



**Gateway Review Team
Summary of Roles and Responsibilities**

To ensure reviews are conducted in a consistent way across the council it is essential gateway review teams [follow this guidance note](#).

1. Gateway Review Team

1.1 What is it?

The Gateway Review Team examines the review process at key points; it evaluates what has been delivered, and looks ahead to provide assurance that the review can progress to the next stage.

1.2 Who is part of the Gateway Review Team?

Gateway Reviews deliver a peer review approach. Elected Members and independent parties from outside the service use their experience and expertise to examine the progress and likelihood of successful delivery.

Sub Transformation Committee will identify Elected Members to serve on the Gateway Review.

1.3 What are the roles and responsibilities of the Gateway Review Team?

The main responsibility of the Gateway Review Team is to analyse the information made available by the Review Team Leader to ensure the following.

| Responsibilities | |
|---|--|
| ✓ Arrangements for leading, managing, and monitoring the project are embedded throughout the review | ✓ Option appraisal and other key steps within the process are carried out by the Review Team |
| ✓ Wider context of the council's delivery plans and change programmes is considered | ✓ Sufficient resources are available (for example, finances, people, skills) |
| ✓ Arrangements for identifying and managing risks are robust and will be managed | ✓ Outcome and objectives of the review are considered |
| ✓ Key stakeholders support and understand the review | ✓ Potential for the review to succeed is realistic |

1.4 When does the Gateway Review Team meet?

There are **four essential milestones** in the review process when the Gateway Review Team meets.

| Review Team Milestones | | Gateway Review Team Responsibility |
|------------------------|--|---|
| 1 | ✓ Production of the Review Plan is complete, including key stakeholder and trade union involvement | ✓ Validate consultation and engagement, including agreeing review plan and timescales |
| 2 | ✓ Assessment of current (as is) service model and findings complete | ✓ Validate assessment of current (as is) service model |
| 3 | ✓ Ideal (to be) service model identified and documented | ✓ Validate proposal of the future ideal (to be) model |
| 4 | ✓ Options appraisal. How to deliver the ideal (to be) model complete | ✓ Validate findings from options appraisal and recommendations |

If necessary, the Gateway Review Team will have additional meetings where assurance is required or specific areas of concern are identified.

1.5 Evidence based approach

The Gateway Review Team methodically reviews all information presented. It is essential the Review Team prepares beforehand to ensure there is relevant and reliable evidence to support the Review Plan, Strategic Business Case, and Outline Business Case.

Gateway Review - evidence based approach toolkit

A template is available to help the Review Team to prepare an evidence-based approach for the Gateway Review. Refer to the guide Self-Assessment Review Team Toolkit.

1.6 Final stage of the Gateway Review Team process

The Gateway Review Team conclude the process with a final meeting with the Review Team, in advance of committee consideration. A set of True/False statements assist the Gateway Review Team in approving progression of the review to the next stage.

| True/False statements determine progression to next stage of the process | | |
|---|-------------|--------------|
| Statement | True | False |
| The recommended process has been followed | | |
| There are no concerns regarding review outcomes | | |
| The evidence is robust | | |

If all of the above statements prove true, the Review Team Leader can progress to the next stage in the process, and (when required) prepare and submit the final report to the appropriate committee.

If any of the above statements prove false, approval to progress to the next stage of the review process will not be granted.

1.7 What happens if approval is not granted?

The Gateway Review Team and the Review Team Leader agree a timescale for re-submission.

The Review Team Leader must revisit and address any areas of concern identified and resolve those issues to the satisfaction of the Gateway Review Team.

Gateway Review - Test and challenge approach toolkit

A template is available to help the Review Team to prepare a 'test and challenge' approach for the Gateway Review Team. Refer to the guide Self-Assessment Review Team Toolkit.

Gateway Review - evidence based approach template

The following questions could be asked during various stages of the review. Consider and identify what supporting evidence the Review Team could provide.

| Policy and business context | |
|--|----------------------------|
| Areas to probe | Supporting evidence |
| Does the service review meet current council priorities, policies, strategic objectives, and business change programmes? | |
| Are the required skills and capabilities available, sustainable, and robust? | |
| Have internal and external factors been identified and addressed? | |
| Is there a framework for managing issues and risks? | |
| Business case and stakeholders | |
| Does the review demonstrate a clear link with wider organisational objectives? | |
| Is there an understanding of the scope of the service review? | |
| Have all likely stakeholders been identified and their needs clearly understood? | |
| Is there a clear 'preferred option', or would several options meet the business need? | |
| Is the proposed service option affordable? | |
| What will constitute success? | |
| What additional factors could affect success? | |
| Management of intended outcomes | |
| Is there a clear and agreed understanding of expected outcomes and how they will be delivered? | |
| Has the Outline Business Case and/or Strategic Business Case been developed and reviewed? | |
| Are key stakeholders confident that outcomes will be achieved when expected? | |
| Is there a clear plan for achieving the required outcomes? | |
| Risk management | |
| Are processes in place to identify risks? | |
| How will risks be assessed and managed? | |
| Are there assurance measures for the service review; are they in place? | |
| Is there a contingency plan, and where appropriate, business continuity plans? | |
| Review of current outcomes | |
| Is the service review on track; is the timeline for the next stage realistic, and are there available funds and resources? | |
| Have problems occurred, and if so, how have they been resolved? | |
| Readiness for next phase: delivery approach | |
| Are internal/external skills adequate, available, and committed to achieve intended outcomes? | |
| Are appropriate management controls in place? | |
| Is there a continuing need for the service review, what assumptions have been made? | |

Gateway Review – Test and Challenge Approach Template

| Probing questions | Yes | No | Evidence | Comments |
|---|--------------------------|--------------------------|----------|----------|
| Is there evidence that the review objectives align with the council's five priorities as noted below? | <input type="checkbox"/> | <input type="checkbox"/> | | |
| Improve economic opportunities and outcomes | <input type="checkbox"/> | <input type="checkbox"/> | | |
| Support all children to realise their full potential | <input type="checkbox"/> | <input type="checkbox"/> | | |
| Improve the health and care of our communities | <input type="checkbox"/> | <input type="checkbox"/> | | |
| Improve relationships with communities and the third sector | <input type="checkbox"/> | <input type="checkbox"/> | | |
| Improve the council's resource base | <input type="checkbox"/> | <input type="checkbox"/> | | |
| | | | | |
| Did the Review Plan identify timelines, milestones, resources, and outcomes? | <input type="checkbox"/> | <input type="checkbox"/> | | |
| Did the review include consultation and engagement with stakeholders, trade unions, and a wider audience? | <input type="checkbox"/> | <input type="checkbox"/> | | |
| Were views from consultation and engagement incorporated into the 'preferred model'? | <input type="checkbox"/> | <input type="checkbox"/> | | |
| Can the review demonstrate it is sensitive to the needs of service users? | <input type="checkbox"/> | <input type="checkbox"/> | | |
| Do employees and service users clearly understand the outcomes? | <input type="checkbox"/> | <input type="checkbox"/> | | |
| Were Elected Members involved Gateway Reviews? | <input type="checkbox"/> | <input type="checkbox"/> | | |
| Was a full options appraisal part of the review? | <input type="checkbox"/> | <input type="checkbox"/> | | |
| Can you show how benchmarking was used to inform the review? | <input type="checkbox"/> | <input type="checkbox"/> | | |
| Will outcomes improve partnership working with other public sector, third sector, or private organisations? | <input type="checkbox"/> | <input type="checkbox"/> | | |
| Can you show the review will modernise and improve the service? | <input type="checkbox"/> | <input type="checkbox"/> | | |

| Probing questions | Yes | No | Evidence | Comments |
|---|--------------------------|--------------------------|----------|----------|
| Did the review recommend service delivery is delivered from a different location? | <input type="checkbox"/> | <input type="checkbox"/> | | |
| Does the review reduce the council's financial overheads? (for example through re-location) | <input type="checkbox"/> | <input type="checkbox"/> | | |
| Did the review consider several service delivery options? | <input type="checkbox"/> | <input type="checkbox"/> | | |
| Does the review make best use of new technologies? | <input type="checkbox"/> | <input type="checkbox"/> | | |
| Do the intended review outcomes measure up to the ideal service? | <input type="checkbox"/> | <input type="checkbox"/> | | |
| Does the outline business case clearly identify conclusions and recommendations? | <input type="checkbox"/> | <input type="checkbox"/> | | |
| Are measures in place to track, measure, and report success? | <input type="checkbox"/> | <input type="checkbox"/> | | |