

1. Overview.

Change Programme Defined; Approval sought to Run the Programme.

2. Purpose of Gate Review.

To evaluate the Programme Board Baseline components to determine whether, in the light of the detailed analysis & assessments during the Define the Programme stage, there remains a substantive requirement for the Programme in order to meet the aspirations of the Corporate Executive.

The Programme Board will need to ensure that it is familiar with current thinking at the Corporate Board level and with the current business environment, which may have changed during the Define the Programme stage.

If the Programme Board believes that there is still a need for the Programme, they will then evaluate the Programme Board components as to whether they provide sufficient information to be a satisfactory baseline for the Run the Programme stage.

3. Define the Programme Exit Criteria.

(sometimes referred to as the Gate 3 Entry Criteria)..

The Programme Board Baseline components have been fully and properly developed by the Programme Executive, compliant with the Programme Mandate, Programme Brief and Programme Charter.

The Programme Sponsor & Programme Director are both confident that the Programme Board Baseline Components provide a solid baseline for the Run the Programme stage.

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. Run the Programme Entry Criteria.

(sometimes referred to as the Gate 3 Exit Criteria).

- a. The Programme Sponsor and the Programme Director accept that the Programme Board components are a clear & fully articulated baseline for the Run the Programme stage.
- b. The Programme Sponsor and the Programme Director affirm, on behalf of the Programme Executive, that the Programme Executive Baseline components are fully compliant and conformant with the Programme Board Baseline components.

- 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 Board components properly & fully articulate the scope of the programme.
 - Each of the Programme Board members affirms their support for the Programme and their commitment to its success.
- d. The Programme Sponsor and the Programme Director accept that the Authority to Proceed (Gate 3) properly provides them with the Authority to start & complete the Run the Programme stage.

5. Next Steps.

There are 3 options for Next Steps:

- a. ***Run the Programme Stage Authorised.*** If the Programme Board is satisfied that both the Exit & Entry Criteria have been properly satisfied, the 4th stage of the programme (Run the Programme) will be authorised to proceed. The output from the Gate 3 Review for this option will be the:
- Authority to Proceed (Gate 3).
- 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 Board Baseline components 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 3 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 Board Baseline and the Programme Executive Baseline, together with the Authority to Proceed (Gate 3) are sufficient in their own right to fully articulate the Programme Board's intent for the programme.