**Project Execution Reporting Template**

**1. Introduction**

1.1. Purpose of report. Simple, stylised statement that appears in every report.

1.2. Executive summary. Summarises major observations, conclusions, issues and items requiring decision or action.

1.3. Structure of the report. Simple overview of how the report is structured—to assist newcomers to navigate the document.

**2. Project environment surveillance**

This section of the report advises stakeholders about important aspects of the project environment, summarises (and seeks approval where appropriate) for recommended programmes of management.

**3. Project execution control**

The control of time and budget involves the acknowledgement of three horizons:

* Project to date, using actuals (historical data).
* To project end, using forecasts (future data).
* At project end, using projections (actual + forecasts)

3.1. Time frame. A project progress report, based on the current schedule of milestones, with four short sections.

* Milestones due for achievement since the last report and confirmation (or otherwise) of their achievement
* Milestones due for achievement before the next report and confirmation (or otherwise) of their achievability.
* Implications for the project overall of the current rates of progress.
* Discussion of any significant deviation from the currently-approved workplan and proposed strategies to manage those deviations.

3.2. Budget. This section covers:

* Outlays (for the purchase of external resources).
* Labour. Discussion of any significant deviation from the currently-approved budget and the proposed strategies to manage those deviations.

3.3. Deliveries

* Confirm all deliveries effected since the last report and table quality certificates for each.
* Confirm all deliveries to be effected before the next report.

**4. Project baseline revision**

This section restates the key parameters that are to be recognised from this point on in the project, highlighting any that require change and formally seeking approval to accept the changes. A table format is useful with one row for each parameter and columns for: last approved value, new approved value, rationale for the change. The parameters to be reaffirmed or changed are:

* Target outcomes (with full definitions)
* Outputs (with lists of fitness-for-purpose features)
* Undesirable outcomes (with descriptions)
* Budget (outlays and labour)
* Timeframe (as a schedule of milestones)

For detailed instructions on how to use this template and an example, please see Chapter 11 (Section 11.4.1) in:

Zwikael, O., Smyrk, J. R. (2019). *Project Management: A Benefit Realisation Approach*. Springer-Verlag, London, UK. ISBN: 978-3-030-03173-2 (print book); ISBN 978-3-030-03174-9 (eBook).