[Company name]

How to use this document: delete this paragraph before saving, sharing, or circulating it. Every part shown in blue is yours to replace: type your own details over each blue **[field]** until no blue remains. Add or remove table rows to fit your needs. Then select all (Ctrl+A) and set the font colour to the same dark colour throughout. What is left is your finished document.

Monthly Management Report

[Company name]

A whole-business report for one month: financials, operations, people, risks and exceptions, and the actions agreed. Prepared for **[Board or management team]** each month.

Report details

Field	Entry
Company	**[Company name]**
Month	**[Month and year]**
Prepared by	**[Name and role]**
Prepared for	**[Board or management team]**
Report date	**[Date]**

1. Summary for the month

[Enter a short summary of the month: the headline result, what drove it, and anything that needs attention.]

2. Financials

2.1 Income and costs

Item	Budget	Actual	Variance	Comment
Revenue	**[Amount]**	**[Amount]**	**[Amount]**	**[Comment]**
Cost of sales	**[Amount]**	**[Amount]**	**[Amount]**	**[Comment]**
Gross profit	**[Amount]**	**[Amount]**	**[Amount]**	**[Comment]**
Staff costs	**[Amount]**	**[Amount]**	**[Amount]**	**[Comment]**
Other operating costs	**[Amount]**	**[Amount]**	**[Amount]**	**[Comment]**
Operating profit	**[Amount]**	**[Amount]**	**[Amount]**	**[Comment]**

2.2 Cash and debtors

Item	Opening	Movement	Closing	Comment
Cash at bank	**[Amount]**	**[Amount]**	**[Amount]**	**[Comment]**
Debtors (money owed to us)	**[Amount]**	**[Amount]**	**[Amount]**	**[Comment]**
Creditors (money we owe)	**[Amount]**	**[Amount]**	**[Amount]**	**[Comment]**
Overdue debtors over **[Number]** days	**[Amount]**	**[Amount]**	**[Amount]**	**[Comment]**

3. Operations

Measure	Target	Actual	Variance	Comment
[Operational measure]	**[Target]**	**[Actual]**	**[Variance]**	**[Comment]**
[Operational measure]	**[Target]**	**[Actual]**	**[Variance]**	**[Comment]**
[Operational measure]	**[Target]**	**[Actual]**	**[Variance]**	**[Comment]**
[Operational measure]	**[Target]**	**[Actual]**	**[Variance]**	**[Comment]**

Key operational points this month:

- **[Enter an operational point]**
- **[Enter an operational point]**
- **[Enter an operational point]**

4. People

Item	This month	Last month	Comment
Headcount	**[Number]**	**[Number]**	**[Comment]**
Starters	**[Number]**	**[Number]**	**[Comment]**
Leavers	**[Number]**	**[Number]**	**[Comment]**
Sickness absence (days)	**[Number]**	**[Number]**	**[Comment]**
Annual leave taken (days)	**[Number]**	**[Number]**	**[Comment]**

Vacancies open	[Number]	[Number]	[Comment]

5. Risks and exceptions

Record anything that fell outside normal limits, any incident, and any new or changed risk this month.

Exception or risk	What happened	Impact	Action taken	Owner
[Exception or risk]	[What happened]	[Impact]	[Action taken]	[Name and role]
[Exception or risk]	[What happened]	[Impact]	[Action taken]	[Name and role]
[Exception or risk]	[What happened]	[Impact]	[Action taken]	[Name and role]

6. Actions

No.	Action	Owner	Due date	Status
1	[Action]	[Name and role]	[Date]	[Not started, In progress or Complete]
2	[Action]	[Name and role]	[Date]	[Not started, In progress or Complete]
3	[Action]	[Name and role]	[Date]	[Not started, In progress or Complete]
4	[Action]	[Name and role]	[Date]	[Not started, In progress or Complete]
5	[Action]	[Name and role]	[Date]	[Not started, In progress or Complete]

7. Priorities for next month

- [Enter a priority for next month]
- [Enter a priority for next month]
- [Enter a priority for next month]

[Company name]

Sign-off

Field	Entry
Prepared by	**[Name and role]**
Reviewed by	**[Name and role]**
Date	**[Date]**
Signature	**[Signature]**