End project report

Recording a review of the project performance

[Ref filename & version]

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# Project manager’s report

# Review of business case

# Review of project objectives

# Review of team performance

# Review of products

# Lessons

# Guidance on how to complete

***(Note: following completion of the End project report the pages beyond this point can be deleted)***

## Purpose

An end project report is used during project closure to review how the project performed against the version of the PID used to authorize it. It also allows the passing on of:

* any lessons that can be usefully applied to other projects
* details of unfinished work, ongoing risks or potential product modifications to the group charged with future support of the project product in its operational life.

## Composition

An end project report includes the following:

* **Project manager’s report** Summarizes the project’s performance
* **Review of the business case** Summarizes the validity of the project’s business case, including:
	+ benefits achieved to date
	+ residual benefits expected (post-project)
	+ expected net benefits
	+ deviations from the approved business case
* **Review of project objectives** Review of how the project performed against its planned targets and tolerances for time, cost, quality, scope, benefits and risk. Evaluates the effectiveness of the project’s approaches and controls
* **Review of team performance** In particular, provides recognition for good performance
* **Review of products** , including:
	+ **Quality records** Listing the quality activities planned and completed
	+ **Approval records** Listing the products and their requisite approvals
	+ **Off-specifications** Listing any missing products or products that do not meet the original requirements, and confirmation of any concessions granted
	+ **Project product handover** Confirmation (in the form of acceptance records) by the customer that operations and maintenance functions are ready to receive the project’s product
	+ **Summary of follow-on action recommendations** Request for project board advice about who should receive each recommended action. The recommended actions are related to unfinished work, ongoing issues and risks, and any other activities needed to take the products to the next phase of their life
* **Lessons** A review of what went well, what went badly, and any recommendations for corporate, programme management or customer consideration (and if the project was prematurely closed, then the reasons should be explained). Sourced from the lessons log (see section A.14) or any lessons reports that may exist.

## Derivation

An end project report is derived from the following:

* PID
* business case
* project plan
* benefits management approach
* issue register, quality register and risk register
* lessons log
* end stage reports (and exception reports, if applicable).

## Format and presentation

An end project report can take a number of formats, including:

* a presentation to the project board (physical meeting or conference call)
* a document or email issued to the project board
* an entry in a project management tool.

## Quality criteria

The following quality criteria apply to an end project report:

* Any abnormal situations are described, together with their impact.
* At the end of the project, all issues should either be closed or become the subject of a follow-on action recommendation.
* Any available useful documentation or evidence should accompany the follow-on action recommendation(s).
* Any appointed project assurance roles should agree with the report.