Ashford Business Services Ltd

Quarterly Performance Report

Ashford Business Services Ltd

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

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. as agreed at the meeting.

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).

KPI	Target	Actual	Variance	RAG	Comment
Revenue	**Plan**	**Actual**	**Variance**	**RAG rating**	**Comment as agreed at the meeting.**

Gross profit margin	**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.**
Repeat customers	**Plan**	**Actual**	**Variance**	**RAG rating**	**Comment as agreed at the meeting.**
Order fulfilment	**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.**
Sickness absence	**Plan**	**Actual**	**Variance**	**RAG rating**	**Comment as agreed at the meeting.**

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
Operations	Target	Actual	Variance	Key point
Operations	Target	Actual	Variance	Key point
Operations	Target	Actual	Variance	Key point
Operations	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	David Okafor, Finance Manager	Mitigation
Risk	High, Medium or Low	High, Medium or Low	Emma Clarke, Office Manager	Mitigation
Risk	High, Medium or Low	High, Medium or Low	Tom Whitfield, Finance Manager	Mitigation

6. Actions for next quarter

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	Natalie Brooks,	9 November 2026	Not started, In

	the meeting.	**Finance Manager**		**progress or Complete**
5	**Action as agreed at the meeting.**	**Omar Farouk, Office Manager**	**9 November 2026**	**Not started, In progress or Complete**

Sign-off

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