Harbor Office Supplies Ltd - Budget Variance Report

OF-XLS-BV01 v1.0 - Harbor Office Supplies Ltd

Purpose

Compare budget with actual by category for a period, explain each material variance, compare with the prior period, roll th department, and record approval of the variances.

How to use

1. On the Setup sheet, enter your company name, currency label, report period and prior period.
2. On the Variance Report, enter the budget, actual and prior period figures in the white cells. Variance, variance %, chang and status are all formulas.
3. Write a short explanation for every line marked Review, and agree an action and owner.
4. Check the Department Roll-up and the Summary sheet, then complete the sign-off on the Summary sheet.

Example figures

All figures are examples for the fictional company Harbor Office Supplies Ltd for December 2026, with November 2026 a are illustrative only and must be replaced with your own figures. Example totals: income 139,000 budgeted against 151,00 budgeted against 61,650 actual; net result 89,350 actual.

What this workbook is NOT

This report compares figures and records explanations. It does not set budgets, approve spending, or claim to follow any ac decisions remain with the budget holder and approver.

White cells are for your input. Grey cells are formulas - do not type in them. Replace every [bracketed] item and ev your own details before relying on this workbook.

Setup - lists and settings

Workbook settings

Company name	Harbor Office Supplies Ltd (example - replace	Shown on sheet headings. Replace with your own company name.
Currency label	USD	Shown in headings. Change to your currency (for example GBP, EUR, PKR).
Report period	December 2026	The period this report covers.
Prior period	November 2026	The period used for comparison.

Budget Variance Report - December 2026 - Harbor Office Supplies Ltd

Example figures are illustrative - overwrite the white cells with your own numbers. Variance is actual less budget. For expense lines a positive variance means overspend. Grey cells are formulas: do not type in them. Amounts in USD (see Setup).

Category	Department	Budget (USD)	Actual (USD)	Variance (USD)	Variance %	Prior period actual (USD)	Change vs prior period (USD)	Variance explanation	Action and owner	Status
INCOME										
Product sales	Sales	108,000	116,000	8,000	7.4%	108,000	8,000	Higher December sales; year-end orders from two new custom	Sales: confirm January orders. Owner: [Sales Ma	Review
Service income	Sales	31,000	35,000	4,000	12.9%	31,000	4,000	Additional project work completed in December.	None. Owner: [Sales Manager]	Review
Total income		**139,000**	**151,000**	**12,000**	**8.6%**	**139,000**	**12,000**			
EXPENSES										
Salaries and wages	Operations	27,000	29,000	2,000	7.4%	27,000	2,000	Overtime for the year-end stock count and two temporary staff.	Review overtime approval. Owner: [Operations	Review
Rent	Administration	10,000	10,000	0	0.0%	10,000	0	As budgeted.	None.	OK
Utilities	Administration	3,200	2,800	-400	-12.5%	3,400	-600	Lower heating use; mild December.	None.	OK
Marketing and advertising	Sales	5,000	6,000	1,000	20.0%	5,000	1,000	Year-end campaign brought forward from January.	Confirm January marketing spend is reduced. Ov	Review
Office supplies	Administration	1,500	1,300	-200	-13.3%	1,400	-100	As budgeted.	None.	OK
Travel and transport	Sales	2,200	2,000	-200	-9.1%	2,200	-200	One planned trip postponed to January.	None.	OK
Insurance	Administration	2,000	2,000	0	0.0%	2,000	0	As budgeted.	None.	OK
Professional fees	Administration	2,500	2,900	400	16.0%	2,500	400	Year-end accounts preparation started early.	Agree fee cap with adviser. Owner: [Finance Ma	OK
Maintenance and repairs	Operations	1,300	1,300	0	0.0%	1,200	100	As budgeted.	None.	OK
Depreciation	Operations	3,750	3,750	0	0.0%	3,750	0	As budgeted.	None.	OK
Other expenses	Administration	1,000	600	-400	-40.0%	900	-300	Lower courier and bank charges.	None.	OK
Total expenses		**59,450**	**61,650**	**2,200**	**3.7%**	**59,350**	**2,300**			
NET RESULT (income less expenses)		**79,550**	**89,350**	**9,800**	**12.3%**	**79,650**	**9,700**			

Department Roll-up - December 2026 - Harbor Office Supplies Ltd

All figures are formulas from the Variance Report sheet. Amounts in USD (see Setup).

Department	Budget (USD)	Actual (USD)	Variance (USD)	Variance %	Prior period actual (USD)	Change vs prior period (USD)
Sales	146,200	159,000	12,800	8.8%	146,200	12,800
Operations	32,050	34,050	2,000	6.2%	31,950	2,100
Administration	20,200	19,600	-600	-3.0%	20,200	-600
TOTAL	**198,450**	**212,650**	**14,200**	**7.2%**	**198,350**	**14,300**

Summary - Budget Variance Report

Key figures for December 2026, with November 2026 as the prior period. All amounts in the currency set on Setup.

Key figures

Total income - budget	139,000
Total income - actual	151,000
Income variance (actual less budget)	12,000
Total expenses - budget	59,450
Total expenses - actual	61,650
Expense variance (actual less budget)	2,200
Net result - budget	79,550
Net result - actual	89,350
Net variance (actual less budget)	**9,800**
Net result - prior period	79,650
Change in net result vs prior period	9,700
Lines marked Review	4

Sign-off

Prepared by	[Name]
Reviewed by	[Name]
Approved by	[Name]
Date	[Date]