[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.

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.

Company: _____ **Quarter:** _____

Quarter dates: [Start date] to [End date] **Prepared by:** [Name and role]

Prepared for: [Board or management team] **Report 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.]

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).

(1) Revenue: Target: _____ Actual: _____ Variance: _____ RAG: _____

(2) Gross profit: Target: _____ Actual: _____ Variance: _____ RAG: _____

(3) Operating profit: Target: _____ Actual: _____ Variance: _____ RAG: _____

(4) Cash at bank: Target: _____ Actual: _____ Variance: _____ RAG: _____

(5) Customer satisfaction: Target: _____ Actual: _____ Variance: _____ RAG: _____

KPI table.

(1) Revenue: Target: _____ Actual: _____ Variance: _____ RAG: _____ Comment: _____

(2) Gross profit margin: Target: _____ Actual: _____ Variance: _____ RAG: _____ Comment: _____

(3) Operating profit: Target: _____ Actual: _____ Variance: _____ RAG: _____ Comment: _____

(4) Cash at bank: Target: _____ Actual: _____ Variance: _____ RAG: _____ Comment: _____

(5) New customers: Target: _____ Actual: _____ Variance: _____ RAG: _____ Comment: _____

(6) Repeat customers: Target: _____ Actual: _____ Variance: _____ RAG: _____ Comment: _____

(7) Order fulfilment: Target: _____ Actual: _____ Variance: _____ RAG: _____ Comment: _____

(8) Customer satisfaction: Target: _____ Actual: _____ Variance: _____ RAG: _____ Comment: _____

(9) Staff turnover: Target: _____ Actual: _____ Variance: _____ RAG: _____ Comment: _____

(10) Sickness absence: Target: _____ Actual: _____ Variance: _____ RAG: _____ 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.

(1) [KPI or item]**:** Variance: _____ Cause: _____ One-off or trend: _____ Response: _____

(2) [KPI or item]**:** Variance: _____ Cause: _____ One-off or trend: _____ Response: _____

(3) [KPI or item]**:** Variance: _____ Cause: _____ One-off or trend: _____ Response: _____

(4) [KPI or item]**:** Variance: _____ Cause: _____ One-off or trend: _____ Response: _____

4. Performance by department.

(1) [Department]**:** Target: _____ Actual: _____ Variance: _____ Key point: _____

(2) [Department]**:** Target: _____ Actual: _____ Variance: _____ Key point: _____

(3) [Department]**:** Target: _____ Actual: _____ Variance: _____ Key point: _____

(4) [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.

(1) [Risk] Impact: [High, Medium or Low] Likelihood: [High, Medium or Low] Owner: [Name and role] Mitigation: _____

(2) [Risk] Impact: [High, Medium or Low] Likelihood: [High, Medium or Low] Owner: [Name and role] Mitigation: _____

(3) [Risk] Impact: [High, Medium or Low] Likelihood: [High, Medium or Low] Owner: [Name and role] Mitigation: _____

6. Actions for next quarter.

(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]

Sign-off.

Prepared by: _____ **Reviewed by:** _____

Date: _____ **Signature:** _____