Management Review Report

Ashford Business Services Ltd

A review of how **Ashford Business Services Ltd** performed during the period, measured against plan, with the risks, decisions and actions that follow from it. Prepared for **Board or management team**.

Report details

Field	Entry
Company	**Ashford Business Services Ltd**
Report period	**November 2026**
Prepared by	**Sarah Mitchell, Office Manager**
Prepared for	**Board or management team**
Date of review meeting	**9 November 2026**
Previous review period	**November 2026**

1. Executive summary

Write two or three short paragraphs that give the whole picture: whether the period went to plan, the main reasons for any gap, and what needs a decision at this review.

Enter executive summary as agreed at the meeting.

2. Performance against plan

Record each key measure with its planned figure, the actual figure, the variance and a RAG rating (Red, Amber or Green). Add or remove rows to match the measures **Ashford Business Services Ltd** tracks.

Measure	Plan	Actual	Variance	RAG	Comment
Revenue	**Plan**	**Actual**	**Variance**	**RAG rating**	**Comment as agreed at the meeting.**
Gross profit	**Plan**	**Actual**	**Variance**	**RAG rating**	**Comment as agreed at the meeting.**
Operating profit	**Plan**	**Actual**	**Variance**	**RAG rating**	**Comment as agreed at the meeting.**

Cash at bank	**Plan**	**Actual**	**Variance**	**RAG rating**	**Comment as agreed at the meeting.**
New customers	**Plan**	**Actual**	**Variance**	**RAG rating**	**Comment as agreed at the meeting.**
Customer satisfaction	**Plan**	**Actual**	**Variance**	**RAG rating**	**Comment as agreed at the meeting.**
Staff turnover	**Plan**	**Actual**	**Variance**	**RAG rating**	**Comment as agreed at the meeting.**
On-time delivery	**Plan**	**Actual**	**Variance**	**RAG rating**	**Comment as agreed at the meeting.**

3. Financial summary

Item	Plan	Actual	Variance	Comment
Revenue	**£45.00**	**£120.00**	**£850.00**	**Comment as agreed at the meeting.**
Cost of sales	**£1,250.00**	**£2,400.00**	**£45.00**	**Comment as agreed at the meeting.**
Gross profit	**£120.00**	**£850.00**	**£1,250.00**	**Comment as agreed at the meeting.**
Operating costs	**£2,400.00**	**£45.00**	**£120.00**	**Comment as agreed at the meeting.**
Operating profit	**£850.00**	**£1,250.00**	**£2,400.00**	**Comment as agreed at the meeting.**
Cash at bank	**£45.00**	**£120.00**	**£850.00**	**Comment as agreed at the meeting.**

4. What went well

- **November 2026**
- **November 2026**
- **November 2026**

5. What did not go to plan

- Enter a point that did not go to plan, with the reason as agreed at the meeting.
- Enter a point that did not go to plan, with the reason as agreed at the meeting.
- Enter a point that did not go to plan, with the reason as agreed at the meeting.

6. Risks and issues

Risk or issue	Impact	Likelihood	Owner	Mitigation or action
Risk or issue as agreed at the meeting.	High, Medium or Low	High, Medium or Low	David Okafor, Finance Manager	Mitigation or action as agreed at the meeting.
Risk or issue as agreed at the meeting.	High, Medium or Low	High, Medium or Low	Emma Clarke, Office Manager	Mitigation or action as agreed at the meeting.
Risk or issue as agreed at the meeting.	High, Medium or Low	High, Medium or Low	Tom Whitfield, Finance Manager	Mitigation or action as agreed at the meeting.
Risk or issue as agreed at the meeting.	High, Medium or Low	High, Medium or Low	Laura Bennett, Office Manager	Mitigation or action as agreed at the meeting.

7. Decisions needed

Decision needed	Options considered	Recommendation	Decision taken
Decision needed as agreed at the meeting.	Options considered	Recommendation	Decision taken as agreed at the meeting.
Decision needed as agreed at the meeting.	Options considered	Recommendation	Decision taken as agreed at the meeting.
Decision needed as agreed at the meeting.	Options considered	Recommendation	Decision taken as agreed at the meeting.

8. Actions agreed

No.	Action	Owner	Due date	Status
1	Action as agreed at the meeting.	Daniel Wright, Finance Manager	9 November 2026	Not started, In progress or Complete

2	**Action as agreed at the meeting.**	**Aisha Bello, Office Manager**	**9 November 2026**	**Not started, In progress or Complete**
3	**Action as agreed at the meeting.**	**Natalie Brooks, Finance Manager**	**9 November 2026**	**Not started, In progress or Complete**
4	**Action as agreed at the meeting.**	**Omar Farouk, Office Manager**	**9 November 2026**	**Not started, In progress or Complete**
5	**Action as agreed at the meeting.**	**Zoe Barnes, Finance Manager**	**9 November 2026**	**Not started, In progress or Complete**

9. Next review

The next management review will be held on **9 November 2027** and will cover the period **November 2026**.

Sign-off

Field	Entry
Prepared by	**Sarah Mitchell, Office Manager**
Reviewed by	**David Okafor, Finance Manager**
Date	**9 November 2026**
Signature	**Emma Clarke**