

Highlight Report Guidance

The purpose of a highlight report is to provide a succinct summary of project status for the Project Board. The Project Manager will also use it to advise the Project Board of any potential problems or areas where the Board can help.

The Project Highlight Report should:

- Provide information that is appropriate to the level of the project, and that supports the needs of the Project Board in their role
- Provide an accurate and honest assessment of the projects status
- Clearly state required decisions with recommendations for progressing the project, highlighting the relevant risks and issues
- Provide an easily auditable trail enabling progress to be monitored effectively

The Highlight Report should provide an accurate overview of the project's status at a given point and as a minimum contain:

- 1) The period covered by the report.**
- 2) A summary of the overall status of the project.** This could be assessed using a 'traffic light' status of 'Red', 'Amber' or 'Green'. This should be based on an assessment of progress against the project plan, project milestones and project resources used.
- 3) Key Risks.** These will be most significant and/ or most relevant risks taken from the project's Risk Register.
- 4) Key Issues.** Include any new and major issues in the report. Note: these may already have been escalated to the Project Board or Senior Responsible Owner, if so, note any actions already agreed to address the issue.
- 5) Key milestones.** These are the landmark points which allow the project's progress to be measured and allow a clear progression towards the project's overall goals.
- 6) Milestones achieved/Outputs (deliverables) completed in last period.** In general, this will include summary information on those milestones completed and signed-off by the Project Board or Senior Responsible Owner between the date of the last Highlight Report and the current report.
- 7) Shortfalls/Non-completions in last period.** This needs to flag any milestones due for completion in the last period but which have not been finalised. Include a summary of any actions already identified by the Project Manager to address shortfalls. These should have already been agreed verbally with the Senior Responsible Owner.
- 8) Forecast for next period.** This should include an identification of those milestones and outputs due for completion in the period up to the next Highlight Report.
- 9) Financial status.** This should include a summary of actual spend against the total annual budget and the budget planned for the period covered by the report