Report Headings	How is this used?
PART 1: Overall status of the programme **CIP: "What difference do we plan to make?"** Quarter period covered in the report Programme sponsors/leads and descriptions Chart of BRAG status of delivery of project activities at the end of the quarter Chart of BRAG status of performance measures at the end of the quarter **Is anyone better off?** The <u>annual measures</u> of the top 3-5 key performance measures agreed **CIP section: How will we know we've succeeded?** **CIP sections may have baselines:** **"The Well-being Assessment told us:"** **"You told us:"** **What has been achieved, overall, this Quarter?** A brief summary of what has been achieved – one/two sentences per programme theme.	**Provides a quick overview of where the programme is at for boards/management team** **Provides information to feed into the overall Management Team/Cabinet to provide assurance that CIP outcomes are being achieved.** **Provides a snap shot of achievements during the current quarter. This can be used to report into Management Team and Cabinet as top highlights.**
PART 2: Reporting by Exception – what is working well, what needs attention? Projects and/or programme themes (depending on language used): The sub headings should appear here to reflect those headings in the CIP section:	**Used by programme boards to ask specific questions to help unblock issues or action to mitigate risks. Could also be used to highlight to Management Team and Cabinet for**

Report Headings	How is this used?
How will we achieve our priority?	action/decision where appropriate. Provides background information for the quarter reporting.
Project Activities by Exception: Organised under each of the programme themes: Projects with a BRAG Status Red/Amber with a clear ask to solve the issue or mitigate the risk that needs to be escalated.	Will contribute towards gathering trends over time and across programmes. It provides some evidence for learning opportunities that can be shared to drive up capacity.
Hot Topics/Emerging Themes: Highlighting repeated situations. Lessons learned that should be shared. Case Study/Stories/Feedback Soft information which supports or challenages data.	The stories/case studies and feedback can be used as a prompt for communications across the whole portfolio on Vision 2025. Validates or challenges performance measures. Provides decision makers with some context and soft intelligence.
PART 3: Details of the level of activities undertaken, how well they have been done and any indications of changes achieved. The sub headings should appear here to reflect those headings in the CIP section: How will we achieve our priority?	Can be used by programme boards to check that activities are resulting in the desired outcomes/changes. It should provide an indication of the quality of the activities that are being delivered. Programme boards can ask questions about the detail of the activities and

Report Headings	How is this used?
These measures should be able to reflect the activities listed in the CIP sections: "How will we succeed?" and "How will we achieve our priority?" More detail will appear in programme and project plans. Performance Measures: Measures organised under each of the programme themes. This will demonstrate how the activities under the projects are leading to the changes desired.	ensure that the information portrays the correct picture of what is being achieved.
PART 4: Financial Information Update Costs incurred to deliver projects – budget v actual variances.	

Under a review of Quarter 1 reporting we will be asking for BRAG status and comments against each "committed activity" rather than by exception.
The ordering of the report is also considered and will change slightly