Gate Review Crosswalk

United Kingdom: Gate 4, Readiness for Service

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The United Kingdom's National Infrastructure and Service Transformation Authority (NISTA) reviews major projects at Gate 4, Readiness for Service, shortly before go-live. The review asks whether the organization is ready to make the transition from the solution to implementation and into live service.

The review comes late. By the time it is held, systems have been tested or not, the operating organization has been recruited and trained or not, and procedures have been written or not. A review team can report what is missing, but there is little time left to fix it. The ICxA readiness criteria describe the evidence that answers the gate's question, and most of that evidence can be examined long before the last gate.

What readiness covers

Readiness is the condition in which sufficient evidence is available for a decision to proceed (ICXA-10001 cl. 8.1). It applies at every point of commitment in a project, not only at the end: readiness to commit, to proceed, to integrate and to operate. It covers the asset and its systems, which must be designed, procured, built, tested and integrated so that each system works with the others. It covers the organization that will operate the asset: its people, its organization, its care of the asset, and its systems and processes. It also covers the interfaces and contracts between the parties, and the evidence and governance on which each decision rests.

What can be checked before the last gate

Stage	What the evidence shows	Criteria
At the investment decision and through engineering: the path	Operating outcomes are defined. Stage-gates, criteria and evidence needs are set in advance. Roles and independence are assigned. A systems completion strategy and an operational readiness plan exist.	A01, A02, A04, B01, B03, C01, C02, D01, E01
During procurement and construction: the progression	Readiness is in the master schedule. Interfaces and vendor deliverables are tracked. Systems are being completed by system. People, organization, asset and systems capability are developing on time. Reviews are held and recorded.	A03, B02, B04, C03, C04, D02, D03, D04, D05, E02, E04, F01, F03
From commissioning to operations: the condition	Testing is prepared and complete for each system, and systems work together. Deficiencies and deferred work are controlled. Transfer follows a recorded review and acceptance. Ramp-up is monitored.	C05, C06, D06, E03, F02, F04

The grouping is ICxA guidance. Each project defines its own stage-gates and readiness conditions under the ICxA Standards, so the timing on a given project follows what that project has defined. The 28 criteria are set out in full in the ICxA Readiness Audit Criteria, at icxa.net/readiness-audit-criteria.

Gate 4 review areas and the ICxA criteria

Source: Gate Review 4: Readiness for Service, NISTA.

What the Gate 4 review examines	Related ICxA criteria	Earliest stage the evidence exists
Whether the project can stand up a live service, who makes go or no-go decisions, and how transition is planned	B03, D01, D03, D06	The path

What the Gate 4 review examines	Related ICxA criteria	Earliest stage the evidence exists
Whether testing and acceptance are complete, including end-to-end testing, with results judged against criteria	C03, C05, E01	The path (criteria set in advance)
Whether the operational team has enough people and capability, and whether training is planned and resourced	D02	The progression
Whether tested contingency, continuity and reversion plans exist	D03, F01	The progression
The risk of proceeding or delaying with issues unresolved	C06, F02	The condition
Whether whole-life operation and maintenance have been considered	D04, D05	The progression
For infrastructure projects: commissioning regimes, regulator requirements and system integration with operational testing	B02, C01, C05	The path

How to read this crosswalk

The mapping is ICxA's reading of the published gate document, made at the level of review area. It has not been reviewed or endorsed by the body that owns the gate, whose own guidance governs how its reviews are run. ICxA welcomes correction from the gate owner and will prepare a mapping to individual review questions on request.

The crosswalk does not replace a gate review. It shows what a review team, a sponsor or a delivery body can ask to see earlier, so that the final review confirms a condition that has been building and does not discover one that is missing.

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