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**Board Pack**

*[Notes in square brackets and italicised are for reference and can be deleted once your board pack is completed.]*

**1. Agenda**

**2. Company secretarial *[Governance perspective – usually run by CFO/Co Sec]***

**2.1 Prior minutes**

*[Conclusions and actions clearly recorded]*

**2.2 Open actions**

*[Responsibilities allocated, review each month until closed]*

**2.3 Other**

*[Share and option issues, changes of rights, director appointments etc]*

**3. CEO report *[Learning and growth perspective]***

**3.1 High Level KPIs**

**3.2 Summary**

*[What’s going well, What’s not going so well, and Key Priorities for the Next Period]*

**3.3 Progress against longer term goals**

*[Green, Amber, Red]*

**3.4 Commentary on market developments and competition**

**4. Customers, Sales and Marketing**

**4.1 Existing Customers**

*[Customer satisfaction KPIs, Churn, Account growth]*

**4.2 Sales**

*[Pipeline KPIs, Progress to Quarter targets, Cost of Acquisition, Win/loss analysis, How good are you at forecasting]*

**4.3 Marketing**

*[KPI performance of marketing investment]*

**4.4 Team Performance**

**5. CFO report *[Financial Perspective]***

**5.1 Commentary on Key Performance Indicators**

**5.2 Management accounts**

*[P&L, cash flow and balance sheet month and YTD v budget and prior year]*

**5.3 Revenue and Gross Margin analysis**

*[By client, product, geography as relevant]*

**5.4 Forecasts**

*[Cash flow and P&L full year outturn at least]*

**5.5 Funding update**

*[Current projects or timetable to meet future requirement]*

**5.6 Bank covenants**

*[If applicable]*

**6. COO/Operations report *[Internal business perspective (includes CTO, CPO remit)]***

**6.1 Summary**

*[What’s going well, What’s not going so well, and Key Priorities for the Next Period]*

**6.2 Operational Delivery KPIs**

*[System downtime, Customer satisfaction issues, Key bottlenecks]*

**6.3 Product Roadmap**

*[Update with Roadmap milestones, progress against plan]*

**6.4 HR report**

*[(Often part of CFO report) – FTE by department v budget (list by name if < 50 FTE), departures and joiners with reasons, promotions, recruitment underway, 6 month recruitment plan (identifying what is in budget and not). Training and development summary.]*

***[If the business has a CTO or CPO they should produce their own report including predictive KPIs and linkage of their delivery schedules to the broader business performance.]***

**7. AOB: Special papers *[e.g. planning cycle, reforecast, large capex, departmental reviews, new products etc]***

**8. Financial and Non-Financial Appendices**

**8.1 P&L actual to budget comparison**

**8.2 Cash-flow actual to budget comparison**

*[Include forecast]*

**8.3 Balance sheet actual to budget**

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