Financial Control Health Check

A practical leadership review for CICs and mission-led organisations

1. Budget and forecast

Can leadership see what was expected, what happened and what is now expected?

Check	R	A	G	Notes / action
We compare actual results with budget at least monthly or quarterly.	■	■	■	
Significant variances are explained, not simply reported.	■	■	■	
Our forecast is updated when assumptions materially change.	■	■	■	
The forecast includes known commitments and realistic delivery changes.	■	■	■	

2. Cashflow

Look beyond today's bank balance.

Check	R	A	G	Notes / action
We maintain a forward-looking cashflow forecast.	■	■	■	
We know our projected lowest cash point over the next 12 months.	■	■	■	
The forecast reflects the timing of major grants, payroll and supplier commitments.	■	■	■	
Leadership knows what action would be taken if cash falls below an acceptable level.	■	■	■	

3. Restricted funds

Can you connect award conditions, records and delivery?

Check	R	A	G	Notes / action
Each material restricted fund is separately identifiable.	■	■	■	
We can reconcile award, receipts, expenditure, commitments and balance remaining.	■	■	■	
Project reporting is checked against the funding agreement and approved budget.	■	■	■	
Potential underspends or overspends are identified early enough to act.	■	■	■	

4. Unrestricted position

Understand the resources leadership can genuinely use.

Check	R	A	G	Notes / action
We distinguish restricted cash from unrestricted resources.	■	■	■	

Check	R	A	G	Notes / action
Leadership understands the current unrestricted position/free reserves where relevant.	■	■	■	
We do not use the total bank balance as a proxy for available money.	■	■	■	

5. Core costs

Make the infrastructure visible.

Check	R	A	G	Notes / action
We understand the central costs required to deliver projects.	■	■	■	
Project budgets include an appropriate contribution to shared/core costs where possible.	■	■	■	
We review whether growth is increasing unsupported central costs.	■	■	■	

6. Management information

Reports should support decisions.

Check	R	A	G	Notes / action
Finance information is current enough to influence decisions.	■	■	■	
Reports explain what changed, why and what needs attention.	■	■	■	
Leadership can see performance, cash, funds, forecast and key risks without rebuilding the numbers manually.	■	■	■	
Finance meetings end with clear actions or decisions.	■	■	■	

Turn the review into action

Choose no more than three improvements. Give each an owner and a date. The aim is not a perfect score; it is better visibility and earlier decisions.

Priority 1	
Priority 2	
Priority 3	