**Project Manager/Author Checklist for Premature Project Closure**

*Guidance Note: Ensure (where applicable) that each of the following criteria have been met before this paper is submitted to the ITS PMO.*

|  |  |  |  |
| --- | --- | --- | --- |
| **No.** | **Criteria** | **Criteria met – Yes or No** | **Comments** |
| 1 | PM to review Business Case for viability. |  |  |
| 2 | PM to discuss premature closure reasons and implications with the ITS Assistant Director. |  |  |
| 3 | ITS Assistant Director to discuss premature closure reasons and implications with Project Executive/Sponsor. |  |  |
| 4 | PM/Executive to inform and discuss premature closure reasons and implications with the Project Board and request approval. |  |  |
| 5 | PM to start project closedown activities, Risks/Issues/Communications/Schedule etc. |  |  |
| 6 | PM to complete the Premature Project Closure Report and submit to Project Board for approval. |  |  |
| 7 | PM to submit Project Board approved Project Closure Report to PMO for ITSB ratification. |  |  |
| 8 | Inform PMO to re-allocate resources. |  |  |
| 9 | Inform PMO to update Portfolio Report with remaining budget for re-investment. |  |  |



**PROJECT NAME**

**Premature Project Closure Report v?.?**

**Prepared by:** Name of Author

**Date:**

**PURPOSE OF DOCUMENT**

The Premature Project Closure Report is the final document produced for the project to formally close the project. The purpose of this paper is to fully document what stage this project has reached as per the Business Case (including what has already been delivered, any benefits/dis-benefits, total cost etc.), why this project is being closed prematurely and to assure all stakeholders that the Business Sponsor/Executive and the Project Board or Project Group have fully considered all the implications of closing this project prematurely. This document should be approved by the Project Board and will be reviewed by ITSB.

**RACI**

|  |  |  |  |
| --- | --- | --- | --- |
| **Responsible** | **Accountable** | **Consulted** | **Informed** |
| Project Manager | Project Board & Project Executive | *Relevant IT Lead Team member, Business* | Project Board & Project Executive, PMO, Business Analyst, Business Owner, FRMs, Infrastructure, Applications, Service Management, Research IT |

*GUIDANCE NOTE: This should show who is Responsible, Accountable, Consulted and Informed with regard the document*

**DOCUMENT CONTROL**

CHANGE CONTROL TABLE

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Version** | **Amendment** | **Description** | **Release Date** | **Updated by** |
|  |  |  |  |  |

**APPROVALS**

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| **Approver** | **Title** | **Date of issue** | **Version** |
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# Project Manager Report

## Executive Summary

*Guidance Notes: The Executive Summary should provide a concise summary of the key highlights of this Report. It should briefly describe the original objective of the project as per the Business Case, the current situation, the reason for premature closure, description of impact to the business, risks to any dependant project/s and any issues that may be created.*

## Reason for Premature Project Closure

*Guidance Notes: Enter the reason for premature project closure.*

## Business Sponsor

*Guidance Note: Enter the name and role of person representing the business, who has been promoting the project, and held overall responsibility for the project's success.*

## Project Executive

*Guidance Note: The Executive is responsible, with the assistance of the Project Manager, for appointing the Project Board and is accountable for the delivery of the project. Enter the name and role of person who has been looking after the business interest and had the appropriate level of authority to make decisions and balance the demands of the business, user and supplier.*

## ITS Assistant Director

*Guidance Note: Enter the name of the ITS AD.*

## Project Board Members/Project Group Members

*Guidance Note: Enter the names and role of every Board member and their role on the Board.*

## Project Closure date

*Guidance Notes: This section should be used to provide the actual closure date of the Project, this would generally be the date the Project Board approve closure.*

## Impact of Premature Project Closure

*Guidance Notes: Enter description of impact to the business, risks to any dependant project/s and any issues that may be created.*

## Review of Risks and Issues

*Guidance Notes: This should provide the reader with a review of any major risks and issues that were managed during the project, why they happened, how they were managed. Include any unresolved risks or issues, identifying who has taken ownership of them.*

## Review of Products

*Guidance Notes: This section should be used to review the product/s used to deliver the project. You should say if they fulfilled requirements, if they did not what was done to address this.*

## Review of Team Performance

*Guidance Notes: Provide recognition for good performance and identify where improvements could have been made.*

## Review of Project Communications

*Guidance Notes: Provide an overview of the communications methods used and review their effectiveness. What when well, what could have been done better.*

## Review of Budget

*Guidance Notes: Provide a summary of spend against budget, if the budget went out of tolerance explain why. This can be presented in a table format. The review of budget should also clearly state any costs resulting from the early closure of the project, e.g. costs associated with early termination of project relating to suppliers and project staff.*

## Ongoing operating costs

*Guidance Notes: Will there be ongoing revenue costs. If so, was a contract information sheet filled out and submitted to the ITS Business Support Team. See detailed design gate on the governance framework.*

## Service Transition

*Guidance Notes: State whether gateway review meetings were held, if relevant, have all required Service Transition artefacts been completed and have these been approved by the Service Transition Manager, have the Service Desk been updated on the new service and has the Service Transition Manager signed off on the project transition to BAU.*

|  |  |  |
| --- | --- | --- |
| **Service Transition Task** | **Yes/No/N/a** | If **No** to any, is any follow-on action required, if so, add the detail in the Follow-on Actions section 1.16. |
| *Were gateway review meetings held?* |  |
| *Have all required Service Transition artefacts been completed?* |  |
| *Have all required Service Transition artefacts been approved by the Service Transition Manager?* |  |
| *Have the ITS Service Desk been updated on the new service?* |  |
| *Has the Service Transition Manager signed off on the project transition to BAU?* |  |

## Follow-on Actions

*Guidance Notes: Provide a list of any follow-on actions required by BAU teams in order to complete any outstanding project work. This should identify who has the action and the timescale for completion. Check for any follow-on actions in Service Transition section 1.15 and include here.*

# Review of the Business Case

## Validity of the Project’s Business Case

*Guidance Notes: Review the Business Case against the Project delivery.*

## Variance from the Business Case

*Guidance Notes:* *Provide an explanation, if required, of any parts of the Business Case that did not get delivered or was changed.*

# Benefits Review

*Guidance Notes: HAVE ANY BENEFITS BEEN REALISED OR WILL BE IN THE FUTURE? This section should review those benefits identified in the business case. For those benefits that will be realised after project closure a benefits owner should be identified. Please add additional tables if required.*

|  |  |  |  |
| --- | --- | --- | --- |
| **Benefit Reference**  | **IT-SIB-BI-2-B01 (example)** |  |  |
| **Benefit description** | *End-user satisfaction* |  |  |
| **Tangible / Intangible** | *Intangible* |  |  |
| **Business Change Manager** | *Mike Shore-Nye* |  |  |
| **Benefit realised?** | *100%* |  |  |
| **Measurement methodology** | *Online survey and interviews with sample of Departments.* |  |  |
| **Measurement owner**  | *Benefit owner* |  |  |
| **Measurement date** | *December 2015* |  |  |
| **Measurement frequency**  | *Quarterly following project rollout* |  |  |
| **RAG Status (to be maintained by Benefits Manager)** | Green |  |  |

# Lessons Learned

*Guidance Notes: This section should detail the key lessons learned from this project, a full lessons learned log should also be updated at the end of the project following a lessons learned workshop held with all relevant parties. See Lessons Learned in the PPM Tool.*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **ID** | **DateIdentified** | **Entered By** | **Subject** | **Situation** | **Recommendations & Comments** | **Theme** |
| 1 | 1/3/16 | EXAMPLE: William Mordaunt | EXAMPLE: Issue escalation | EXAMPLE: Issue escalation took too long | EXAMPLE: Have in place a solid communication plan that outlines the escalation process, the roles & responsibilities of individuals involved in that process, and a required response time. | Communication |

# Assets Register

*Guidance Notes: WERE ANY ASSETS PURCHASED? This section should detail each asset purchased, where it is located and serial number or other identifiable number or code.*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **ID** | **Location** | **Asset name (what is it)** | **Asset budget code as per Agresso** | **Asset details (components if applicable with serial numbers so that they can be identified when audited)** | **Approximate useful economic life from the point of capitalisation (this is the go live date which is the date the Early Life Support gate was completed)** | **ITS Contact** |
| 1 | EXAMPLE: Room W212 in the Queens Bldg | EXAMPLE: Dell PC | EXAMPLE: ISCC000C | EXAMPLE: S/n 00000 / QMUL tag 000000 | EXAMPLE: 5 years from go live date of dd/mm/yyyy | EXAMPLE: John Smith, ITS Applications Manager |

## Assets Register - Images

*Guidance Notes: WERE PURCHASED AND NOTED IN THE TABLE ABOVE? This section should include photo evidence of the physical asset on location or a screenshot of a virtual asset. Reference the corresponding ID as per table in section 5, against each image.*