

Programme

End of Project <...> Phase <...> Report

1. General information

Related Work stream (-s)	<...>
Project	<...>
Project Phase Finished	Business Analysis Phase
General evaluation of Finished Project Phase	Green / Yellow / Red <i>Green = no serious problems/delays, Yellow = non-serious problems/ delays Red = major problems /delays</i>
Please comment shortly your evaluation reason	Comment <...>
Reporter: Name, Surname	Name, Surname <...>

2. Project key documents links

Work Order	Link <...>
Project Management Plan	Link <...>
Phase general documentation	Link <...>

3. Key Measurements on the finished project phase

Milestones: Plan	Describe <...>, date <...>, etc
Milestones: Fact	Describe <...>, date <...>, etc
Deviations: Plan vs. Fact (if any)	Evaluate/assess deviations from the project plan <...> (e.g. time / scope / expected results, etc.)

4. Overview of the finished project phase

More detailed review, relevant comment	Describe <...>
Number of registered JIRA during phase	Count <...>, Jira type: <ask a question / bug / feature / project communication>
Status of JIRA at phase closure	Count <...>, Jira type: <ask a question / bug / feature / project communication> + if exists some not closed JIRA, please provide list of JIRA URL: URL <...> URL <...> URL <...>
Lessons Learned (if any)	1. 2. 3. 4.

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5. Project phase risk register

No	Description of risk / issue	Response Plan	Priority	Status
1	Description <...>	Needed/performed actions <...>	High / Medium / Low	Closed / Open
2				
3				
4				

6. Based on risk register: affected areas / corresponding problems / new requests (if any)

Additional issues (if any)	Describe <...>
Change Requests (if any)	<...>
Related Work stream (-s) (if any)	<...>
Related Project (-s) (if any)	<...>

7. Finished project phase retrospective histogram, Starfish method

More of ...	Describe <...> (if any conclusions)
Less of ...	Describe <...> (if any conclusions)
Keep doing ...	Describe <...> (if any conclusions)
Stop doing ...	Describe <...> (if any conclusions)
Start doing ...	Describe <...> (if any conclusions)

8. Overview of the project plan for the next period

No	Key points on the Project	Finish Plan	Comments
1	Next phase <...>	yyyy-mm-dd	Describe plans <...> (or current progress, if started)
2			
3			
4			

9. Project phase closure conclusions

OSC sign-off	Yes / No (date: yyyy-mm-dd) If "No" – describe plans in order to achieve "Yes" -> this report shall be finally updated after OSC sign-off
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Escalation of issues/ questions or decisions required

Affected area

Responsible person to present in OSC meeting	
Related Work stream (-s)	
Related Project (-s)	

Description of issue

Short name	
Description of the context	[Background, related facts, detailed explanation]

Impact assessment

Impact on customers	[Group of customers, volume of customers affected, other related information]
Impact on legal and compliance matters	[Legal regulation, requirements related to issue/ question]
Impact on costs	[Impact on Programme implementation costs]
Impact on other matters	[Resources, deliverables, quality, time...]
Value added	[Benefits from different decisions]

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Recommendations

Recommendations for
decision making

[Proposed actions and recommendations for decision]

Supporting information:

[Add links here to any supporting information for the issue/ question or embed any related documents]

Note. In case some of the parts are not relevant, please provide short explanation.

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Exception Report: Project <...>

Purpose of document	<p>An Exception Report is produced when a Project's Phase plan or Project plan is forecast to exceed tolerance levels set. It is prepared by the Project Manager in order to inform the Operational Steering Committee of the situation, and to offer options and recommendations for the way to proceed.</p> <p>Additionally to this Exception Report shall be included Project Plan, Risk Register, other helpful material.</p>
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1. Document change History

Author	Date	Change description	Version
Name Surname <...>	2026-XX-XX	Document creation / Document Update	0.1 – 1.0
Name Surname <...>	2026-XX-XX	Document final version	2.0

2. General information

Related Work stream (-s)	<...>
Project	<...>
Project Phase	Business Analysis Phase
Reporter: Name, Surname	Name, Surname <...>

3. Key measurements on the exception

Milestones: Plan	Describe <...>, date <...>, etc
Milestones: Fact	Describe <...>, date <...>, etc
Deviations: Plan vs. Fact	<p>Evaluate/assess deviations from the project plan <...> (e.g. time / scope / expected results, etc.).</p> <p>Please provide as much as possible details.</p>

4. Based on provided material: affected areas / corresponding problems / new requests (if any)

Additional issues (if any)	Describe <...>
Change Requests (if any)	<...>
Related Work stream (-s) (if any)	<...>
Related Project (-s)	<...>

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5. Consequences, options / workarounds, recommendation

Consequences	Describe in detail, what the implications are if the deviation is not addressed for; The project; Corporate or Programme Management
Options / workaround	Describe in detail, what are the options that are available to address the deviation and what would the effect of each option be on the Business Case, risks and tolerances
Proposed solution	Of the available options, what is the recommendation, and why?

6. Decision

OSC decision	OSC decision <...> (approve / reject / take workaround / etc.)
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Escalation of issues/ questions or decisions required

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Related Work stream (-s)	
Related Project (-s)	

Description of issue

Short name	
Description of the context	[Background, related facts, detailed explanation]

Impact assessment

Impact on customers	[Group of customers, volume of customers affected, other related information]
Impact on legal and compliance matters	[Legal regulation, requirements related to issue/ question]
Impact on costs	[Impact on Programme implementation costs]
Impact on other matters	[Resources, deliverables, quality, time...]
Value added	[Benefits from different decisions]

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Recommendations

Recommendations for
decision making

[Proposed actions and recommendations for decision]

Supporting information:

[Add links here to any supporting information for the issue/ question or embed any related documents]

Note. In case some of the parts are not relevant, please provide short explanation.

FORBIS

Support presentation
template
2026-xx-xx

Agenda

- Main working principles of <...>
- Preparation for <...>
- Status of Business analysis SRS documents
- Documentation deliverables provision dates
- Sign-off process of <...>
- Next deliverables plan
- Timeline of Deliverable <...>
- Assumptions and recommendations <...>
- Next actions

Main working principles of <...>

- To organize workflow, the <...> shall:
- A)
- B)
- C)
- To prepare <...>, needed <...>.
- To use <...> for testing, check <...>.
- To simulate real action, follow <...>.
- <...>

Preparation for <...>

1. <...>
2. <...>
3. <...>
4. <...>

Status of Business analysis SRS documents

Date	2026-xx-xx		2026-xx-xx	
State	Amount	Status	Amount	Status
Provided documents	0	Under alignment – 0 Not reviewed – 0 Aligned - 0	0	Under alignment – 0 Not reviewed – 0 Aligned - 0
Documents under preparation or planed	0	

Documentation deliverables provision dates

Document provision dates	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx	xx.xx
Amount of documents	0	0	0	0	0	0	0

Sign-off process of <...>

1

Is <...>
matching?

TODO:

- <...>
- <...>

2

Has the <...>
been
completed?

Confirmation by <...>
regarding <...>

3

Are there
workarounds
needed?

NO / or TODO:

- <...>
- <...>

4

Can the deliverable
process continue?

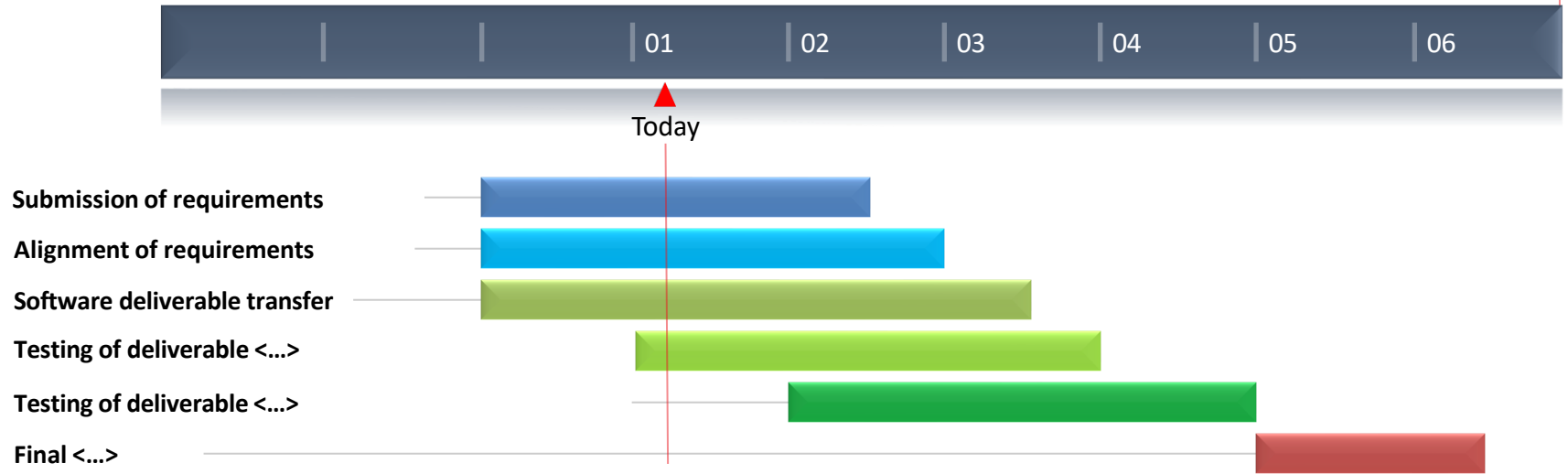
SIGN-OFF:

Green light to
proceed with <...>

Timeline of Deliverable <...>

2026-xx-xx

Decision




Assumptions and recommendations <...>

- Create a <...>:
 - Align <...>
 - Perform <...>
- Control the <...>
- Organize <...>
- Inform <...>

Next actions

- Arrange meeting on 2026-xx-xx.
- Check status of <...> (responsible: <...>)
- Agree on <...> (responsible: <...>)
- Follow-up previously agreed actions in MM No. <...> :
 - Action <...> (responsible: <...>)
 - Action <...> (responsible: <...>)
 - Action <...> (responsible: <...>)



Thank you for your attention!

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