



Use this checklist to assemble a board-ready monthly management pack. Tick each item as it is prepared.

### 1. Cover and summary

- Reporting period and date clearly stated
- One-page executive summary: what changed, why, and what needs a decision
- Prior actions and follow-ups from the last meeting

### 2. Profit and loss

- Month actual vs budget vs prior year, with variances explained
- Year-to-date actual vs budget
- Gross margin by product line or service, with commentary
- Key cost movements flagged

### 3. Balance sheet

- Cash and bank position
- Trade receivables with ageing and DSO
- Trade payables with ageing and DPO
- Inventory levels and DIO (if applicable)
- Borrowings and covenant headroom

### 4. Cash flow

- Cash flow for the month and year to date
- 13-week rolling forecast updated
- Capital expenditure committed and planned

### 5. Key metrics and KPIs

- Revenue and pipeline / order book
- Cash conversion cycle (DSO, DIO, DPO)
- Break-even and contribution margin
- Sector-specific drivers (occupancy, utilisation, yield, etc.)

### 6. Risks and decisions

- Top three risks and mitigations
- Decisions required from the board this month
- Compliance and statutory deadlines upcoming