| **R.12 End Stage Report** | | | | | | | |
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| Project name: |  | Project ID: |  | Stage: |  | Date: |  |
| Title: |  | | | | | | |
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| 1. **Project Manager´s report** | | | | | | | |
| *Summarizing the stage performance.* | | | | | | | |
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| 1. **Review of the Business Case** |
| *Summarizing the validity of the project´s Business Case:*  *Benefits achieved to date*  *Residual benefits expected (remaining stages and post-project)*  *Expected net benefits*  *Deviations from approved Business Case*  *Aggregated risk exposure* |
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| 1. **Review of project objectives** |
| *Review of how the project has performed to date against its planned targets and tolerances for time, cost, quality, scope, benefits and risk. Review the effectiveness of the project´s strategies and controls.* |
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| 1. **Review of stage objectives** |
| *Review of how the specific stage performed against its planned targets and tolerances for time, cost, quality, scope, benefits and risk.* |
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| 1. **Review of team performance** |
| *In particular, providing recognition for good performance.* |
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| 1. **Review of products** |
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| * Quality records: Listing the quality activities planned and completed in the stage * Approval records: Listing the products planned for completion in the stage and their requiste approvals * Off-specifications: Listing any missing products or products that do not meet the original requirements, and confirmation of any concessions granted * Phased handover (if applicable): Confirmation by the customer that operations and maintenance functions are ready to receive the release. * Summary of follow-on action recommendations (if applicable): Request for Project Board advice for 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 handed over to the next phase of their life. |

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| 1. **Lessons Report (if appropriate) ▷ R.13** |
| *A review of what went well, what went badly, and any recommendations for corporate or programme management consideration.* |
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| 1. **Issues and risks** |
| *Summary of the current set of issues and risks affecting the project.* |
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| 1. **Forecast** |
| *The Project Manager´s forecast for the project and next stage against planned targets and tolerances for time, cost, quality, scope, benefits and risk.* |
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***Note:***

*An End Stage Report is used to give a summary of progress to date, the overall project situation, and sufficient information to ask for a Project Board decision on what to do next with the project.*

*The Project Board uses the information in the End Stage Report in tandem with the next Stage Plan to decide what action to take with the project: for example, authorize the next stage, amend the project scope, or stop the project.*