TEMPLATE

The Monthly Board Financial Pack

What this is	A decision-support pack rather than an accounting printout: statements, variance with explanation, cash position, award status, and the few indicators that actually drive decisions.
It assumes	A bookkeeper or accountant who can produce the underlying statements.
Change before use	Your chart-of-accounts mapping and the indicators your board actually uses.

THE PACK IS THE SPREADSHEET

This document describes what each page is for. **The pack is the accompanying spreadsheet** — the summary page, budget against actual with a required explanation column, the statement of position with receivables aged, cash and runway, and award status. Every variance, total, and ratio is a formula.

The count of variances beyond your threshold with no explanation is computed. A variance without an explanation is a question the board will ask.

The test of a board pack

A director with twenty minutes should be able to answer, from the pack alone: are we within budget and if not why; can we make payroll for the next ninety days; is any funding source at risk; and is anything moving that the board should act on. A general-ledger printout answers none of these. The pack below answers them in six pages.

Page by page

Page 1 — The summary

- Five to seven lines, plain sentences: the month's result, year-to-date against budget, cash on hand in months of average expense, anything unusual and its one-line explanation, and any decision the board is being asked to make.
- This page is written by the finance lead, not generated. If nothing needs saying, it says so.

Page 2 — Statement of activities, budget vs. actual

- Rows grouped as the board thinks — by program and by major revenue source — not the raw chart of accounts.
- Columns: month actual, month budget, YTD actual, YTD budget, YTD variance ($ and %), full-year budget, full-year forecast.
- **Every variance beyond [10% / $X] carries a one-line explanation on the page.** A variance without an explanation is a question the meeting will spend ten minutes on.

Page 3 — Statement of financial position

- Comparative to prior year-end. Receivables aged in three buckets, with anything over 90 days named.
- Board-designated and donor-restricted funds shown separately from unrestricted — the unrestricted line is the one that pays payroll.

Page 4 — Cash

- Thirteen-week cash view: opening cash, expected receipts by source and week (contract reimbursements at their actual historical lag, not their invoice date), payroll and fixed obligations, closing position.
- Months of operating reserve against the board's reserve policy target.

Page 5 — Awards and contracts

- One row per award: funder, period, total, spent to date, % of budget vs. % of period elapsed, next report due, and a status word — on track / underspent / overspent / at risk — with a one-liner for anything not on track.

Page 6 — Indicators

- The few numbers the board has chosen to watch — typically: months of unrestricted reserve, receivables over 90 days, payroll as % of revenue, single-payer concentration, and one or two program volume indicators.
- Each shown against the same month last year and against any board-set target, with tabular figures, no gauges.

Operating rules

1. Same structure every month. A board learns a stable pack; a changing one is re-learned monthly.
2. The pack goes out with the board packet — at least [five] days before the meeting — and the meeting discusses it rather than receives it.
3. The finance committee sees it first and marks what the board should spend time on.
4. Once a quarter, the pack includes the allocation worksheet summary and the obligations calendar extract, so the board sees the machinery working, not just the outputs.

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