc)

Check number	1	2	3	4	5	6
Ledger date	03/07/25	04/06/25	07/05/25	28/09/25	21/07/25	25/26
Item / budget heading	Zurich	Zurich	Vere Bros	PKF Littlejohn	LALC	Thimbleby Village Hall Committee
Reference / Cheque number	517	515	512	521	520	524
Was purchase approved prior to ordering? Order minute reference	Y	Y	Y	Y	Y	Y
Any evidence the purchase was delivered? Delivery evidence	Y	Y	Y	Y	Y	Y
When was the payment approved? Payment minute reference	Y	Y	Y	Y	Y	Y
Is the bill the same as ordered? Invoice value	121.18	480.72	749.50	252.00	54.00	225.00
Is the payment approval minuted? Minute value	Y	Y	Y	Y	Y	Y
Is the payment approved matching? Payment value	Y	Y	Y	Y	Y	Y
Does the bank statement value match amount approved? Statement value	Y	Y	Y	Y	Y	Y
Is it within 30 days? Timely payment	Y	Y	Y	Y	Y	Y
Has the VAT been recorded accurately in the accounts? VAT recorded	12.98	51.51	14990	42.00	9.00	N/A
Has a lawful power been identified? S137 recorded in ledger	-	-	-	-	-	-
Notes/ recommendations	-	-	-	-	-	-

	Year End Process	Y/N	Comments & recommendations	Risk		
				Low	Med	High
98	Accounting method correctly applied • Income and expenditure – *mandatory over £200k for 3 years* • Receipts and payments	Y Y	Evidenced Evidenced	✓ ✓		
99	Bank statement opening and closing balances reconcile to cash book / ledger.	Y	Evidenced	✓		
100	Robust audit trail evident	Y	Evidenced	✓		
101	Debtors and Creditors recorded (I&E accounting method only)	Y	Evidenced	✓		
102	Asset register updated for current and previous year balances	Y	Evidenced	✓		
103	Borrowing – ensure appropriate DMO approval in place and full year accounting is accurate and checked against balance at 31st March on DMO website. *(TPG5.70)* *Arrangement fees are treated as administrative expenses in year of receipt.*	Y	N/A	-	-	-
104	Lending *-check if any lending has taken place and is accounted for as specified in TPG.*	Y	There is none	✓		
105	Explanation of Variances completed in sufficient detail	Y	Variance explanations completed in sufficient detail, evidenced on file	✓		
106	Intermediate audit recommendations implemented	Y	N/A	-	-	-
107	Annual Accounting Statement rounding applied/adds up	Y	Evidenced on file	✓		
108	Trust Funds – ensure account filing responsibilities are up to date and not included in AGAR figures	Y	N/A	-	-	-
109	Previous year 'Restatements' correctly identified	Y	Evidenced on file	✓		
110	Auditor's recommendations for completion of the Annual Governance Statement *(if applicable)* and narrative report needed to explain IA Annual Statement's 'No' entries.	Y	Narrative report completed for assertion 3		✓	

Appendix: Additional Areas for Audit (Council Specific)

	Allotments	Tested?	Comments & Recommendations	Risk		
				Low	Med	High
A1	Income for allotment rentals balance	N	N/A	-	-	-
A2	Fees charged in accordance with approved rates	N		-	-	-
A3	Up to date occupancy details kept and securely retained	N N		-	-	-
A4	Agreements/licences issued to all plot holders	N		-	-	-
A5	Other	N		-	-	-

	Burials	Tested?	Comments & Recommendations	Risk		
				Low	Med	High
B1	Cemetery accounts balance	N	N/A	-	-	-
B2	Fees charged in accordance with approved rates	N		-	-	-
B3	All interred ashes have certificates of cremation*	N		-	-	-
B4	Permits properly documented and stored*	N		-	-	-
B5	Cemetery regulations adopted and up to date	N		-	-	-
B6	Registers of burials and purchased graves completed correctly and stored safely*	N		-	-	-
B7	Burial certificates issued correctly	N		-	-	-
B8	Green slips returned appropriately to Registrar	N		-	-	-
B9	Legible cemetery burial plan up to date* • backed up if appropriate	N		-	-	-
B10	Business rates exemptions correctly applied	N		-	-	-

	Charities	Tested?	Comments & Recommendations	Risk		
				Low	Med	High
C1	Accounted for separately	N	N/A	-	-	-
C2	Independently audited*	N		-	-	-
C3	Returns filed within legal time limits*	N		-	-	-

	Buildings and premises	Tested?	Comments & Recommendations	Risk		
				Low	Med	High
Note	*Premises licence. Fire checks, electrical checks, First Aid, Insurance valuations, PRS, Water checks, Fire alarms, COSHH, gas inspections,* *Employer liability and PLI, Fidelity. DEC certificate* *Use HSE checklist or similar https://www.hse.gov.uk/voluntary/work-types/village-and-community-halls.htm* *Is the ownership /lease title registered with Land Registry?*	N	N/A	-	-	-
Cb1						
Cb2						
Cb3						

	Markets	Tested?	Comments & Recommendations	Risk		
				Low	Med	High
M1	Income for stall hire balances	N	N/A	-	-	-
M2	Fees charged in accordance with approved rates	N		-	-	-
M3	Up to date occupancy details kept and securely retained	N		-	-	-
M4	Statutory records kept / stored safely	N		-	-	-
M5	Agreements/licences issued to all stall holders	N		-	-	-
M6	Other	N		-	-	-

	Other	Tested?	Comments & Recommendations	Risk		
				Low	Med	High
O1						
O2						

Endnotes

High and medium risk items may lead to the internal auditor stating that the Council does not comply with one or more assertions on the AGAR form at the end of the financial year.

[i] **High risk** – these items should be dealt with as a **high priority** because they may affect one or more of the following – statutory and must be done, high financial risk which could reveal the council to losses, not compliant with Proper Practices in the Practitioners' Guide, high risk of reputational damage, failure to comply may lead to penalties, prosecution or legal action.

Medium risk – these items need to be improved to meet one or more of the following - statutory requirements, support internal control, reduce the risk of financial loss and reputational damage, improve governance, improve compliance with proper practices in the Practitioners' Guide, and to improve procedures that should be in place.

Low risk – these items are usually **best practice** to improve governance, internal control, transparency, efficiency and effectiveness.

*-Asterisked items are statutory requirements and should be in place where applicable.