PRONTO
Right First Time

Projects On Time and On Budget (PRONTO)

The PRONTO Toolkit

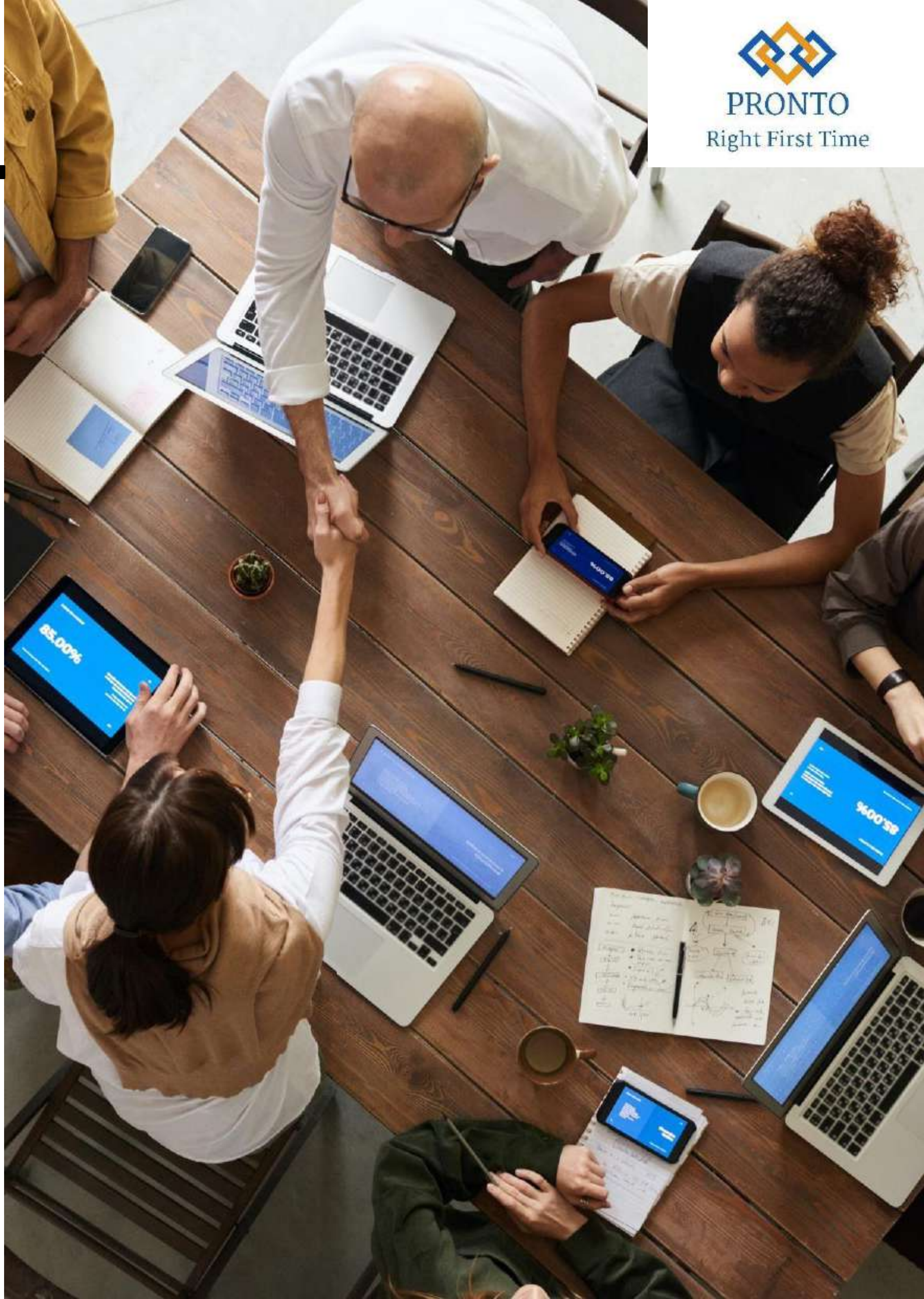
Foreword

Enterprises, whether large of small, need to constantly review and improve the quality of their products and services and to find new ways of responding to new challenges and opportunities to remain competitive. Organisations need to constantly innovate and improve their processes, productivity and performance or risk being left behind by competitors offering better, cheaper, faster service and products. Business improvement projects can play an important in helping business owners and managers to drive change and improvements.

The PRONTO Toolkit has been developed as part of the Erasmus+ project called Projects on Time and on Budget (PRONTO). This toolkit includes a set of practical tools that can be used to help managers to identify business improvements and to design and implement business improvement projects.

The PRONTO Toolkit can be used as a standalone resource or in conjunction with the on-line PRONTO Learning Journeys and/or the web-based PRONTO project management app.

https://pronto-project.eu



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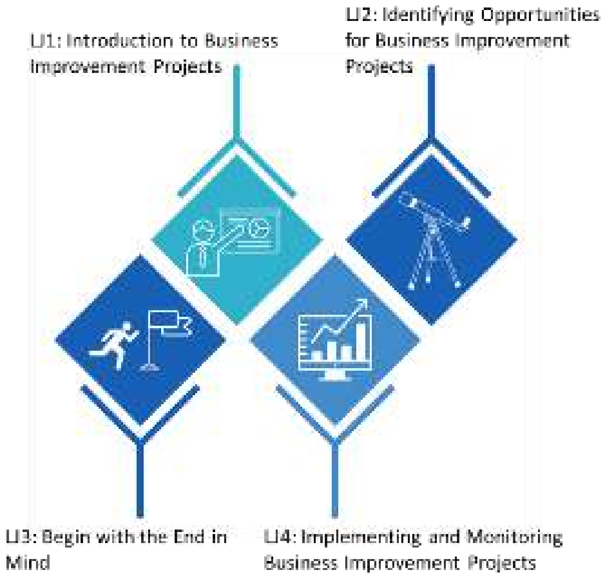
PRONTO Toolkit

Continuous improvement drives both the improvement of processes and products. Companies that actively look for ways to enhance their business will invariably increase the value of their products and services and implement **Business Improvement Projects**.

This Toolkit provides a set of nine tools designed to help you to plan and implement your own business improvement projects.

To maximise the impact of the Toolkit, it is recommended that you use them alongside the PRONTO on-line Learning Journeys:



Introduction

Aim

The purpose of this Toolkit is to provide asset of tools to identify, plan and implement Business Improvement Projects in enterprises. The PRONTO Toolkit provides a framework for projects in smaller enterprises.

Definition of a Project

A project is temporary in nature and should have a beginning, middle and (importantly) an end. A project can be defined as:

’A project is a unique, transient endeavour, undertaken to achieve planned objectives, which could be defined in terms of outputs, outcomes, or benefits. A project is usually deemed to be a success if it achieves the objectives according to their acceptance criteria, within an agreed timescale and budget. Time, cost, and quality are the building blocks of every project.’

There are many other similar definitions of what constitutes a project. An even more basic definition is:

- Unique, time-limited and leading to change and a lack of a good business case
- Failure to communicate with the right people and a lack of clearly defined deliverables and inaccurate estimating of the time and effort
- Lack of visible senior management commitment and lack of appropriate skills or insufficient resources.

Most of the time these issues can be avoided by planning upfront. The project management framework helps to ensure projects:

- Are controlled and follow good practice without unnecessary bureaucracy
- Do not take place unless they have a valid business case
- Work together towards the enterprise’s vision and business plan
- Make best use of resources

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- **Introduction**
- Project Management
- Project Life Cycle (PLC)
- PLC - I
- PLC - P
- PLC - E
- PLC - C
- Other Project Tools

Project Management

The environment within which enterprises operate is constantly changing. The ability to consistently deliver projects is increasingly becoming a measure of our effectiveness. Some of the common reasons for project failure include:

- Lack of a good business case
- Failure to communicate with the right people
- Lack of clearly defined deliverables
- Inaccurate estimating of the time and effort
- Lack of visible senior management commitment
- Lack of appropriate skills or insufficient resources.

Most of the time these issues can be avoided by planning upfront. The project management framework helps to ensure projects:

- Are controlled and follow good practice without unnecessary bureaucracy
- Do not take place unless they have a valid business case
- Work together towards the enterprise's vision and business plan
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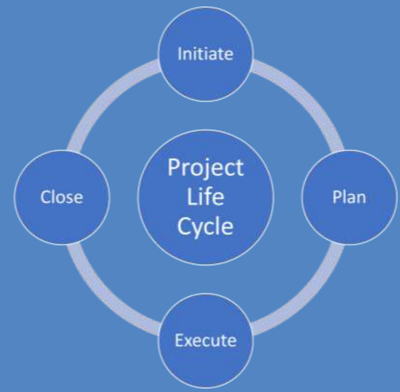
Project Life Cycle

The project management life cycle is usually broken down into four phases: **initiation**, **planning**, **execution**, and **closure**. These phases make up the path that takes your project from the beginning to the end. The figure below shows the four stages of the project life cycle.

INITIATE	PLAN	EXECUTE	CLOSE
• Undertaking a feasibility study • Identifying scope • Identifying deliverables • Identifying project stakeholders • Developing a statement of work	• Creating a project plan • Creating workflow diagrams • Estimating budget and creating a financial plan • Anticipating risks and potential quality roadblocks • Holding a project kickoff meeting	• Creating tasks and organizing workflows • Briefing team members on tasks • Communicating with team members, clients, and uppr management • Monitoring quality of work • Managing budget	• Analyzing project performance • Analyzing team performance • Documenting project closure • Conducting post-implementation reviews • Accounting for used and unused budget

The project management cycle is a useful model for the development and implementation of business improvement projects. Each of the four stages involves a different set of steps and actions. This Toolkit will explore these and signpost you to various tools and templates.

Each of the stages of the project life cycle comprises a series of steps – depending on the size and complexity of the business improvement project, all or just some of the steps will be necessary. Simple, short business improvement projects do not merit using all the tools, but sophisticated, large-scale projects involving multiple personnel do.



Project Life Cycle – Stage 'I'

The IPEC project cycle comprises four phases each of which can be supported by various steps and tools. This section describes the tools asscoaited with each stage of the project life cycle.

Initiate

Project initiation is the first step in starting a new project. During the project initiation phase, you establish why you're doing the project and what business value it will deliver — then use that information to secure buy-in from key stakeholders.

Tool 1: The Business Case

Before significant resources are put into planning a project, it is important first to identify if there is a need for the project. This step involves completing an Outline Business Case setting out:

- The scope of the project
- Basic business case for carrying out the project (including outputs/outcomes)
- Members of the Project Team
- Estimated high level costs and timescales
- Initial risks identified

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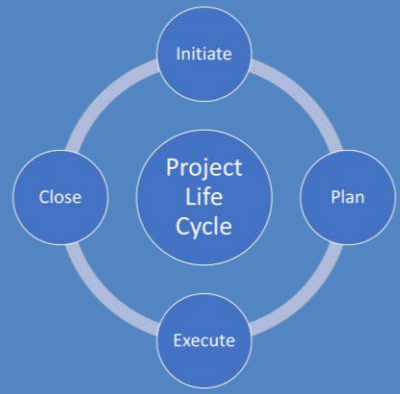


Project Life Cycle – Stage ‘I’

Tool 2: Project Initiation Document

Having identified the need for the project, this second stage further develops the business case and plans the delivery of the project and its associated benefits. This stage involves the development of a **Project Initiation Document**.

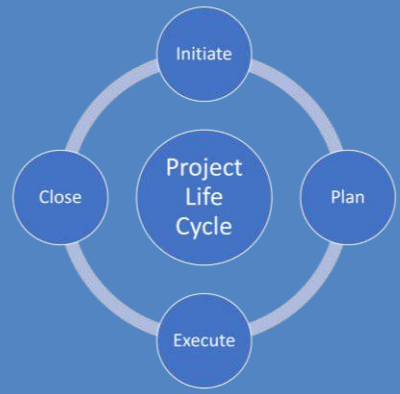
This tool enables you to consider an array of data and information BEFORE you commit too much time and lots of resources to the to the project. It should provide sufficient information about the project to persuade senior managers to support it. Typically, managers want answers to key questions such as:

- Why is the project worth doing? How will the project be delivered and controlled?
- What costs, resources and timescales are needed?
- How you be sure what is delivered will give the desired outcome?
- What are the overall risks and how will they be controlled?
- Who are the stakeholders, what are their communication needs? How do we get them to buy-in to the project?
- How will the project impact on other projects/services.

Tool 3: Stakeholder Analysis

To successfully deliver a project, it is critical that you manage your stakeholders. Stakeholders are people who have an interest in your project. You need to be able to answer these questions:

- Who are the stakeholders?
- What is their interest in the project?
- What do they need to know?
- Do they have any concerns about the project?



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Project Life Cycle – Stage ‘P’

Plan

Like all plans, the planning process is always more important than the format of the plan. The PRONTO project has developed an on-line project management planning system which is recommended to be used alongside this toolkit. However, other systems and tools are available, but PRONTO has been developed specifically for use by smaller enterprises.

The project planning phase of project management is where a project manager prepares the **project plan**, **project schedule** or **Gantt chart** and completes a **risk assessment**.

Tool 4: Project Plan and Gantt Chart

Name of the project: PRONTO																	
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17
	2021						2022										
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov
A1: Project Management																	
A2: Monitoring and Evaluation																	
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IO1 PRONTO Platform and Toolkit																	
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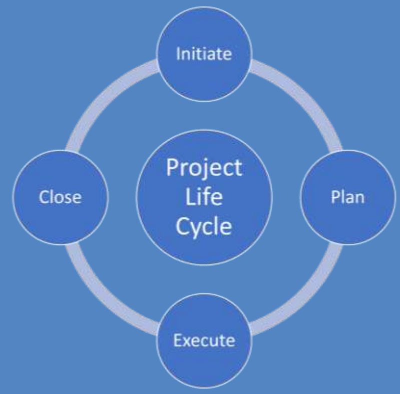
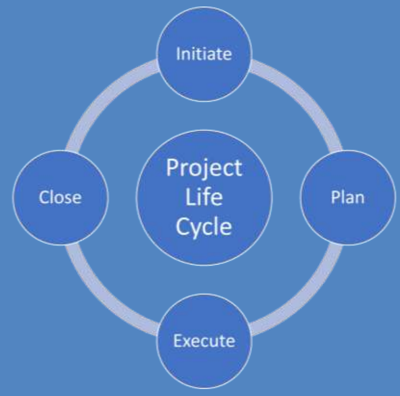
Task 3: Creating PRONTO TEL projects (Lead: ASSET)																	
OM 1 + M1- M3	OM			M1								M2					
E1- E6																	

PRONTO Toolkit





Project Life Cycle – Stage ‘P’

Tool 5: Risk Assessment

In the Initiate phase, you will have identified general, overall risks to the project. In the Plan phase, you need to be more specific about potential risks and how you will eliminate, mitigate, or manage each risk.

Risks can be identified at the start of a project and as the project progresses. Best practice is to record, track, action and then close them off using the Risk Register.

The risk register is your responsibility as the Project Manager – you need to ensure that risks are managed as efficiently and effectively as possible. As a minimum, you need to identify the following:

- The nature of the risk/issue
- The underlying cause of the risk/issue
- The potential or actual consequences of the risk/issue
- The immediacy of the risk/issue
- In the case of a risk, the likelihood that the risk will materialise.

Project Life Cycle – Stage ‘E’

The execution phase of the project lifecycle is when the work gets done. Task owners begin work and the project manager oversees that those tasks are completed in a timely manner, while workflow continues smoothly.

Tool 6: Communication and Engagement Plan

Communication with stakeholders, project team members, project sponsors and others is an essential component of projects before, during and post execution. The Communication and Engagement Plan can help to ensure effective communication throughout the project life cycle.

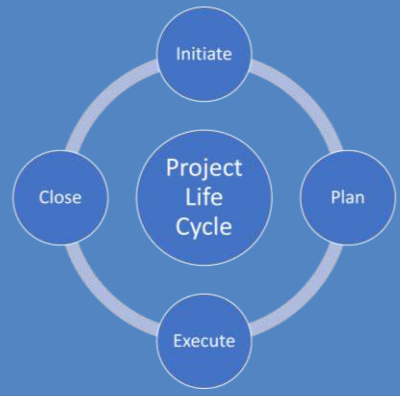
Tool 7: Project Meeting: Agenda and Minutes

Internal communication and reporting within the project team is also an essential element of effective projects.

Tool 8: Project Review Report

Project Managers should review project progress. As a minimum the Project Review Report should cover:

- Progress against schedule
- Budget position
- Work completed and work coming up
- Emerging and management of risks and issues.



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Project Life Cycle – Stage ‘C’

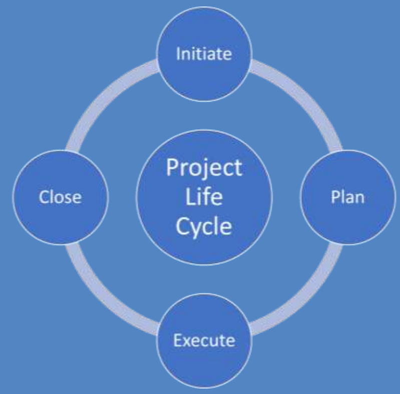
The purpose of the **Close** phase in the project management lifecycle is to confirm completion of project deliverables to the satisfaction of the project sponsor, and to communicate final project disposition and status to all participants and stakeholders.

The Close project stage ensures that the project has a distinct end point rather than drifting into operational management for the delivered products. The activities of this stage include:

- Reviewing the progress of the project against the **Project Initiation Document**
- Ensuring that all project deliverables have been completed to the customer’s satisfaction
- Identifying any outstanding issues (that may need to be followed up)
- Ensuring all documentation is stored on the loop for future reference (e.g. audits)
- Recording and sharing any lessons learned which may help other projects;
- Communicating the closure of the project to all interested parties
- Producing the **Project Closure Report**.

Tool 9: Project Closure Report

This report provides an opportunity for the project manager to ensure the project has been delivered as planned, any outstanding issues are identified and addressed and any lessons have been identified and lessons learned for future projects.

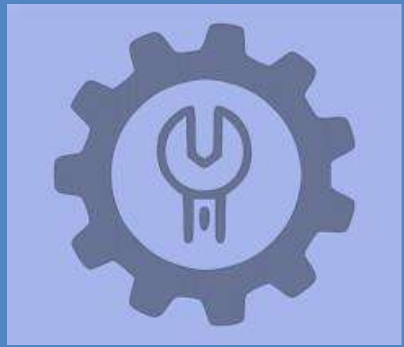


Other Project Tools

The PRONTO Learning Journeys contain additional project management tools. The Learning Journeys can be accessed at: **<insert hyperlink>**

Tool Name	Tool Name
PESTLE Analysis	**Scatter Diagrams**
SWOT Analysis	**Failure Mode Effect Analysis**
Brainstorming	**SMART Objectives**
Mindmapping	**Project Success Factors**
5 Whys Analysis	**PDCA Model**
Ishikawa Diagrams	**Budget and Monitoring**
Pareto Analysis	**Project Impact Analysis**

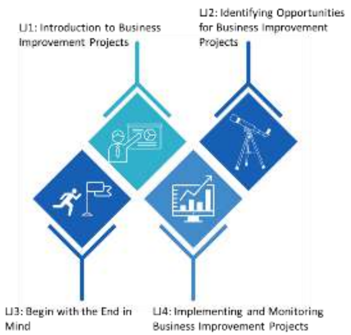
PRONTO Toolkit



Next Learning Journeys

To continue your PRONTO Learning Journey, book time NOW to complete the following Learning Journeys and then plan your first business improvement project using the PRONTO app**:** https://pronto-project.eu/

To maximise the impact of the Toolkit, it is recommended that you use them alongside the PRONTO on-line Learning Journeys:



Each Learning Journey comprises an explanation of key terms, tools, and methodologies. In some Learning Journeys, there are:

- Practical 'how to checklists'
- How to guides and
- Examples of digital tools

On completion of the four Learning Journeys, you will be able to plan, implement and evaluate the impact of business improvement projects within your own enterprise.

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Notes & Comments:

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1. **Name of Project:** <insert name>

2. **Project Manager:** <insert name>

3. **Proposed Start:** <insert date>

4. **Proposed End:** <insert date>

5. **Executive Summary**

<insert key points relating to the potential return on investment of the project>

For example: Three options have been explored which will reduce customer queries arising from inefficient working practices, provide a purpose-built on-line monitoring and booking system, increase satisfaction levels and reduce the number of calls to the planning department. Key benefits to the solution of the problem include saving the organisation €8,000 pa.

6. **Reasons**

<insert a description of why the project is needed>

For example: business problem being faced or business opportunity which will help to provide efficiencies within the organisation. Explain the ‘opportunity’ or ‘problem’ linking it back to the business plan and objectives.

7. **Options**

<insert a description of 2 – 3 options considered for the project including ‘doing nothing’ and doing the minimum>

8. **Business Benefits Expected**

<insert a statement if the measurable benefits of implementing the project (e.g. financial, productivity, customer satisfaction enabling key stakeholders to decide whether to support the proposed project>

9. Risks

<insert a statement of key general risks of implementing the project, of not addressing the problem or from seizing the opportunity>

10. Cost

<insert a statement of broad costs of setting up and delivering the project as well as ongoing costs>

11. Timescales

<insert a summary of the Project Plan with general timelines for each main phase – potentially including a Gantt Chart>

12. Assessment of effectiveness

State the criteria to be used to assess the effectiveness of the project

Template Tool 2: Project Initiation Document

1. **Name of Project:** <insert name>

2. **Project Manager:** <insert name>

3. **Proposed Start:** <insert date>

4. **Proposed End:** <insert date>

5. **Background:** <insert a description of the background and purpose of the project including any history of events and a summary of any current system that is to be replaced/developed>

6. **Business Case:** <insert a description of how this project supports the Business Plan/objectives and other plans. Describe the key benefits of the project and explain the reasons for the selection of the chosen solution>

7. **Project Objectives and Scope**

<insert a description of 2 – 3 options considered for the project including ‘doing nothing’ and doing the minimum>

- ***Project Objectives:*** *<insert an explanation of what the project needs to achieve in terms of performance and quality, budget, and time from conception to completion. Describe what will be in place once the project is completed>*

- ***Project Scope:*** *<insert a statement defining the scope of the project. Define any boundaries and/or dependencies with other projects>*

- ***Define:*** <insert any exclusions from the scope, constraints on the project (e.g. resource availability), Interfaces to other projects and/or systems and dependencies on other projects or parts of the business>

8. **Project Deliverables:** <insert a statement listing the key deliverables (i.e. products) of the project. Where possible, indicate the responsibilities for delivering the products (e.g. supplier, user etc), expected timescales and any approval requirements>

9. **Project Approach:** <insert an explanation of how the project will be organised in terms of stages and product delivery. Identify any standard process models that are to be used for stages of the project such as using the IPEC Methodology>

10. **Project Schedule:** <insert an overall schedule for the project providing a high-level view of the stages and the timescales of the project such as:

Activity	Jan YY	Feb YY	Mar YY	Apr YY	May YY	Jun YY	Jul YY	Aug YY	Sep YY	Oct YY	Nov YY
<insert activity1>											
<insert activity1>											
<insert activity1>											

11. **Organisation- Roles and Responsibilities:** <insert short description of key project roles and responsibilities>

12. **Communications and Engagement:** <insert a description of the project approach to communications and engagement. Identify all interested parties, the types of information they require, the mechanisms and frequency of communications. Include internal project communications and communications to external parties>

13. **Resource Requirements:** <insert an explanation of the expected resource requirements for the proposed project>

14. **Project Costs:** <insert an outline of the anticipated costs of the project>

15. **Project Quality:** <insert a statement of any standards or ways of working that need to be met. Identify any quality reviews or audits to be conducted and who will be responsible for conducting them. Define and management processes needed to support the project>

16. **Risks:** <insert a statement of key general risks of implementing the project, of not addressing the problem or from seizing the opportunity>

No.	Risk and Mitigation	Impact (1-5)	Likelihood (1-5)	Overall Exposure (Impact x Likelihood)
1	<insert risk and plan>			
2	<insert risk and plan>			
3	<insert risk and plan>			

17. **Cost:** <insert a statement of broad costs of setting up and delivering the project as well as ongoing costs>

18. **Timescales:** <insert a summary of the Project Plan with general timelines for each main phase – potentially including a Gantt Chart>

19. **Assessment of Effectiveness:** <insert a statement of the criteria to be used to assess the effectiveness of the project>

Template Tool 3: Stakeholder Analysis

1. **Name of Project:** <insert name>
2. **Project Manager:** <insert name>
3. **Proposed Start:** <insert date>
4. **Proposed End:** <insert date>
5. **Stakeholder Identification**

<Identify people who are affected by the project, or who have interest or influence in the project.

At a minimum, stakeholders include:

- Persons on the project team
- The sponsoring organization
- The customer

6. **Stakeholder Register**

<List out the main stakeholders you have or expect to have involved in this relationship. Each person represented should have his or her:

#	Name	Organizational Position	Role on the project (Responsibilities and Authority)	Contact	Information
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

7. Stakeholder Assessment Information

#	Name	Major Requirements	Expectations	Influence on Project Outcomes	Phase of the Project where she/he has most influence
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

8. Stakeholder Tracking

<Keep on track with the concerns that the stakeholders may have, if new channels of communication have been opened (i.e. meetings, social media), if more information needs to be delivered when something changes during any phase of the project and if new information Is requested by the stakeholders to address their needs>

#	Name	Concerns about the project	Channels of communication	New Information to be Delivered	New Information Requested
1					
2					
3					
4					

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Template Tool 3: Stakeholder Analysis

5					
6					
7					
8					
9					
10					

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Template Tool 4: Project Plan and Gantt Chart

Name of the project: PRONTO																	
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17
	2021						2022										
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov
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Task 2: Planning and Implementation Guide (Lead: LHF)																	
Task 3: Creating PRONTO TEL projects (Lead: ASSET)																	
OM 1 + M1- M3	OM			M1								M2					
E1- E6																	

Template Tool 5: Risk Assessment

1. **Name of Project:** <insert name>
2. **Project Manager:** <insert name>
3. **Proposed Start:** <insert date>
4. **Proposed End:** <insert date>
5. **Risk Register – Identification**

Risks can be identified at the start of a project and as the project progresses. Best practice is to record, track, action and then close them off using the Risk Register.

The aim of the risk assessment process is to evaluate hazards, then remove that hazard or minimize the level of its risk by adding control measures, as necessary. By doing so, you have created a safer and healthier workplace.

The goal is to try to answer the following questions:

- What can happen and under what circumstances?
- What are the possible consequences?
- How likely are the possible consequences to occur?
- Is the risk controlled effectively, or is further action required?

#	RISK	Nature	Underlying Cause	Actual / Potential consequences	Immediacy of the risk	Likelihood
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						

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6. Risk Assessment Template – Planning and Tracking

Assessments should be done by a competent person or team of individuals who have a good working knowledge of the situation being studied. Include either on the team or as sources of information, the supervisors and workers who work with the process under review as these individuals are the most familiar with the operation.

In general, to do an assessment, you should:

- Identify hazards
- Determine the likelihood of harm, such as an injury or illness occurring, and its severity.
- Identify actions necessary to eliminate the hazard, or control the risk using the hierarchy of risk control methods.
- Evaluate to confirm if the hazard has been eliminated or if the risk is appropriately controlled.
- Monitor to make sure the control continues to be effective.
- Keep any documents or records that may be necessary. Documentation may include detailing the process used to assess the risk, outlining any evaluations, or detailing how conclusions were made.

#	Possible Hazard	Who is at risk?	Existing measures	Risk Rating	Preventive measures	Responsibilities
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						

Template Tool 6: Communication & Engagement Plan

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1. **Name of Project:** <insert name>

2. **Project Manager:** <insert name>

3. **Proposed Start:** <insert date>

4. **Proposed End:** <insert date>

5. **Background:** <insert a description of the background and purpose of the project including any history of events and a summary of any current system that is to be replaced/developed>

6. **Stakeholders and Target Audiences:** <insert a description of the main stakeholders and target audiences connected to the project and complete Table 1>

7. **Communication Channels:** <insert a description of the main communication channels that you plan to exploit using table 2>

8. **On-going Up-date of Plans:**<insert dates to review and up-date the plans throughout the project>

Template Tool 6: Communication & Engagement Plan

Table 1: Stakeholders and Target Audiences:

Stakeholder Group	Stakeholder Code	Specific Audience	Why interested?	Current views of Stakeholder Group	Principles of communicating with Stakeholder Group

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Template Tool 6: Communication & Engagement Plan

Table 2: Communication Channels:

Communication Channels	Audience(s)	When	Lead in time	Contact	When and Why to Use
Board meetings					
Management meetings					
Project Team Meetings					
Seminars and Workshops					
Team Meetings					
Project leaflet					
Project news up-date					

Project Agenda

1. **Name of Project:** <insert name>
2. **Project Manager:** <insert name>
3. **Proposed Start:** <insert date>
4. **Proposed End:** <insert date>
5. **Meeting Date/time:** <insert time and date of project meeting>
6. **Meeting Venue:** <insert details of the meeting venue>
7. **Purpose/aims of Meeting:** <insert the aims and meeting purpose>

No.	Item	Lead	Attachments
1.	Apologies		
2.	Review Minutes and Actions from last meeting		
3.	Project Review Report		
4.	<Insert other agenda items here>		
5.	Risks and issues (up-dates)		
6.	Any Other Business		

Project Minutes

1. **Name of Project:** <insert name>
2. **Project Manager:** <insert name>
3. **Proposed Start:** <insert date>
4. **Proposed End:** <insert date>
5. **Meeting Date/time:** <insert time and date of project meeting>
6. **Meeting Venue:** <insert details of the meeting venue>
7. **Purpose/aims of Meeting:** <insert the aims and meeting purpose>

No.	Item	Record of discussion and decisions
1.	Apologies	
2.	Review Minutes and Actions from last meeting	
3.	Project Review Report	
4.	<Insert other agenda items here>	
5.	Risks and issues (up-dates)	
6.	Any Other Business	

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Post Meeting Action List

No.	Action	Owner	Date Raised	Due Date	Status / Completion Date
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
11.					
12.					
13.					
14.					
15.					
16.					
17.					
18.					
19.					
20.					

Template Tool 8: Project Review Report

PRONTO
Right First Time

1. **Name of Project:** <insert name>
2. **Project Manager:** <insert name>
3. **Proposed Start:** <insert date>
4. **Proposed End:** <insert date>
5. **Period Covered:**<insert dates covered by the report>

Overall Project Status
<insert an explanation for assigning the overall project status as red (not started/late), amber (in-progress) or green (complete) as appropriate>
Budget Status
<insert an explanation for assigning the budget status as red (not started/late), amber (in-progress) or green (complete) as appropriate>
Complete the table below and explain the reasons for assigning the budget status. Identify any major items that have been purchased or ordered in the period, and whether there will be significant expenditure in the next period.

Project Budget/Item €	Spent to date €	Committed to date €	Over/under Variance €

Schedule Status
<insert an explanation where the project stands against the project plan and the reasons for assigning as red (not started/late), amber (in-progress) or green (complete) as appropriate>
Work Completed
<insert a description of what the project has achieved in the period covered focussing on what the project has delivered rather that the activities that have taken place. Refer the products delivered back to the project plan. Identify any products that should have been delivered during the period, but which were not delivered. Explain when these will be delivered>
Risk Up-date
<insert an explanation of any current problems and potential problems - these should also appear in these should appear in the Risk Register which should be up-dated>
Forward Plan
<insert what products/outputs/milestones are due between now and the next report indicating whether you have a high level of confidence that things will go to plan (Green) or there may be problems delivering to plan (Amber) or believe there is little chance of achieving what was planned (Red).

Template Tool 9: Project Closure Report

PRONTO
Right First Time

1. **Name of Project:** <insert name>
2. **Project Manager:** <insert name>
3. **Proposed Start:** <insert date>
4. **Proposed End:** <insert date>
5. **Period Covered:**<insert dates covered by the report>

Project Budget Overview (€K)

Budget line/item	Budget	Revised Budget	Actual	Variances (+/-)
Total Project Costs				

Performance against Planned Objectives

Objective	Achieved	Comments

Completion Criteria

List the criteria which must be met to confirm that the project is completed. For each criteria listed, assess if it has been achieved to the satisfaction of the customer/sponsor.

Category Criteria		
Objectives	• The project Objectives have been achieved (as defined in the Project Initiation Document - PID) • All Project objectives have been achieved as defined in PID	**Y/N**
Benefits	• Some/All benefits have been realised (as defined in PID)	**Y/N**
Deliverables	• All deliverables have been completed (as defined in PID)	**Y/N**

Template Tool 9: Project Closure Report

Delivery of Project Products

Product	Delivered	Comments

Initial Review of Project Benefits

Benefits	Achieved	Comments

Outstanding Items

List any outstanding items which still need to be undertaken even though the project has satisfied the above completion criteria. For each item, list actions required to be undertaken and the Owner responsible for undertaking the action.

Item	Action	Owner
Activities	<insert a list all activities or tasks which have not yet been completed as defined in the project plan>	
Risks	<insert a list all business risk which have not yet been fully mitigated>	
Issues	<insert a list any current issues which are impacting on the business and have not yet been fully resolved>	

Open Project Issues

Description	Priority	Agreed Action

Template Tool 9: Project Closure Report

On-going Risks

Description	Priority	Agreed Action

Post Project Tasks

Task	Owners	Notes

Lessons Learned

What went well?	What didn’t go well?	What can we do better to avoid making the same mistakes?

Other Notes and Observations