

### 1. Overview.

Change Programme Initiated; Approval sought to define Programme.

### 2. Purpose of Gate Review.

To evaluate the Programme Brief and Programme Charter as to whether they provide sufficient information to be a satisfactory baseline for the Define Programme stage, conformant to the Programme Mandate.

### 3. Initiate the Programme Exit Criteria.

(sometimes referred to as the Gate 2 Entry Criteria).

The Programme Brief & Programme Charter have been fully and properly developed by the Programme Sponsor & Programme Director, compliant with the Programme Mandate.

The Programme Sponsor & Programme Director are both confident that the Programme Brief & Programme Charter provide a solid baseline for the Define stage of the Programme.

The Programme Sponsor & Programme Director both affirm that there is no requirement to refer the Programme back to the Corporate Executive for revision to either the Authority to Proceed (Gate 0) or to the Corporate Business Strategy or to both.

### 4. Define the Programme Entry Criteria.

(sometimes referred to as the Gate 2 Exit Criteria).

- a. The Programme Executive members have been identified and are available for appointment:
  - Communications Manager
  - Business Change Manager
  - Design Authority
  - Programme Manager
  - Programme Office Manager
- b. The Programme Sponsor and the Programme Director accept that the Programme Brief & Programme Charter are a clear & fully articulated baseline for the Define stage of the Programme and that the Authority to Proceed (Gate 2) properly provides them with the Authority to start & complete the define stage of the programme.
- c. The Programme Board is satisfied that:
  - There is still a substantive need for a programme to realise the aspirations of the Corporate Executive, as originally expressed in the Approval to Proceed (Gate 0);

- The Programme Brief & Programme Charter properly & fully articulates, as far as possible at this stage in the Programme, the scope of the programme.
- Each of the Programme Board members affirms their support for the Programme and their commitment to its success

### 5. Next Steps.

There are 3 options for Next Steps:

a. **Define the Programme Stage Authorised.** If the Programme Board is satisfied that both the Exit & Entry Criteria have been properly satisfied, the 3<sup>rd</sup> stage of the programme (Define the Programme) will be authorised to proceed. The Programme Executive team will be formally appointed. The output from the Gate 2 Review for this option will be the:

- Authority to Proceed (Gate 2).

b. **Referred for Rework & Resubmission.** If the Programme Board is not satisfied that both the Exit & Entry Criteria have been properly satisfied but is convinced of the need for the programme, the Programme Sponsor & Programme Director will be directed to review the Programme Brief & Programme Charter and to make such changes as may be needed for resubmission.

c. **Business Change Initiative Rejected.** If the Programme Board is not satisfied that there is a need for the Programme, the submission will be rejected and its decision, together with the rationale behind it, will be referred to the Corporate Executive for ratification.

**Note:** How the Programme Board decides on the Next Steps and whether it is by unanimous, majority or Programme Sponsor's directive will depend on the specific organisation and upon its corporate governance rules.

### 6. Audit Trail.

It is imperative for proper governance that the proceedings and decision of the Gate 2 review are minuted, including particularly any dissenting opinions with regard to decisions taken, and that these minutes are securely stored for future reference.

It is possible that some of the minutes may be highly sensitive and may be subject to strict confidentiality constraints, which may exclude even Programme Executive members from seeing them in their entirety, but the Programme Board members will need to be of sufficient seniority & clearance to be privy to the unredacted minutes.

If the minutes are too highly sensitive for wider access, the Programme Board will need to decide whether a redacted version of the minutes should be made available or whether the Programme Brief, Programme Charter and Authority to Proceed (Gate 2) are sufficient in their own right to fully articulate the Programme Board's intent for the programme.