Monthly Management Report

Ashford Business Services Ltd

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	**Ashford Business Services Ltd**
Month	**Month and year**
Prepared by	**Sarah Mitchell, Office Manager**
Prepared for	**Board or management team**
Report date	**9 November 2026**

1. Summary for the month

Enter a short summary of the month: the headline result, what drove it, and anything that needs attention. as agreed at the meeting.

2. Financials

2.1 Income and costs

Item	Budget	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.**
Staff costs	**£2,400.00**	**£45.00**	**£120.00**	**Comment as agreed at the meeting.**
Other operating costs	**£850.00**	**£1,250.00**	**£2,400.00**	**Comment as agreed at the meeting.**
Operating profit	**£45.00**	**£120.00**	**£850.00**	**Comment as agreed at the meeting.**

2.2 Cash and debtors

Item	Opening	Movement	Closing	Comment
Cash at bank	**£1,250.00**	**£2,400.00**	**£45.00**	**Comment as agreed at the meeting.**
Debtors (money owed to us)	**£120.00**	**£850.00**	**£1,250.00**	**Comment as agreed at the meeting.**
Creditors (money we owe)	**£2,400.00**	**£45.00**	**£120.00**	**Comment as agreed at the meeting.**
Overdue debtors over **001** days	**£850.00**	**£1,250.00**	**£2,400.00**	**Comment as agreed at the meeting.**

3. Operations

Measure	Target	Actual	Variance	Comment
Operational measure	**Target**	**Actual**	**Variance**	**Comment as agreed at the meeting.**
Operational measure	**Target**	**Actual**	**Variance**	**Comment as agreed at the meeting.**
Operational measure	**Target**	**Actual**	**Variance**	**Comment as agreed at the meeting.**
Operational measure	**Target**	**Actual**	**Variance**	**Comment as agreed at the meeting.**

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	**001**	**001**	**Comment as agreed at the meeting.**
Starters	**001**	**001**	**Comment as agreed at the meeting.**
Leavers	**001**	**001**	**Comment as agreed at the meeting.**

Sickness absence (days)	**001**	**001**	**Comment as agreed at the meeting.**
Annual leave taken (days)	**001**	**001**	**Comment as agreed at the meeting.**
Vacancies open	**001**	**001**	**Comment as agreed at the meeting.**

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 as agreed at the meeting.**	**David Okafor, Finance Manager**
Exception or risk	**What happened**	**Impact**	**Action taken as agreed at the meeting.**	**Emma Clarke, Office Manager**
Exception or risk	**What happened**	**Impact**	**Action taken as agreed at the meeting.**	**Tom Whitfield, Finance Manager**

6. Actions

No.	Action	Owner	Due date	Status
1	**Action as agreed at the meeting.**	**Laura Bennett, Office Manager**	**9 November 2026**	**Not started, In progress or Complete**
2	**Action as agreed at the meeting.**	**Daniel Wright, Finance Manager**	**9 November 2026**	**Not started, In progress or Complete**
3	**Action as agreed at the meeting.**	**Aisha Bello, Office Manager**	**9 November 2026**	**Not started, In progress or Complete**
4	**Action as agreed at the meeting.**	**Natalie Brooks, Finance Manager**	**9 November 2026**	**Not started, In progress or Complete**
5	**Action as agreed at the meeting.**	**Omar Farouk, Office Manager**	**9 November 2026**	**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**

Sign-off

Field	Entry
Prepared by	**Zoe Barnes, Finance Manager**
Reviewed by	**Sarah Mitchell, Office Manager**
Date	**9 November 2026**
Signature	**Helen Morris**