

Project Closure Report
Template & Guidance

This template has been developed by the DTA in line with the [Closure Reporting Standard](https://architecture.digital.gov.au/closure-reporting-standard-digital-and-ict-enabled-projects)

**Tier 3**

[for Digital and ICT-enabled projects](https://architecture.digital.gov.au/closure-reporting-standard-digital-and-ict-enabled-projects) and is designed for use by Tier 3 projects.

In completing this closure report template, please note that information should be calibrated to the complexity and size of the project.

For further information and feedback please contact:
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# Approval and Version Control

**Project Name:**

**Lead Agency Name:**

**Senior Responsible Officer (SRO):**

**Author:**

**Date Approved:**

## Key Contact Details

|  |
| --- |
| **Key Contact Details** |
| **Project manager name and title:** |  |
| Project manager email address: |  |
| **SRO name:** |  |
| SRO classification level and position title: |  |
| SRO email: |  |

## Executive Approval

|  |
| --- |
| **Closure Report approval** |
| **Approved by SRO** | **SRO Name:** | FirstName Surname |
| **Date:** | DD Month YYYY |
| **SRO Signature:** | Signature |
| **Name of governance committee:**  |  |
| **Governance committee endorsement date**: | DD Month YYYY |

## Version Control

|  |
| --- |
| **Revision History** |
| **Version** | **Date** | **Author** | **Description** |
| 0.1 | MM.DD.YY | FirstName Surname, Position | Description |
|  |  |  |  |

# Definitions

### Tiering of Investments

Every investment that is in-scope of the [Digital and ICT Investment Oversight Framework](https://www.digital.gov.au/investment) will be assigned one of 3 tiers under the DTA’s Investment Tiering Model. The tier of an investment is determined by the DTA in consultation with the proponent agency for an in-scope digital or ICT investment. Tiers are determined during the contestability stage of the investment lifecycle before proposals are brought forward for an investment decision by Cabinet.

Refer to the [DTA Assurance Framework for Digital & ICT Investments](https://www.digital.gov.au/sites/default/files/documents/2025-05/IOF-Assurance-Framework.pdf) for more information on project tiering.

For the purposes of this template, ‘investment’ is interchangeable with ‘project’.

### Key Terminology

Throughout this template, the terms ‘outputs’, ‘outcomes’ and ‘objectives’ are used to describe various aspects of project delivery. To aid agencies in utilising this template as intended and promote consistency with the [Benefits Management Policy](https://www.dta.gov.au/advice/benefits-management-policy), the below definitions have been provided.

**Project Outputs:**

Project outputs are the deliverables that have been implemented as part of the digital project. For example, a new customer relationship management system or database.

**Business Outcomes:**

Business outcomes are the changes in business operations that are a result of the project outputs being delivered. For example, efficiencies or new processes stemming from a new customer relationship management system or database.

**Strategic Objectives:**

Strategic objectives are the overall goals of the agency, which the benefits of the digital project are aligned to.

# 1. Introduction

## 1.1 Project Context

Provide an overview of the project background. Consider the following questions (note that this is not an exhaustive list and not all questions will apply to all projects):

* Why was the project originally stood up? What was its main objective/s? (e.g. legacy systems that needed to be replaced, demand for newer technologies, need for increased security).
* Were there any policy objectives that this project was trying to achieve and if so, what were they? (e.g. forms part of a wider strategy, Government agenda, Ministerial commitment).
* Was the project a result of a Government decision? What was the decision? What factors led to the decision? (e.g. election commitment, response to a growing social issue, decision following public scrutiny of xx).
* Did external pressures (e.g. media) play a role in the development of this project?

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## 1.2 Project Overview and Achievements

Provide an overview of the project’s originally agreed scope, and expected outcomes and benefits. This information is found in the original Business Case, Project Management Plan or equivalent. These documents form the agreed baselines of the project which the later sections of this report will be measured against. It is important that the overview provided in this section is an accurate representation of what is contained in the documents.

The scope overview should outline the remit of the project (e.g. Commonwealth, cross-jurisdictional, internal, etc.) stakeholders, agreed budget, agreed schedule and any key dependencies noted at the beginning of the project (e.g. whether this project is part of a wider body of work, are other projects dependent on a deliverable from this project etc.). The expected outcomes should be included in list format following the scope overview.

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### Achievements

Summarise the project’s key achievements and whether it delivered expected outcomes and met its strategic objectives. This may include broader impacts to the organisation or the Australian Government.

Where applicable, summarise any significant changes to the original scope (as defined in the previous section) including what was not achieved and any addition or deferral of scope. For example, *a critical system that was intended to be delivered fully in Tranche 1 of a program now needs to be partially deferred to Tranche 2 of the program for x reasons*. High-level statements that provide context for these changes including the reason, any impacts or workarounds should be included.

Note: Include any documentation that is referenced in this section in section 8: Appendix.

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# 2. Project Governance

## 2.1 Governance Arrangements

Governance arrangements provide the framework of authority and accountability within a project. Good governance can help to reduce ambiguity between advisory functions, decision-making functions, and stakeholder functions. In this section, outline the governance arrangements and key reporting mechanisms in place for the project. Document the governance bodies responsible for the delivery of the project including their frequency, role/purpose and membership (e.g. SES Band 1 Forum).

This information can be found in the project’s agreed Assurance Plan or in the Project Management Plan. A chart of the project’s governance structure which shows clear reporting lines and interrelationships may also be beneficial to include below.

|  |
| --- |
| Governance Forums (Table 1) |
| Name | Role / Purpose | Membership (include level) | Frequency |
| Governance Forum Name | Outline the role (including its scope) of the governance forum in governing the project. | (e.g. SES Band 1s) | (e.g. monthly) |
|  |  |  |  |
|  |  |  |  |

Note: The effectiveness of the project’s governance and reporting arrangements including its challenges, efficacies and changes should be considered as part of the lessons learned activities recorded in section 7.

# 3. Project Performance

## 3.1 Key Challenges and Issue Management

Throughout the course of the project, challenges may be encountered due to unexpected events, external influences (environmental factors, political decisions, etc.), or risks that have actualised. In this section, outline the key issues that were encountered and managed throughout the project. For each issue, answer the following questions:

* What was the cause of this issue?
* What were the impacts of the issue?
(e.g. milestone slippages, additional expenditure, resourcing challenges, scope changes etc.)
* Did the issue impact the management and realisation of benefits? If so, how?
* How was the issue managed? What were the treatment methods used?
* Did the issue affect overall project performance?

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## 3.2 Project Schedule

Delivery to schedule is a key indicator of project performance and recording performance against schedule can help inform future project planning activities.

In the below table, record key project milestones as outlined in the Project Management Plan and indicate whether these were delivered to the originally agreed schedule. Where applicable, explain why targets were not met as expected.

If a change request was approved to alter the expected completion date of a key milestone, record the original expected completion date and provide the details of the change request in the “Reasons for variance” column.

|  |
| --- |
| **Project Milestones** (Table 2) |
| Milestone  | Expected Completion Date | Actual Completion Date | Reasons for variance (if applicable) |
| NameDescription | DD.MM.YY | DD.MM.YY |  |
|  |  |  |  |
|  |  |  |  |

## 3.3 Achievement of Outputs

Using the below table, summarise the outputs that were delivered by the project against the originally agreed scope as outlined in section 1.2.

This should include all key outputs as identified in the original value proposition (Business Case or equivalent) as well as any that have been added since then (e.g. through a re-scoping exercise). An indication of what has been delivered should be recorded in the “Status” column with commentary to support any outputs that were “not delivered” or “partially delivered” provided in the “Justification” column.

Any changes that have been made to the outputs since the originally agreed scope should also be included in the “Justification” column along with a brief explanation for the change.

|  |
| --- |
| **Achievement of Outputs** (Table 3) |
| Key Output | Linked Benefit and Benefits Measure ID  | Status | Justification (if not / partially delivered) |
| NameDescription |  | Choose an item. |  |
|  |  | Choose an item. |  |
|  |  | Choose an item. |  |

## 3.4 Benefits Realisation

Fill out the table below which summarises the status of the agreed benefits (as outlined in the project’s Benefits Realisation Plan), realisation percentage, and expected date of realisation. Commentary supporting the current realisation status and expected realisation date will also need to be included. If the status of the benefits has been listed as “modified” or “removed” these changes will need to be explained in the commentary section provided (impacts of the change should also be noted).

Transitional arrangements for benefits that have not been 100% realised will be captured in section 6.3 Transition of Benefits.

|  |
| --- |
| **Benefits Realisation Summary** (Table 4) |
| Benefit ID and Description | **Benefits Measure ID and Description** | Status | % Realised | Expected Realisation Date | Commentary to Support Status |
|  |  | Choose an item. | XX% | DD.MM.YY |  |
|  |  | Choose an item. |  |  |  |
|  |  | Choose an item. |  |  |  |

# 4. Financial Management

## 4.1 Overall Financial Summary

Provide a detailed assessment of the project’s final budget position including commentary on overall financial performance.

Please note that sustainment funding provided as part of the total project cost should be included in the overall budget. Refer to section 4.4 Sustainment Funding for further information.

* At the conclusion of the project, is total expenditure at budget, over budget or under budget? What are the reasons for this?
* Did the original project plans accurately budget project expenditure? Were funds quarantined or stage gated? If so, were these funds accessed as anticipated?
* Was there a budget contingency set aside for the project? If so, how was the budget contingency managed? If/when were the funds accessed?
* Were there any unplanned events or considerations that impacted the project’s financial performance?
* Overall, what were the sources and amounts of funding allocated to the project? For example, *$100m approved through MYEFO 2023-24; $20m supplementary internal agency allocation; $50m additional funding approved through 2024-25 Budget.*

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| Insert text here |

### Project Expenditure

Fill out the below summary table of project expenditure across the course of the project. Add/remove Financial Year rows as necessary. All figures (where possible) should be recorded in the millions to the second decimal place e.g. $10,520,000 = $10.52m

|  |
| --- |
| Total Project Financial Summary (Table 5) |
| **Financial Year**  | **Budget** | **Actuals** | **Variance** |
| OPEX | CAPEX | TOTAL | OPEX | CAPEX | TOTAL | OPEX | CAPEX | TOTAL |
| FY 20XX - 20XX |  |  | $00.00 |  |  | $00.00 |  |  | -$00.00 |
| FY 20XX - 20XX |  |  | $00.00 |  |  | $00.00 | +$00.00 | -$00.00 | $00.00 |
| FY 20XX - 20XX |  |  | $00.00 |  |  | $00.00 |  |  | +$00.00 |
| **Total**  | $00.00 | $00.00 | **$00.00** | $00.00 | $00.00 | **$00.00** | $00.00 | $00.00 | **$00.00** |

## 4.2 Funding Adjustments

Provide a record of and rationale for any changes to the agreed budget throughout the course of the project. This includes additional funding approved through the Cabinet process, internally allocated funding, or Movement of Funds requests.

Outline the nature of the adjustment, exact figures involved and explain the reasons for and subsequent impact of the change.

For example, *A Movement of Funds request was approved through MYEFO 23-24 to move $10.52m of unspent CAPEX funding from FY 21-22 forward to FY 23-24. This unspent funding was due to xxx. Moving these funds forward to meant xxx*

|  |
| --- |
| Insert text here or fill out the below table |

|  |
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| Funding Adjustments History (Table 6) |
| Date | DD.MM.YY |
| Nature of Change | (E.g. Movement of Funds Request, Internal allocation) |
| Adjustment Amount | $ |
| Reasons for the Change | Explain the reasons for the change to the budget.  |
| Impacts analysis | What was the impact of this change to the wider project, agency and/or stakeholders?  |
| Date | DD.MM.YY |
| Nature of Change |  |
| Adjustment Amount | $ |
| Reasons for the Change |  |
| Impacts analysis |  |

## 4.3 Sustainment Funding (if applicable)

If the project has sustainment costs, please provide the final sustainment costs for the project throughout the lifecycle and include any post project closure sustainment costs. The sustainment costs listed in the table are a breakdown of the costs included in the project’s baseline, actuals, and variances, not in addition to the total project cost.

|  |
| --- |
| Total Project Sustainment Funding Summary (Table 7) |
| **Project Lifecycle Sustainment** | **Post Project Closure Sustainment** |
| Financial Year | Operating ($m) | Additional Information | Financial Year | Operating ($m) | Additional Information |
| 20XX - 20XX |  |  | 20XX - 20XX |  |  |
| 20XX - 20XX |  |  | 20XX - 20XX |  |  |
| 20XX - 20XX |  |  | 20XX - 20XX |  |  |
| **Total**  | $00.00 |  | **Total** | $00.00 |  |

# 5. Assurance

## 5.1 Assurance Overview

Summarise the assurance arrangements that were in place over the course of the project. Provide details of both internal and external assurance arrangements, internal audits, and DTA Assurance Plan (if applicable).

Projects that are in scope of the [Assurance Framework for Digital and ICT Investments](https://www.dta.gov.au/sites/default/files/2024-01/Assurance-Framework.pdf) are required to apply the principles of good assurance in the planning and delivery of assurance as well as adhere to the requirements as outlined in their agreed Assurance Plan. In addition to outlining the project’s assurance practices in general, refer these activities back to the Assurance Plan and explain how these fulfilled the necessary requirements.

For each assurance activity, indicate the effectiveness of the activity in achieving successful delivery of project objectives and outcomes i.e. What were the benefits and/or disadvantages of having the activity?

|  |
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| Insert text here |

## 5.2 Independent Assurance (if applicable)

Provide a list (using the table below) of any independent assurance reviews and/or Delivery Confidence Assessments (DCA) that were completed over the course of the project. These reviews and DCAs may have been facilitated by an external provider or internally through a separate audit / program management office.

If no independent assurance activities were completed, please note this in section 5.1 Assurance Overview and delete this section.

|  |
| --- |
| **Independent Assurance Review and DCA Summary** (Table 8) |
| Assurance Activity Type and Provider | Date Completed | DCA Rating (if applicable) | Key Findings / Recommendations | Key actions taken to address Key Findings / Recommendations |
| Quarterly DCAFacilitated by XX Consulting | DD.MM.YY | e.g. Medium-High | * Uplift xx
 | xx |
|  |  |  |  |  |
|  |  |  |  |  |

## 5.3 Project Escalation (if applicable)

The purpose of this section is to record the project’s external escalation history and subsequent reporting to Ministerial audiences. The DTA houses the escalation process for digital and ICT enabled projects which is explained below.

Assurance escalation protocols focus on supporting agencies in the timely resolution of delivery challenges experienced by their investments, as well as keeping Ministers and senior leaders informed of underperforming digital investments. Escalation protocols are triggered based on an investment’s Delivery Confidence Assessments (DCAs) and other relevant assurance information. There are three escalation protocols: Remediation Plan, Independent Health Check and Investment Review Meeting.

**Has the project been escalated by the DTA?**

[ ]  YES [ ]  NO If yes, please complete the below. If no, move to section 6: Transition to Business-as-Usual

Insert / delete escalation sections as necessary

|  |
| --- |
| Escalation History (Table 9) |
| Date of Escalation | DD.MM.YY |
| Type of Escalation | E.g. DTA Escalation Protocol 1: Remediation Plan |
| Requirements of Escalation | E.g. Development of a Remediation Plan, etc. |
| Actions taken while Escalated | E.g. A Remediation Plan was developed to address xx issues, xx were / were not remediated as planned, xx engagement with xx occurred, etc. |
| Date of de-escalation (if applicable) | DD.MM.YY |
| Effectiveness of Escalation Activity |  |
| Date of Escalation | DD.MM.YY |
| Type of Escalation | E.g. DTA Escalation Protocol 1: Remediation Plan |
| Requirements of Escalation | E.g. Development of a Remediation Plan |
| Actions taken while Escalated | E.g. A Remediation Plan was developed to address xx issues, xx were / were not remediated as planned, xx engagement with xx occurred, etc. |
| Date of de-escalation (if applicable) | DD.MM.YY |
| Effectiveness of Escalation Activity |  |

 *Note: artefacts that were developed as part of escalation
requirements should be included in section 8: Appendix.*

# 6. Transition to Business-as-Usual

## 6.1 Acceptance of Outputs

**Have all agreed project outputs (as defined in the Project Management Plan
or equivalent) been completed, and do they meet business requirements?**

[ ]  YES [ ]  NO

|  |
| --- |
| **Summary of Deliverables** (Table 10) |
| Deliverable / Product Name | Business Area Acceptance | Additional Comments |
| XX ProductProduct Description | Delivered DD.MM.YYMeets requirements and is accepted…. | XX |
|  |  |  |
|  |  |  |

## 6.2 Outstanding Scope

Outstanding scope refers to the deliverables that were agreed in the original Project Management Plan (or equivalent) but not fully delivered or not accepted by business. This includes outputs or deliverables that have achieved their main function but still require further enabling functions or actions to be completed as outlined in the originally agreed scope (e.g. data migration, critical bug fixes, training etc.).

Any initiatives that are continuing but not complete or that will remain active post project closure should also be recorded. If scope has been allocated to a new investment post project closure, please record the investment’s name in the “New Governing Arrangements and Responsible Body” column.

**Indicate whether there is any outstanding scope to be delivered post closure:**

[ ]  YES [ ]  NO If yes, please fill out the below table. If no, move to section 6.3 Transition of Benefits.

|  |
| --- |
| **Outstanding Scope / Remaining Deliverables** (Table 11) |
| Scope / Deliverable Name and Description | Original Completion Date | New Completion Date | New Governing Arrangements and Responsible Body |
| NameDescription | DD.MM.YY | DD.MM.YY | Commentary |
|  |  |  |  |
|  |  |  |  |

### Impacts of Outstanding Scope

Once the above table is completed, outline the impacts on business and the wider agency of transferring the incomplete or outstanding scope / deliverables to BAU and/or other continuing projects (if any). This may include resourcing impacts, impacts on agency priorities or reputational impacts.

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| Insert text here |

## 6.3 Transition of Benefits

Whether the project has residual scope to complete or not, it is likely that benefits realisation will continue past the project closure date. Refer to section 3.4 Benefits Realisation and include all ongoing benefits that have not been 100% realised at the time of closure in the table below. Ongoing benefits owners identified in the table should hold an ongoing business position to ensure continuity (i.e. a project manager should NOT be an ongoing benefit owner).

Transition arrangements of all ongoing benefits should align with the guidance outlined in the [Benefits Management Policy for Digital and ICT-enabled Investments](https://www.dta.gov.au/sites/default/files/2024-01/BMP_V1_DTA.pdf). The project’s agreed transition arrangements should be contained in the project’s Benefits Realisation Plan (if applicable) included in the appendix.

*Note: additional resources and training material on benefits management are available through the Digital Transformation Agency, if required.*

|  |
| --- |
| **Benefits Transition Arrangements** (Table 14) |
| Benefits Measure ID and Description | Percentage Realised | Expected Realisation Date | Ongoing Benefit Owner | Accepted by Benefit Owner |
|  | Xx% | DD.MM.YY | Full NamePosition | [ ]  YES [ ]  NO |
|  |  |  |  |  |
|  |  |  |  |  |

## 6.4 Ongoing Risks and Issues

At the end of the project, almost all risks and issues should be closed. However, there is the possibility that there may be some which relate to operational matters or benefits realisation, these need to be allocated to an individual post closure. Every active risk and issue should either be closed or included in the tables below.

|  |
| --- |
| **Ongoing Risks** (Table 12) |
| Risk Description | Inherent Rating | Treatment action taken (if any) | Ongoing Risk Owner |
|  | Select an option. |  |  |
|  | Select an option. |  |  |
|  | Select an option. |  |  |

|  |
| --- |
| **Ongoing Issues** (Table 13) |
| Issue Description | Issue Severity | Resolution Activity (if any) | Ongoing Issue Owner |
|  | Select an option. |  |  |
|  | Select an option. |  |  |
|  | Select an option. |  |  |

# 7. Lessons Learned

The purpose of this section is to identify key lessons from the project and determine how these learnings will be applied by future projects. There are usually several lessons that can be sourced from a project but only focus on the key learnings (minimum of 3 lessons) in the below table and include the full lessons learned document as an attachment to the closure report.

Note: ensure that the effectiveness of the project’s governance arrangements is considered as part of this process.

|  |
| --- |
| Key Lessons (Table 15) |
| Category | Key Lesson | Lesson background, source, and application |
| Choose an item. | High level description of the identified lesson | Explain the key lesson identified and articulate how it is linked to the delivery challenges and or issues that were experienced throughout the project. This includes addressing the source. |
| Explain how this key lesson will be applied and learned from in future projects. |
| Will this key lesson have whole of government implications and, if so, how should they be addressed? |
| Choose an item. |  |  |
|  |
|  |
| Choose an item. |  |  |
|  |
|  |

## 7.1 Stakeholder Feedback

Obtaining stakeholder feedback is an integral part of undertaking an effective lessons collection process. In this section, outline the process used to collect engage stakeholders for their feedback. Was this an effective process? What were some of the key points raised?

Critical stakeholders that were identified in the Project Management Plan should be included as part of this feedback process. If a critical stakeholder has been omitted, provide an explanation as to why.

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# 8. Appendix

Include any attachments or records of decisions to support project closure requirements.
For external distribution, attach these documents to the end of this document rather than inserting a link.

|  |  |
| --- | --- |
| Attachment Title | Attachment Link |
| Project Management Plan |  |
| Benefits Realisation Plan |  |
| Assurance Plan |  |
| Project Change Requests (if applicable) |  |
| Transition Plans to BAU |  |
| Proof of Acceptance of Outputs |  |
| Lessons Learned Register |  |
| xx |  |