[Company name]

How to use this document: delete this paragraph before saving, sharing, or circulating it. Every part shown in blue is yours to replace: type your own details over each blue [field] until no blue remains. Then select all (Ctrl+A) and set the font colour to the same dark colour throughout. What is left is your finished document.

Project Closure Report

The formal record that a project is finished: what was promised, what was delivered, what it cost and how long it took, what remains open, and who now owns it.

Project: _____ **Document:** _____ **Prepared by:** _____

Project manager: _____ Sponsor: _____ Date of this document: _____

Version: _____ Planned start date: _____

Actual start date: _____ Planned completion date: _____

Actual completion date: _____ Closure date: _____

1. Project summary [Summary of the project in two or three sentences: what it set out to do, and the overall outcome] **Final status.** [Final status of the project: completed, completed with open items, or closed early, with the reason] **2. Objectives and results: 3. Deliverables and acceptance: 4. Schedule and budget performance: 5. Scope changes:**

Objective	Planned result	Actual result	Met	Evidence
[Objective of the project]	[Planned result for this objective]	[Actual result for this objective]	[Whether this objective was met]	[Evidence for the actual result]
[Objective of the project]	[Planned result for this objective]	[Actual result for this objective]	[Whether this objective was met]	[Evidence for the actual result]
[Objective of the project]	[Planned result for this objective]	[Actual result for this objective]	[Whether this objective was met]	[Evidence for the actual result]

Deliverable	Accepted by	Acceptance date	Acceptance notes
[Deliverable]	[Name and role of the person who accepted this deliverable]	[Date this deliverable was accepted]	[Acceptance notes for this deliverable]
[Deliverable]	[Name and role of the person who accepted this deliverable]	[Date this deliverable was accepted]	[Acceptance notes for this deliverable]
[Deliverable]	[Name and role of the person who accepted this deliverable]	[Date this deliverable was accepted]	[Acceptance notes for this deliverable]

Measure	Planned	Actual	Variance	Explanation
Completion date	[Planned completion date of the project]	[Actual completion date of the project]	[Variance in the completion date]	[Explanation of the variance in the completion date]
Total cost	[Planned total cost of the project]	[Actual total cost of the project]	[Variance in total cost]	[Explanation of the variance in total cost]

Change	Effect on time	Effect on cost	Approved by
[Approved change during the project]	[Effect of this change on time]	[Effect of this change on cost]	[Name and role of the person who approved this change]
[Approved change during the project]	[Effect of this change on time]	[Effect of this change on cost]	[Name and role of the person who approved this change]

Changes with no entry above. [Statement of whether any scope changes occurred that are not listed above, or confirmation that none occurred] **6. Challenges and resolutions:**

Challenge	How it was addressed	Effect on the project
[Challenge encountered during the project]	[How this challenge was addressed]	[Effect of this challenge on the project]
[Challenge encountered during the project]	[How this challenge was addressed]	[Effect of this challenge on the project]

Open item	New owner	Due date	Support route
[Open item remaining after closure]	[Name and role of the new owner of this open item]	[Due date for this open item]	[Route for support requests about this open item]
[Open item remaining after closure]	[Name and role of the new owner of this open item]	[Due date for this open item]	[Route for support requests about this open item]

7. Open items and handover: Handover notes. [Handover notes for the owners named above: documents, access and knowledge transferred] Items with no open owner. [Confirmation that no open item remains without an owner, or a list of any such item and why] 8. Financial and contract closure:

[Company name]

Done	Closure item	Confirmation
	Final invoices settled	[Confirmation that final invoices are settled, with the date]
	Supplier contracts closed	[Confirmation that supplier contracts are closed, with the date]
	Project access removed	[Confirmation that project access is removed, with the date]
	Project records archived	[Confirmation that project records are archived, and where they are held]
	Team members released or reassigned	[Confirmation that team members are released or reassigned]

The empty cell in the Done column is the checkbox: mark it when the item is confirmed. **9. Lessons summary and stakeholder feedback What to repeat.** [Practices from this project worth repeating on future projects] **What to change.** [Practices from this project to change on future projects, and why] **Stakeholder feedback.** [Feedback from key stakeholders on the success of the project and on areas for improvement] The full lessons record, with root causes, recommendations and owners, is held in the lessons learned record for this project. **10. Sign-off** By signing, the signatories confirm that the deliverables are accepted, the open items have owners, the financial and contract closure items are confirmed, and the project is formally closed.

Sign-off	Name	Role	Date
Sponsor	[Full name of the signatory]	[Role of the signatory]	[Date of signing]
Project manager	[Full name of the signatory]	[Role of the signatory]	[Date of signing]
Accepting stakeholder	[Full name of the signatory]	[Role of the signatory]	[Date of signing]