

Monthly Financial Reporting Checklist

Bring together close responsibilities, explainable balances and decision-focused reports.

Coordinate the close

- Identify the reporting period, accounting basis, record owners and agreed internal reporting calendar.
- Track missing invoices, outstanding entries and provisional balances rather than hiding gaps.
- Reconcile bank and significant balance accounts and record unresolved differences.

Prepare the management view

- Present income, expenditure, cash and relevant receivable and payable summaries on a consistent basis.
- Distinguish actual results, budgets and forecasts; explain regrouping or changes in reporting basis.
- Investigate material movements and variances with the responsible business team.
- Explain assumptions behind forecasts and identify committed payments and cash pressures.

Review and follow through

- Check totals and links back to the underlying records; identify who prepares, reviews and approves the pack.
- Highlight decisions needed, information limitations and unresolved accounting matters.
- Record agreed follow-up actions and compare progress in the next reporting cycle.
- Management reporting is not independent audit assurance; agree any separate assurance work explicitly.

General preparation guidance only. Not professional advice, an official checklist or a complete statement of statutory requirements. Adapt to the entity, circumstances and agreed engagement. No deadlines, approvals or outcomes are promised.