

Project Status & RAID Reporting Guide

A working reference for project leads, sponsors and delivery teams.

THE WEEKLY REPORT

Give the reader enough information to act.

State what changed, what it means for delivery and which decision cannot wait. Keep the supporting schedule and RAID log current; the report should highlight the items that need attention.

Project and position

Name the project, report date, lead and sponsor. Show the agreed completion date beside the current forecast. State the assumptions behind that forecast.

Progress since last review

List completed work with evidence of acceptance. Explain new delays or scope changes and their effect on the next milestone.

Next milestones

For each near-term deliverable, record the owner, due date, dependency and acceptance evidence. Avoid treating activity as completed output.

Decisions needed

State the decision, decision maker, recommendation and latest useful decision date. Explain what happens if the decision is late.

Risks, issues and budget

Bring forward material RAID items. Compare the approved budget with spend plus forecast remaining cost; explain variance and any approval needed.

USE STATUS WORDS CONSISTENTLY

On track: the forecast meets the agreed date and acceptance conditions.

At risk: a credible threat could change that forecast.

Blocked: a required activity cannot proceed. Name what will release it.

Agree the definitions with the sponsor. Always include the reason and the next review date.

Make the RAID log useful.

RAID means risks, assumptions, issues and dependencies.

These are different types of information. Keeping them distinct helps the team choose an action instead of carrying the same vague concern from meeting to meeting.

Risks

Something uncertain that could affect delivery.

Record the cause, possible event and effect; assess likelihood and impact. Name a response owner, action, review date and trigger for escalation.

Assumptions

Something the plan treats as true but still needs confirmation.

Record what must be checked, who will check it and when. Explain how the plan changes if the assumption proves wrong.

Issues

Something that has happened and needs a response.

Record the current impact, resolution owner, action and due date. State any decision or support required to resolve it.

Dependencies

Something another activity, team or supplier must provide.

Name the supplying owner and receiving owner, what is needed, when it is needed and the evidence that the handoff is accepted.

CLOSE THE LOOP

Give each entry a reference, owner and review date. Update it before the weekly review, escalate when its trigger is reached, and close it only when the action or acceptance evidence is recorded. Keep decisions in a linked decision log.

When a vendor delivery slips.

Fictional planning example. This is not a client case study or a promised outcome.

A system rollout needs the vendor delivery before testing, a tested system before staff training, and a readiness decision before launch. In this example, a three-working-day delivery delay moves the proposed launch by three working days.



WHAT THE WEEKLY UPDATE SHOULD SAY

Current position	At risk: vendor delivery moved from 5 October to 8 October. Proposed launch moves from 12 October to 15 October. Testing and training remain in sequence.
Issue and dependency	The delivery delay has occurred, so it is an issue. Testing depends on accepted delivery. The vendor owns the revised delivery commitment; the testing lead confirms receipt and readiness.
Assumption and risk	The forecast assumes the delivery is complete and testing needs no additional time. If testing finds a material defect, the launch forecast may move again. The project lead reviews this after testing.
Decision and escalation	Sponsor decision needed by 6 October: approve the proposed 15 October launch and revised communications. If no decision is made by then, the project lead escalates the affected staffing and training commitments.

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