[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. 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.
Company: _____ **Month:** _____
Prepared by: [Name and role] **Prepared for:** [Board or management team]
Report 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.
(1) Revenue: Budget: _____ Actual: _____ Variance: _____ Comment: _____
(2) Cost of sales: Budget: _____ Actual: _____ Variance: _____ Comment: _____
(3) Gross profit: Budget: _____ Actual: _____ Variance: _____ Comment: _____
(4) Staff costs: Budget: _____ Actual: _____ Variance: _____ Comment: _____
(5) Other operating costs: Budget: _____ Actual: _____ Variance: _____ Comment: _____
(6) Operating profit: Budget: _____ Actual: _____ Variance: _____ Comment: _____
2.2 Cash and debtors.
(1) Cash at bank: Opening: _____ Movement: _____ Closing: _____ Comment: _____
(2) Debtors (money owed to us): Opening: _____ Movement: _____ Closing: _____ Comment: _____
(3) Creditors (money we owe): Opening: _____ Movement: _____ Closing: _____ Comment: _____
(4) Overdue debtors over [Number] **days:** Opening: _____ Movement: _____ Closing: _____ Comment: _____

3. Operations.
Key operational points this month: [Enter an operational point] [Enter an operational point] [Enter an operational point]
(1) [Operational measure]**:** Target: _____ Actual: _____ Variance: _____ Comment: _____
(2) [Operational measure]**:** Target: _____ Actual: _____ Variance: _____ Comment: _____
(3) [Operational measure]**:** Target: _____ Actual: _____ Variance: _____ Comment: _____
(4) [Operational measure]**:** Target: _____ Actual: _____ Variance: _____ Comment: _____
4. People.
(1) Headcount: This month: _____ Last month: _____ Comment: _____
(2) Starters: This month: _____ Last month: _____ Comment: _____
(3) Leavers: This month: _____ Last month: _____ Comment: _____
(4) Sickness absence (days): This month: _____ Last month: _____ Comment: _____
(5) Annual leave taken (days): This month: _____ Last month: _____ Comment: _____
(6) Vacancies open: This month: _____ Last month: _____ Comment: _____

5. Risks and exceptions. Record anything that fell outside normal limits, any incident, and any new or changed risk this month.
(1) [Exception or risk]**:** What happened: _____ Impact: _____ Action taken: _____ Owner: _____
(2) [Exception or risk]**:** What happened: _____ Impact: _____ Action taken: _____ Owner: _____
(3) [Exception or risk]**:** What happened: _____ Impact: _____ Action taken: _____ Owner: _____
6. Actions.
(1) [Action] Owner: [Name and role] Due: [Date] Status: [Not started, In progress or Complete]
(2) [Action] Owner: [Name and role] Due: [Date] Status: [Not started, In progress or Complete]
(3) [Action] Owner: [Name and role] Due: [Date] Status: [Not started, In progress or Complete]
(4) [Action] Owner: [Name and role] Due: [Date] Status: [Not started, In progress or Complete]
(5) [Action] Owner: [Name and role] Due: [Date] Status: [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.
Prepared by: _____ **Reviewed by:** _____
Date: _____ **Signature:** _____