

OUTLIERS CFO EXCELLENCE CENTRE™

# FP&A Excellence Toolkit™

Plan, forecast and analyse to drive decisions

CFO / Head of FP&A / Finance Team · Flagship Edition 2026

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

## 1. Full Guide

This toolkit builds forward-looking FP&A — planning linked to strategy, driver-based budgeting and rolling forecasts, and analysis that drives decisions.

### Operating lifecycle

1. Plan — link planning to strategy
2. Budget — efficient, driver-based budgeting
3. Forecast — rolling, driver-based forecasts
4. Analyse — variance and decision support
5. Cadence — disciplined planning cycle

### Maturity model

L1 Initial	L2 Developing	L3 Defined	L4 Managed	L5 Optimised
Reactive / manual	Core but unstandardised	Standardised & controlled	Measured & automated	Predictive & value-creating

### Key components

- Strategic & annual planning
- Budgeting
- Rolling forecasting
- Driver-based modelling
- Management analysis
- Decision support

## 2. Templates & Contents

### FP&A planning workbook

Driver-based annual plan from editable assumptions (supplied as a working XLSX).

### Budgeting workbook

Budget vs actual by cost centre with variance and RAG (supplied as a working XLSX).

### Scenario & sensitivity workbook

Model best/base/worst cases.

### Variance analysis template

Explain budget-to-actual variances.

### FP&A playbook

How to run a disciplined planning and forecasting cycle.

## 3. Checklists

- Planning linked to strategy
- Budget process efficient and meaningful
- Rolling, driver-based forecasts in place
- Forecast accuracy measured and improving
- Variance analysis routine

- Analysis drives decisions
- Planning runs to a disciplined cadence

## Governance Structure

FP&A operates under the CFO with business partnering across the organisation:

Layer	Role
Board / Audit Committee	Oversees financial reporting, controls, risk and capital
CFO	Owns the finance function and agenda
Finance leadership	Run FP&A, control, treasury, reporting
Finance business partners	Connect finance to the business
Finance team	Deliver close, reporting, analysis and controls

## Reporting Example

Standard report: executive summary · performance vs target (RAG) · key metrics · risks & actions · decisions sought.

Metric	Current	Target	RAG	Action
Forecast accuracy	92%	≥95%	Amber	Improve accuracy
Budget cycle time	Reducing	Reducing	Green	Maintain
Planning linkage	85%	≥90%	Amber	Fund all priority plans
Variance explained	On time	On time	Green	Maintain

## Board Reporting Section

*Illustrative one-page board summary (replace with live data):*

Item	Status	Commentary
FP&A	Amber	Strong process; forecast accuracy improving
Planning linkage	Amber	Most plans funded
Risk	Amber	Forecast volatility in some lines
Decisions sought	—	Approve rolling-forecast rollout

## 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.*