Ashford Business Services Ltd

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	James Patel
Document	Project Closure Report
Prepared by	James Patel
Project manager	Helen Morris
Sponsor	James Patel
Date of this document	9 November 2026
Version	1.0
Planned start date	9 November 2026
Actual start date	9 November 2026
Planned completion date	9 November 2026
Actual completion date	9 November 2026
Closure date	9 November 2026

1. Project summary

Summary of the project in two or three sentences: what it set out to do, and the overall outcome as agreed at the meeting.

Final status. Final status of the project: completed, completed with open items, or closed early, with the reason as agreed at the meeting.

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	James Patel	9 November 2026	Acceptance notes for this deliverable as agreed at the meeting.
Deliverable	James Patel	9 November 2026	Acceptance notes for this deliverable as agreed at the meeting.
Deliverable	James Patel	9 November 2026	Acceptance notes for this

			deliverable as agreed at the meeting.

4. Schedule and budget performance

Measure	Planned	Actual	Variance	Explanation
Completion date	9 November 2026	9 November 2026	9 November 2026	9 November 2026
Total cost	£45.00	£45.00	£45.00	£45.00

5. Scope changes

Change	Effect on time	Effect on cost	Approved by
Approved change during the project	10:30 am	£45.00	James Patel
Approved change during the project	10:30 am	£120.00	James Patel

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	14 Oakfield Road, Birmingham B17 9JH	Effect of this challenge on the project
Challenge encountered during the project	14 Oakfield Road, Birmingham B17 9JH	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	Sarah Mitchell	23 November 2026	Route for support requests about this open item
Open item remaining after closure	Sarah Mitchell	23 November 2026	Route for support requests about this open item

Handover notes. Sarah Mitchell

Items with no open owner. Confirmation that no open item remains without an owner, or a list of any such item and why

8. Financial and contract closure

Done	Closure item	Confirmation
	Final invoices settled	9 November 2026

	Supplier contracts closed	9 November 2026
	Project access removed	9 November 2026
	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. £45.00

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	James Patel	Role of the signatory	9 November 2026
Project manager	James Patel	Role of the signatory	9 November 2026
Accepting stakeholder	James Patel	Role of the signatory	9 November 2026