

OUTLIERS CFO EXCELLENCE CENTRE™

CFO Board Pack Template

The standard CFO pack for board meetings

CFO / Board · Flagship Edition 2026

Outliers Professionals Ltd — publication-ready resource for the CFO Excellence Centre Resource Library

1. Contents & Structure

Section	Content
1. Executive summary	Headlines, RAG, key decisions
2. Financial performance	P&L vs budget, margin, variance
3. Cash & liquidity	Cash position, forecast, treasury
4. Balance sheet & capital	Working capital, debt, capital
5. KPIs & dashboard	Finance scorecard with RAG
6. Risks & controls	Financial risks, control status
7. Outlook & forecast	Reforecast and scenarios
8. Decisions sought	Items for board approval

2. Executive Summary (template)

[Overall RAG and 3–5 key messages. Example: Revenue [x]% vs budget; EBITDA margin [x]%; cash position strong; ROIC below hurdle; reforecast attached; decisions sought on capital allocation.]

3. Financial Performance (template)

Measure	Actual	Budget	Variance	RAG
Revenue (£m)	[]	[]	[]	Amber
Gross margin %	[]	[]	[]	Amber
EBITDA (£m)	[]	[]	[]	Amber
EBITDA margin %	[]	[]	[]	Red

4. Cash, Capital & Risk (template)

Item	Status	Note
Cash & liquidity	Green	[headroom]
Working capital	Amber	[CCC days]
Debt & covenants	Green	[headroom]
Top financial risk	Amber	[risk & mitigation]

5. Decisions Sought

- [decision 1]
- [decision 2]

Notes & Disclaimer

This resource is a professional finance management template, not accounting, tax, legal or financial advice. Calibrate frameworks, KPIs, thresholds and figures to your organisation and confirm accounting, tax and regulatory specifics against current applicable standards and law and professional counsel. Bracketed fields [like this] and sample figures are editable placeholders.