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## **Project Management System**

### **Stage 6: End Project Report**

The last stage of a project provides an important opportunity to formally record the close of a project, identify any ongoing or future issues and set out lessons learned.

Only by reviewing completed projects will the project team and the Council gain the full benefit, both positive and negative, to feed into future projects.

This brief report is in three sections;

Section 1 requires confirmation of basic details, and provides the Project Manager's summary of the project;

Section 2 seeks a project team review of the initial project Business Case (Stage 3) and any approved changes to this core document; and

Section 3 identifies any ongoing and wider issues that are relevant to the project and the future management of projects by the Council

Once the document is complete it is submitted to the relevant Project Board or Programme Board for formal review.

The outcome of the review will be provided in the form of the Gateway 6 documentation which forms the final pages of this submission document. It will be completed by the relevant Directorate Programme Manger (DPM).

## Section 1 – End project, Project manager’s report

**Project name** – enter the formal name of the project, this should be the same as that used previously at Gateways 1 to 4 although project titles occasionally change during the lifetime of a project

**Programme** – identify the correct Programme from the drop-down menu. The Programme Board should be the same one that considered previous gateway reviews although occasionally projects move from one programme to another as they develop or management structures are changed

**Link to Council Priorities (select one only)** – many projects will respond to a number of Council Priorities. However please select only the main one that applies at this point on the form

**Project director** - enter the full name and Job Title/role of the project’s director

**Project manager** - enter the full name and NCC Job Title of the project manager responsible for the day-to-day delivery of the project

### Project manager’s report

**Summary of project performance** – this is the Project Manager’s opportunity to provide an overview of the project and its delivery. It should be a concise and balance of positive achievements and issues that were problematic. Details can be provided in detail elsewhere in the report, for example *Changes to original Project Plan* or *Lessons Learned*.

Projects that have been delivered over a prolonged period or during a period of organisational change can have had several Project managers involved with its development and delivery. Where this has been the case, efforts should be made to establish the views of previous Project Managers. If this is not possible other members of the core project team together with the Project Director should be approached to establish their views on the management of the project.

**Planned end date** – use the drop-down menus to select the day, month and year for the initially planned end date of the project. If there have been any subsequent changes these should be identified below, *Changes to original Project Plan* (the drop-down menus will not accept text)

**Actual end date** - use the drop-down menus to select the day, month and year the project ended.

**Planned cost** – insert the initially planned total cost of the project (current on-line form only allows total Capital costs to be shown). The text box will only accept figures and a decimal point; therefore do not use text or other punctuation.

**Actual cost** – show the actual total cost of the project (current on-line form only allows total Capital costs to be shown)

**Changes to original Project Plan** – many projects change during their lifetime and this is often reflected in changes to the initial programme. This can be for a number of reasons, for example changes to funding available can result in a revised scope of work or changes to the spend profile.

The Project Manger should use this section to identify the significant changes to the programme (Plan) and outline the impact that each had on overall delivery of the project. Avoid a lot of detail, this can be discussed at the Board. If appropriate the Board can request further reporting on specific issues of interest or concern e.g. a contractual claim related to delayed delivery.

**Lesson learned, project manager** – *Detail any lessons (to be) learned from problems addressed or successes achieved*

The Project Manager will have been noting issues that have resulted in lessons learned from the project as it progresses (refer Traffic Light Reports, Stage 5 and Lessons Learned log - see <http://community.newcastle.gov.uk/projects/sites/default/files/templates/Lessons%20Learned%20Log.doc>).

This section should be used by the Project Manager to identify key lessons relating to the management and delivery of the project. The Project Manager is in a unique position on many projects with the role able to provide an oversight of approvals and consents through to detailed development and delivery.

Avoid identifying too many issues or discussing these in too much detail, generally the less issues identified, the greater impact they will have.

## Section 2 – Review of Business Case

This section should be completed jointly by the core project team.

**Products/Outputs delivered to date** – referring to the initial Business Case (Stage 3, and any subsequent formal revisions) review the completion of each project product and/or output.

This item should only identify those products/outputs that have been completely delivered. In each case provide a brief summary, including; the date it was delivered; an overview on whether it has been achieved well; basis for stating it has been completed (e.g. test results, independent inspection, agreed with provider, ...); and point of contact if further information is required, this can be the Project Manager or a member of the wider project team.

**Products/Outputs still to be realised** – again referring to the initial Business Case (Stage 3) identify products and/or outputs that are yet to be completed or are partially complete. For each of these provide the information requested above together with; details of why the product/output has not been realised; when this will be achieved; who will confirm completion and how will this be done.

If there are a number of outstanding products/outputs or a few significant outstanding items, the Board are likely to question whether the project has in fact been completed i.e. are you submitting an End Project Report too early.

**Achievement of objectives** – during earlier stages of your project you were required to identify its objectives, see *Project Outcomes* (section 2, Business Case, Stage 3) and *Objectives* (section 2, Start-up, Stage 4). These will have been agreed by the Board, on large or complex projects they may have also been approved by Members or an outside client body. It is therefore important that objectives are reviewed.

Each approved objective must be identified and a summary statement on its status provided (criteria similar to products/outputs above).

If there are a number of significant objectives remaining outstanding, the Board are likely to question whether the project has been completed.

**Changes to original Business Case** – some projects change significantly during their development and delivery life-time. When this has occurred there will be changes to the original Business Case.

Use this part of the report to identify any changes (provided they were approved by the Board) and provide a brief commentary on the impact on the project, for example impact on scope; capital and revenue costs; programme; and risk profile.

Changes of this type during a project can be highly disruptive and therefore expensive in terms of both direct and in-direct impacts. It is of value for the project team to consider this area in some detail and for the Board to compare issues and their impact with the views of wider stakeholders, refer *Any other lessons to be learned, wider project team and stakeholders*, section 3 below.

**Significant risks and issues addressed** – *“a risk is an uncertain event or set of events that should they occur will have a material effect on the achievement of the project’s (or programmes’) objectives; Time; Quality; Cost; Scope; and/or Benefits” while “a project issue is a problem which has actually occurred and either has a positive or negative effect on a projects chances of achieving its objectives’ “*

For a project to have been successfully completed a number of risks will have been identified and managed by the project team with the assistance of Board members. This is an opportunity for the project team to identify key risks and issues that have been identified and managed, successfully or otherwise. This provides useful information for future projects and enable improved risk management, for example; in the way we manage decision making; how we appoint and manage advisors; how we deliver training; how we deliver services to residents; the level and experience of advisors; our procurement process and its visibility to the project team, ....

There is a wide range of lessons that can be learned from most projects, however they should be prioritised on the basis of their risk profile. As a result this is an important part of the End Project Report

**Outstanding risks and issues** – outstanding or ongoing risks (and issues) should be identified, their potential significance outlined; a future risk owner identified; and a point of contact if further information is required, this can be the Project Manager or a member of the wider project team.

It is helpful to provide those who will manage aspects of a project in the future to have a current version of the Project Risk Register. You can help those managing the project in the future by providing a copy of earlier risk registers, this can help identify and understand future issues.

**Lessons learned, project team** – *Detail any lessons (to be) learned from problems addressed or successes achieved*

All projects benefit from lessons learned on previous projects elsewhere. This knowledge is often brought to a project as the experience of the project manager and the other team members. Lessons can also be learned at a Corporate level.

This part of an end of project report provides an opportunity to identify lessons that have been learned on your project and that would benefit other projects. During previous stages of your project you have been required to record lessons learned, for example in the Stage 5 Traffic Light Reports (TLR, see [Gateway 5: Project Delivery Traffic Light Report](#)) and encouraged to maintain a Lessons Learned log (see [Lessons Learned Log](#) ).

Whether a Lessons Learned log has been maintained or not it is valuable to record the lessons to ensure these are communicated with others. The project team should spend some quality time discussing and recording this important part of the PMS.

### Section 3 – Follow on actions needed

**Commentary** – few projects come to an abrupt end, most progress in a different form for example a training programme will need to carry out long-term monitoring to establish its impact or progress trainees onto the next stage of development; a building will be bought into operational use; a structure will be in use and will need routine monitoring and certification, ....

This section should be used by the Project Manager to provide an overview of key future actions and how they should be addressed.

**Actions** – specific actions that need to be addressed in the near future can be identified in this section, consider it as a handover schedule. For each item identify the issue; its significance; when it needs to be addressed; sources of relevant information; any ongoing contracts (e.g. supply or servicing) that are relevant; contact details for relevant colleagues/advisors/contactors; and other key information.

**Any other lessons to be learned, wider project team and stakeholders** – this section is intended to capture the views of others involved in the project to provide feedback from their perspective.

Where appropriate, Board members, Councillors, funders, users and other key stakeholders can be asked for their comments on the development and delivery of the project.

**Post project review (if appropriate)** – for some complex or sensitive projects it is appropriate to identify a future review date. This might be to review the long term use or operation of a facility or training programme.

If ongoing review of a project is required this would normally be expected to be captured in an existing annual or quarterly review and reporting process. It might be better to extend or modify an existing reporting method rather than establish another, separate system for the project that is coming to an end.

If post project review is considered to be of value, then a specific date, venue, attendees and individual responsible for ensuring it takes place should be identified in this section for the Board to confirm.

**Completed by** – this will usually be the Project Manager (person completing the on-line form), and will be populated automatically using your log-in details

**Date** – this will self populate with the date you are completing the form, if you wish to show a different date use the drop-down menus to select the day, month and year

**Email** – this will usually be the Project Manager (person completing the on-line form), and will be populated automatically using your log-in details

**Confirm email** - this will usually be the Project Manager (person completing the on-line form), and will be populated automatically using your log-in details

**Submit to** – once complete use the drop-down menu to identify the relevant Directorate Programme Manager and then submit the form by pressing **Submit**. You are able to keep a copy of your submission by selecting “Printable Version” and then either printing a hard (paper) copy or by saving a pdf version of the form. This **should be done before** you “submit” the form.



## GATEWAY 6

### Project or Programme Board response

As with previous Stage documents the Directorate Programme Manager (DPM) you identified above (i.e. *Submit to*) will take the End Project Report to the next Board meeting.

Due to the significance of this report in summarising the delivery of the project and ongoing issues, key members of the project team are likely to be asked to attend the Board.

A completed, formal copy of the End Project Report will be circulated by the DPM after the Board. This will provide **Comments** from the Board; and identify **Actions** that are required, refer final page of example project document see [Gateway 6: Example. Building Schools for the Future](#)