01 / BOARD REVIEW • PREPARED 1 OCTOBER 2026

Profitable growth. A tighter cash decision.

Northstar Studio

September 2026 management accounts
13-week forecast: 1 October to 30 December 2026

Fictional company and synthetic figures. Illustrative prepared outputs, not customer results, verified product screens or financial advice.

Revenue	Operating profit	Closing cash
£120,000	£30,000	£50,000
£10,000 above budget	On budget	£10,000 increase

What changed
Revenue grew £10,000 above budget. Materials and subcontractors cost £7,000 more; overtime cost £3,000 more. Gross profit stayed at £48,000 while gross margin fell from 43.6% to 40.0%.

Why it matters
The base forecast has just £5,000 of headroom at its lowest point. Moving a £20,000 receipt beyond the horizon takes cash £5,000 below the illustrative £25,000 floor.

Decisions this week
Defer the £12,000 equipment request. Confirm the £3,000 collection promise. Review overtime and pricing on subcontractor-heavy work.

September cash bridge
£40,000 opening + £100,000 receipts - £90,000 payments = £50,000 closing. £30,000 profit less a £20,000 increase in receivables = £10,000 cash generation.

Simplifying assumptions: no tax, debt service, investing flows or non-cash charges. Operating payments equal September expenses. Management accounts remain provisional pending close evidence.

02 / BASE CASH FORECAST

Thirteen weeks. Every movement visible.

Forecast: 1 October to 30 December 2026. Opening cash £50,000.

Receipts include the £3,000 AR208 promise in week 1. Its £1,000 dispute is excluded. AP104 (£8,000) is in week 1 payments; AP105 (£5,000) is in week 2 subject to approval.

Week end	Opening	Receipts	Payments	Closing	Headroom*
W1 / 07.10	£50,000	£20,000	£25,000	£45,000	£20,000
W2 / 14.10	£45,000	£25,000	£20,000	£50,000	£25,000
W3 / 21.10	£50,000	£15,000	£30,000	£35,000	£10,000
W4 / 28.10	£35,000	£30,000	£20,000	£45,000	£20,000
W5 / 04.11	£45,000	£20,000	£25,000	£40,000	£15,000
W6 / 11.11	£40,000	£25,000	£20,000	£45,000	£20,000
W7 / 18.11	£45,000	£15,000	£30,000	£30,000	£5,000
W8 / 25.11	£30,000	£35,000	£20,000	£45,000	£20,000
W9 / 02.12	£45,000	£20,000	£25,000	£40,000	£15,000
W10 / 09.12	£40,000	£25,000	£20,000	£45,000	£20,000
W11 / 16.12	£45,000	£20,000	£20,000	£45,000	£20,000
W12 / 23.12	£45,000	£25,000	£15,000	£55,000	£30,000
W13 / 30.12	£55,000	£25,000	£15,000	£65,000	£40,000
Total / close	£50,000	£300,000	£285,000	£65,000	£40,000

Minimum cash £30,000 in week 7; headroom £5,000. Closing cash £65,000.

* Headroom = weekly closing cash less the illustrative £25,000 minimum. Daily cash movements are not modelled. All cash is assumed unrestricted.

03 / DOWNSIDE SCENARIO

One delayed receipt changes the decision.

Forecast: 1 October to 30 December 2026. Opening cash £50,000.

Move £20,000 of week 8 receipts beyond 30 December. Payments and other assumptions are unchanged. The receipt is delayed, not written off.

Week end	Opening	Receipts	Payments	Closing	Headroom*
W1 / 07.10	£50,000	£20,000	£25,000	£45,000	£20,000
W2 / 14.10	£45,000	£25,000	£20,000	£50,000	£25,000
W3 / 21.10	£50,000	£15,000	£30,000	£35,000	£10,000
W4 / 28.10	£35,000	£30,000	£20,000	£45,000	£20,000
W5 / 04.11	£45,000	£20,000	£25,000	£40,000	£15,000
W6 / 11.11	£40,000	£25,000	£20,000	£45,000	£20,000
W7 / 18.11	£45,000	£15,000	£30,000	£30,000	£5,000
W8 / 25.11	£30,000	£15,000	£20,000	£25,000	£0
W9 / 02.12	£25,000	£20,000	£25,000	£20,000	-£5,000
W10 / 09.12	£20,000	£25,000	£20,000	£25,000	£0
W11 / 16.12	£25,000	£20,000	£20,000	£25,000	£0
W12 / 23.12	£25,000	£25,000	£15,000	£35,000	£10,000
W13 / 30.12	£35,000	£25,000	£15,000	£45,000	£20,000
Total / close	£50,000	£280,000	£285,000	£45,000	£20,000

Minimum cash £20,000 in week 9; headroom -£5,000. Closing cash £45,000.

* Headroom = weekly closing cash less the illustrative £25,000 minimum. Daily cash movements are not modelled. All cash is assumed unrestricted.

Exception: week 9 falls below the floor; weeks 8, 10 and 11 sit at the floor. Defer the proposed £12,000 equipment purchase and refresh receipt timing before committing. No mitigation or new spending is included in either schedule.

04 / MARGIN AND OPERATING RESULT

More revenue. The same gross profit.

Management accounts	Budget	Actual	Change
Revenue	£110,000	£120,000	+£10,000
Direct costs	£62,000	£72,000	+£10,000
Gross profit	£48,000	£48,000	£0
Gross margin	43.6%	40.0%	-3.6 pp
Operating costs	£18,000	£18,000	£0
Operating profit	£30,000	£30,000	£0

Gross-profit bridge

Driver	Impact
Budget gross profit	£48,000
Additional delivery volume	£6,000
Price and service mix	£4,000
Materials and subcontractors	-£7,000
Overtime	-£3,000
Actual gross profit	£48,000
Less operating costs	-£18,000
Operating profit	£30,000

Reviewed action memo

The controller has reconciled the four drivers to a net £0 movement in gross profit in this fictional example. Operations reviews overtime allocations and prices new subcontractor-heavy work by 9 October. Existing prices remain unchanged; no forecast saving is assumed.

Driver allocations and the controller review are synthetic. They illustrate an explainable management analysis, not customer data or independently verified causal findings.

05 / AP, AR AND CLOSE ASSURANCE

Every exception has a next step.

Receivable · AR208

£6,000 billed; £2,000 received
£4,000 overdue: £1,000 disputed + £3,000 promised

Pause reminders on disputed £1,000; obtain delivery evidence. Confirm £3,000 promise for 7 Oct.

Owner: Collections lead | Due: 7 Oct 2026

Payable · AP104

£8,000 due 5 Oct
Critical supplier; approved

Prioritise in week 1 payment run; obtain separate release approval.

Owner: Finance lead | Due: 5 Oct 2026

Payable · AP105

£5,000 due 12 Oct
Receipt evidence missing

Resolve receipt before review. Week 2 forecast assumes approval by 12 Oct.

Owner: Operations lead | Due: 9 Oct 2026

AR208 reconciliation

£6,000 original invoice - £2,000 received in September = £4,000 open.
£1,000 dispute + £3,000 promise = £4,000 open.

Selected items do not represent the entire ledger. The £3,000 promise is forecast in week 1, and the £1,000 disputed amount is excluded.

Close blockers
Collections supplies the AR208 receipt allocation, promise and disputed-delivery evidence. Operations supplies AP105 receipt and period-of-service evidence. The controller resolves the evidence blockers before final period sign-off.

06 / DECISION REGISTER

Track the choice, then the outcome.

Protect cash floor

Recommendation: Defer £12,000 equipment commitment until a refreshed downside stays above £25,000.

Alternatives: Lease or defer; neither alternative is included in this forecast.

Assumptions: £20,000 week 8 receipt delayed beyond 30 Dec; other timings unchanged.

Owner: CFO + director

Due: 5 Oct 2026

Outcome / status: Open; no spend approved.

Recover disputed AR

Recommendation: Confirm £3,000 promise and investigate £1,000 disputed balance separately.

Alternatives: Credit disputed work only after evidence review.

Assumptions: Promise included in week 1; dispute excluded from all receipts.

Owner: Collections lead

Due: 7 Oct 2026

Outcome / status: £2,000 already received in September; remaining actions open.

Restore delivery margin

Recommendation: Review overtime allocation and reprice new subcontractor-heavy work.

Alternatives: Absorb cost or change delivery mix; neither is assumed as a forecast saving.

Assumptions: September £10,000 extra revenue offset by £10,000 direct-cost increase.

Owner: Operations lead

Due: 9 Oct 2026

Outcome / status: Illustrative controller review complete; commercial decision open.

All people are role labels. The cash floor, delegation thresholds and reviews are fictional company configuration. Actual scope, cadence and responsibilities would be agreed with your finance team.