[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.

Item	Detail
Project	[Project name]
Document	[Title of this document]
Prepared by	[Name and role of the person who prepared this document]
Project manager	[Name and role of the project manager]
Sponsor	[Name and role of the project sponsor]
Date of this document	[Date of this document]
Version	[Version number of this document]
Planned start date	[Planned start date of the project]
Actual start date	[Actual start date of the project]
Planned completion date	[Planned completion date of the project]
Actual completion date	[Actual completion date of the project]
Closure date	[Date of closure of the project]

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

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]

3. Deliverables and acceptance

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	[Date this deliverable was	[Acceptance notes for this

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

4. Schedule and budget performance

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]

5. Scope changes

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]

7. Open items and handover

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]

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]

[Company name]

8. Financial and contract closure

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]