**[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.

# Quarterly Performance Report

**[Company name]**

Performance for the quarter against target, with variance commentary and the actions that follow. Prepared for **[Board or management team]**.

## Report details

| Field | Entry |
|---|---|
| Company | **[Company name]** |
| Quarter | **[Quarter and year]** |
| Quarter dates | **[Start date]** to **[End date]** |
| Prepared by | **[Name and role]** |
| Prepared for | **[Board or management team]** |
| Report date | **[Date]** |

## 1. Quarter at a glance

**[Enter a short summary of the quarter: the headline result, the main drivers, and the one or two things that matter most.]**

| Headline measure | Target | Actual | Variance | RAG |
|---|---|---|---|---|
| Revenue | **[Target]** | **[Actual]** | **[Variance]** | **[RAG rating]** |
| Gross profit | **[Target]** | **[Actual]** | **[Variance]** | **[RAG rating]** |
| Operating profit | **[Target]** | **[Actual]** | **[Variance]** | **[RAG rating]** |
| Cash at bank | **[Target]** | **[Actual]** | **[Variance]** | **[RAG rating]** |
| Customer satisfaction | **[Target]** | **[Actual]** | **[Variance]** | **[RAG rating]** |

## 2. KPI performance against target

RAG means Red (off target and needs action), Amber (close to target, watch closely) or Green (on or above target).

**[Company name]**

| KPI | Target | Actual | Variance | RAG | Comment |
|---|---|---|---|---|---|
| Revenue | [Plan] | [Actual] | [Variance] | [RAG rating] | [Comment] |
| Gross profit margin | [Plan] | [Actual] | [Variance] | [RAG rating] | [Comment] |
| Operating profit | [Plan] | [Actual] | [Variance] | [RAG rating] | [Comment] |
| Cash at bank | [Plan] | [Actual] | [Variance] | [RAG rating] | [Comment] |
| New customers | [Plan] | [Actual] | [Variance] | [RAG rating] | [Comment] |
| Repeat customers | [Plan] | [Actual] | [Variance] | [RAG rating] | [Comment] |
| Order fulfilment | [Plan] | [Actual] | [Variance] | [RAG rating] | [Comment] |
| Customer satisfaction | [Plan] | [Actual] | [Variance] | [RAG rating] | [Comment] |
| Staff turnover | [Plan] | [Actual] | [Variance] | [RAG rating] | [Comment] |
| Sickness absence | [Plan] | [Actual] | [Variance] | [RAG rating] | [Comment] |

## 3. Variance commentary

For each material variance, explain what caused it, whether it is a one-off or a trend, and what is being done about it.

| KPI or item | Variance | Cause | One-off or trend | Response |
|---|---|---|---|---|
| [KPI or item] | [Variance] | [Cause] | [One-off or trend] | [Response] |
| [KPI or item] | [Variance] | [Cause] | [One-off or trend] | [Response] |
| [KPI or item] | [Variance] | [Cause] | [One-off or trend] | [Response] |
| [KPI or item] | [Variance] | [Cause] | [One-off or trend] | [Response] |

## 4. Performance by department

| Department | Target | Actual | Variance | Key point |
|---|---|---|---|---|
| [Department] | [Target] | [Actual] | [Variance] | [Key point] |
| [Department] | [Target] | [Actual] | [Variance] | [Key point] |
| [Department] | [Target] | [Actual] | [Variance] | [Key point] |

[Company name]

| [Department] | [Target] | [Actual] | [Variance] | [Key point] |
|---|---|---|---|---|

## 5. Risks and outlook

Risks that could affect the next quarter, and the outlook for the rest of the year.

| Risk | Impact | Likelihood | Owner | Mitigation |
|---|---|---|---|---|
| [Risk] | [High, Medium or Low] | [High, Medium or Low] | [Name and role] | [Mitigation] |
| [Risk] | [High, Medium or Low] | [High, Medium or Low] | [Name and role] | [Mitigation] |
| [Risk] | [High, Medium or Low] | [High, Medium or Low] | [Name and role] | [Mitigation] |

## 6. Actions for next quarter

| 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] |

## Sign-off

| Field | Entry |
|---|---|
| Prepared by | [Name and role] |

## [Company name]

| | |
|---|---|
| Reviewed by | **[Name and role]** |
| Date | **[Date]** |
| Signature | **[Signature]** |