2027 Financial Readiness Checklist

Use this before approving the new-year budget or at a board/leadership planning session

1. 2027 income

Separate certainty from hope.

Check	R	A	G	Notes / action
Material income is classified as confirmed, probable or aspirational.	■	■	■	
We know when current grants/contracts end.	■	■	■	
Renewals are not treated as confirmed until there is appropriate evidence.	■	■	■	
We understand dependence on our largest income sources.	■	■	■	

2. 2027 commitments

Know what you have already promised to pay.

Check	R	A	G	Notes / action
Payroll and employment commitments are included.	■	■	■	
Contracts, leases, subscriptions and known supplier commitments are included.	■	■	■	
New expenditure is clearly linked to the income or decision that enables it.	■	■	■	

3. Cash and funds

Test timing and flexibility.

Check	R	A	G	Notes / action
A 12-month cashflow forecast has been prepared.	■	■	■	
We know the lowest expected cash point and why it occurs.	■	■	■	
Restricted and unrestricted resources are visible separately.	■	■	■	
We know what level of unrestricted buffer/reserves is available.	■	■	■	

4. Assumptions and scenarios

Make uncertainty explicit.

Check	R	A	G	Notes / action
Material assumptions are written down.	■	■	■	
We have identified the two or three uncertainties that could materially change the plan.	■	■	■	
A downside scenario has been considered for major uncertain income.	■	■	■	

Check	R	A	G	Notes / action
Decision triggers are agreed where useful (for example, recruitment only after funding confirmation).	■	■	■	

5. Projects and core costs

Make sure planned activity supports the organisation.

Check	R	A	G	Notes / action
Major projects include realistic direct delivery costs.	■	■	■	
Core/shared costs are considered in project pricing and funding bids.	■	■	■	
Projects ending in 2027 have an exit or continuation plan.	■	■	■	

6. Leadership information

Make 2027 manageable month by month.

Check	R	A	G	Notes / action
A 2027 budget has been approved or has a clear approval date.	■	■	■	
Leadership will receive regular budget, forecast and cash information.	■	■	■	
Key financial risks have owners and review dates.	■	■	■	
We know which financial decisions are likely in the first quarter.	■	■	■	

Turn the review into action

Agree the three issues that could most affect 2027. Record what will be monitored, who owns it and the date leadership will review it again.

Priority 1	
Priority 2	
Priority 3	