

# Local Government Self-evaluation arrangements 2011/12



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# Introduction

## Self evaluation and proportionate and risk-based scrutiny

1. Developing effective self-evaluation is consistent with the Scottish Parliament's 2007 report Independent Review of Regulation, Audit, Inspection and Complaints Handling of Public Services in Scotland (The Crerar report), which recommended that the degree of future external scrutiny should be dependent upon the range and quality of performance management and associated self-assessment in place within public services.
2. Rigorous self-evaluation and targeted scrutiny are tools that help public bodies to deliver their commitment to improving services. They can provide important assurance to the Scottish Government, citizens and service users that public sector bodies are working well to deliver outcomes for communities and citizens. This is generally reflected in public sector audit and inspection reports, which have commonly highlighted that those public bodies that are most self-aware of their strengths and weaknesses and act upon that knowledge, tend to be better performers.
3. The Crerar report makes it clear that organisations need to take much greater responsibility for self-evaluation before external scrutiny can be minimised. External scrutiny can be a catalyst for improvement in the way that services are delivered where it influences behaviours and the culture of service providers. However, the primary responsibility for improving services lies with the organisations that provide them. Therefore, fundamental to any reduction in scrutiny is the requirement for them to take greater responsibility for self-evaluation of service performance.
4. Local authorities that carry out robust and reliable self-evaluation to improve their corporate processes, service performance and outcomes for citizens and users are likely to have detailed, accurate, up-to-date and verifiable information that will allow scrutiny bodies to effectively assess risk and target scrutiny activity to where it is most necessary.
5. Following publication of the Crerar report, the Scottish Government established a Reducing Burdens Action Group (RBAG), which comprised senior representatives from local government and scrutiny bodies. In September 2008, RBAG reported to ministers on practical ways of reducing the burden of scrutiny on public bodies, particularly at a strategic or corporate level. To deliver this, RBAG recommended a new approach to scrutiny, with more consistent and robust self-evaluation at its very centre. A copy of its report is available at <http://www.scotland.gov.uk/Topics/Government/PublicServiceReform/IndependentReviewofReg/ActionGroups/RBAGFinal>
6. The recommendations from the RBAG also influenced the approach adopted by local government scrutiny bodies to the shared risk assessment process. The SRA process has reviewed and where appropriate placed reliance on councils' self-evaluation evidence when determining local scrutiny risks and related audit and inspection responses. Commentary on councils' self-evaluation arrangements has also featured in Shared Risk Assessments (SRAs)

and Assurance and Improvement Plans (AIPs). The overall assessment of uneven progress in delivering self evaluation across Scotland's 32 councils was summarised in the National Scrutiny Plan for Local Government 2011/12 (Exhibit 1).

## Exhibit 1

### Self-evaluation in Scottish Councils

There is commitment to developing robust self-evaluation arrangements as is evidenced, for example, by the increase in assisted self-evaluation activity and work being undertaken in partnership with the Improvement Service, and steady progress is being made in this area.

However, inconsistencies in coverage and the quality of information across services, outcome areas and corporate processes are still apparent and it will take time before all councils have fully effective self-evaluation arrangements in place. In particular, the use of benchmarking data to assess costs, quality and performance remains underdeveloped in many places and service user views and customer satisfaction information also remains a continuing gap in existing information in many councils.

*Source: National Scrutiny Plan for Local Government 2011/12 (edited)*

## Review approach and objectives

7. Due to the evolving nature of self evaluation arrangements, it was agreed by the local government scrutiny operational group, that this year Audit Scotland would gather data from Scotland's 32 councils on:
  - self-evaluation models, if any, adopted corporately by councils;
  - how widespread self-evaluation is being used within councils; and
  - any other, service-specific self-evaluation activity taking place within service departments.
8. In August 2011, a self-evaluation audit checklist was distributed to all local government appointed auditors to map the level and range of self-evaluation activity taking place within their local authority (a copy of the checklist is shown in Appendix 1). Where local authorities are audited by our Audit Services Group (ASG), the checklist was completed by ASG staff. For those local authorities audited by private sector firms, the checklist was completed by staff in Audit Scotland's Best Value and Scrutiny Improvement Group. Our findings are based on the 32 completed checklists.
9. The purpose of this exercise has been to capture factual information on the range and scope of current self evaluation activity, rather than form a judgement on the effectiveness of individual councils' self evaluation arrangements in supporting continuous improvement. Consideration may be given to carrying out a further exercise to assess the effectiveness of individual local authorities' self-evaluation arrangements in future.

# Findings

## Corporate evaluation

10. A brief summary of the findings from councils against each of the questions in the self-evaluation checklist is set out below.

### Has the council adopted a recognised model of corporate self-evaluation?

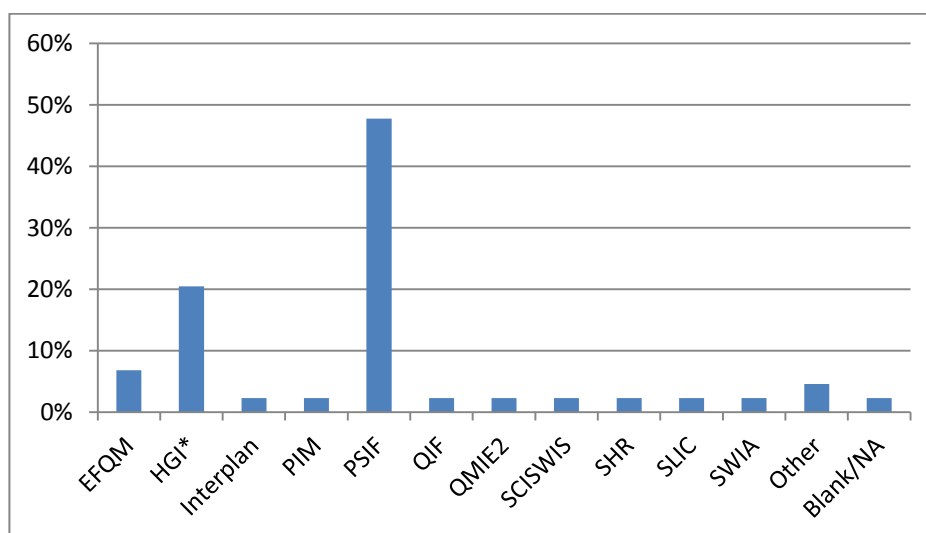
11. All but two councils have adopted a recognised corporate self-evaluation model. Those which have not yet done so are Comhairle nan Eilean Siar<sup>1</sup> and Shetland Islands Council. However, as can be seen from answers to questions below, not all councils have used their corporate model to carry out self-evaluation.

### Which models have the councils adopted?

12. Self-evaluation models adopted across councils vary. However, it is clear that the Public Sector Improvement Framework (PSIF) is most commonly used (either as the sole model or in conjunction with other models), having been adopted by 21 councils. Four councils indicated they have more than one self-evaluation model in use corporately. Across all 32 councils, there were 44 responses to this question, with responses broken as shown in Exhibit 2.

## Exhibit 2

### Self-evaluation models in Scottish Councils<sup>2</sup>



Source: Audit Scotland

<sup>1</sup> Comhairle nan Eilean Siar's response to our checklist indicated that it has adopted Interplan as its model for corporate self-evaluation. Interplan is an electronic performance management system and as such we have not classified it here as a self-evaluation model.

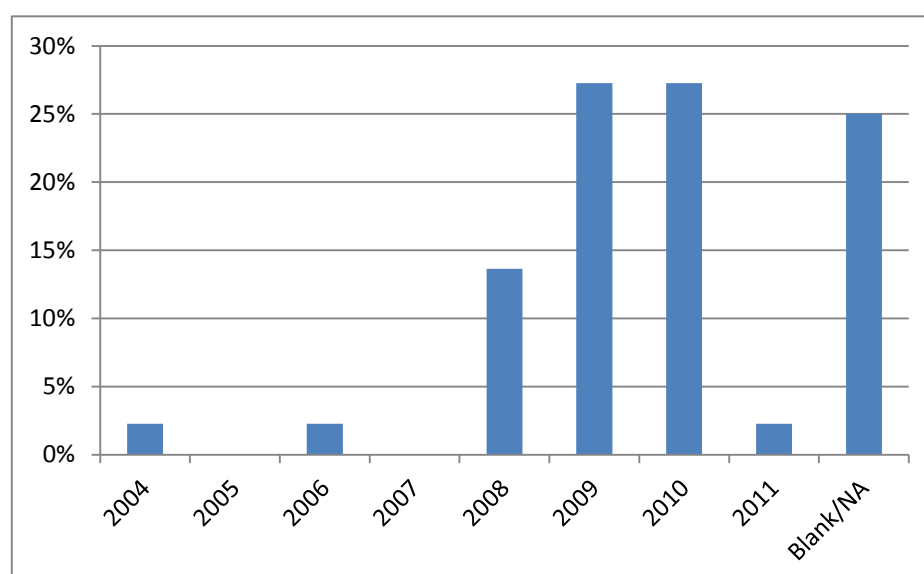
<sup>2</sup> The chart shows the percentage of all the models used rather than a percentage of the councils using each model

### When was the model adopted?

13. The date at which councils formally adopted a self-evaluation model ranges between 2004 and 2011 (Exhibit 3). A quarter of responses to this question did not indicate when each self-evaluation model was adopted but where this information is available, it is clear there has been a significant increase in self-evaluation activity since 2008. This is to be expected given the publication of the Crerar report in 2007, the work of RBAG, published in 2008, and other influences, for example the promotion of PSIF by the Improvement Service and the importance of self-evaluation being highlighted in Best Value audits.

### Exhibit 3

#### When self-evaluation models in Scottish councils were adopted



Source: Audit Scotland

### Has the council undertaken a corporate self-evaluation using this model?

14. Of the 30 councils that have a corporately adopted model, 27 have used it to carry out a full corporate self-evaluation exercise. One has done partial self-evaluation (West Dunbartonshire Council) with two having not yet used their corporately adopted model (Aberdeenshire and the Moray councils). Of these, West Dunbartonshire and the Moray councils have indicated that they have carried out a range of departmental self-evaluation, typically using the PSIF.
15. We have not collected evidence about how rigorously the 28 councils have applied self-evaluation, and therefore we are not in a position to say whether adopting and using a corporate model has strengthened their continuous improvement culture.

### Has the council defined its own bespoke or home-grown model for self evaluation?

16. 23 councils are using a standard model of self-evaluation rather than a more bespoke approach. Six councils have developed their own model and a further three having a model that is partially bespoke. We have not collected evidence about whether those councils that

have developed a more tailored or bespoke approach are able to use this more effectively to generate improvements than those using a standardised model or vice versa.

### **Has the council an agreed rolling programme for self-evaluation throughout the organisation?**

17. Only Aberdeenshire Council and Shetland Islands Council (which has no adopted self-evaluation model) do not have some form of agreed rolling programme of self-evaluation. It is not clear from the information collected over what period self-evaluation programmes operate, how successful councils have been in delivering these programmes or what they have delivered to date.

## **Departmental or service-based self-evaluation**

18. The survey looked at what departmental or service-based self evaluation activity councils have carried out. As all 32 councils have different organisational structures, we have grouped departments/services under the headings set out below:

- Chief Executive
- Housing
- Environmental
- Education
- Cultural and Sport
- Social Care and Wellbeing
- Neighbourhood services
- Transport
- Enterprise, Planning & Infrastructure
- Finance
- Corporate Governance
- Other

19. The following councils use multiple models within individual services; Aberdeen City, Clackmannanshire, Dundee City, East Ayrshire, Falkirk, Glasgow, Midlothian, Orkney, Scottish Borders, South Lanarkshire, and West Lothian. The most widely used models are PSIF and variations of 'How Good Is Our...'.

As expected, the services where self-evaluation is most common are Education and Social Care and Wellbeing. This suggests that self-evaluation based inspection regimes have been influential in promoting self-evaluation approaches in these services. The extent of self-evaluation and the models used across services are shown in Exhibits 4 and 5 below. All councils that use self evaluation have at least partial coverage of their services and there is no service area that has not been subject to any self-evaluation by at least one Scottish council.



**Exhibit 4****Departmental / service self-evaluation coverage in Scottish councils**

	Chief Executive	Housing	Environmental	Education	Cultural & sport	Social care & wellbeing	Neighbourhood Services	Transport	Enterprise, Planning & Infrastructure	Finance	Corporate Governance	Other
Fully covered	10	14	16	26	14	23	9	9	19	6	11	0
Partly covered	3	8	4	3	4	6	1	2	6	2	4	1
<b>Total</b>	<b>13</b>	<b>22</b>	<b>18</b>	<b>29</b>	<b>18</b>	<b>29</b>	<b>10</b>	<b>11</b>	<b>25</b>	<b>8</b>	<b>15</b>	<b>1</b>
<b>As a percentage of councils</b>	<b>41%</b>	<b>69%</b>	<b>56%</b>	<b>91%</b>	<b>56%</b>	<b>91%</b>	<b>31%</b>	<b>34%</b>	<b>78%</b>	<b>25%</b>	<b>47%</b>	<b>3%</b>

Source: Audit Scotland

## Exhibit 5

Departmental / service self-evaluation models in Scottish councils<sup>3</sup>

	Chief Executive	Housing	Environmental	Education	Cultural & sport	Social care & wellbeing	Neighbourhood Services	Transport	Enterprise, Planning & Infrastructure	Finance	Corporate Governance	Other
PSIF / local variation	8	15	11	7	9	11	7	7	15	6	16	1
HGI*	2	6	2	18	9	6	1		2		3	
EFQM		1	2	1	1	1			2	1	2	
SWIA / PIM / Care Inspectorate						16						
ISO*			1					1		1		
QMIE2 / VSE / Education Scotland				10								
APSE			1					1				
Other		1	3	1	2	3	3	3	5	3	1	
<b>Total</b>	<b>10</b>	<b>22</b>	<b>20</b>	<b>37</b>	<b>21</b>	<b>37</b>	<b>10</b>	<b>12</b>	<b>24</b>	<b>11</b>	<b>22</b>	<b>1</b>

Source: Audit Scotland

<sup>3</sup> Several councils have more than one model of self-evaluation in operation within individual services and therefore the numbers and totals in Exhibit 5 will differ from those in Exhibit 4 above

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20. A summary of councils approaches to self-evaluation based on their responses is shown in Appendix 2.

# Police and Fire

21. Although our self-evaluation checklist applied only to councils, a range of activity also takes place in other local government bodies such as police and fire and rescue services.

## Police

22. In 2008, Her Majesty's Inspectorate of Constabulary in Scotland (HMICS) embarked on a process of supporting robust and consistent self-evaluation across all Scottish police forces. Its aim was to support forces in their continuous improvement of services, recognising that self-evaluation can add value to forces, the Scottish Police Services Authority (SPSA) and their respective police authorities or boards by: providing better information about their own performance and practice to feed into business planning cycles; helping to meet force and authority/board responsibilities under Best Value; and, facilitating the cross-fertilisation of ideas, thereby encouraging improvement.
23. HMICS began in 2008 by launching a national self-evaluation process across Scottish police forces in partnership with Quality Scotland and supported by the Association of Chief Police Officers in Scotland (ACPOS). Its approach used the EFQM Pathway tool to support an in-depth process, carried out by trained accredited facilitators and assessors. This first iteration of self-evaluation was carried out at both divisional and departmental level, with forces encouraged to draw up force-wide improvement plans.
24. In subsequent years, HMICS has revised its national approach based on feedback from forces and in recognition of the changing context for policing in Scotland. It no longer uses EFQM, having adopted a more flexible approach that better meets the needs of forces. HMICS remains committed to supporting forces to embed self-evaluation as a core element of their arrangements for demonstrating and improving service performance.
25. HMICS and Audit Scotland began carrying out joint Best Value audits and inspections of police authorities and forces in 2009. Since then, reports on six authorities/forces have been published, with reports on the remaining two (Central Scotland Police and Fife Constabulary) due later in 2012. Reports to date do not indicate whether police forces have formally adopted recognised models of self-evaluation but do highlight that self-evaluation activity has typically been managed in very different ways. Some forces for example, carry out best value reviews and other improvement activity as part of their annual planning a review cycles linked to corporate priorities. However, in others the need for greater integration and co-ordination of improvement activity was identified.
26. The driver of current self-evaluation activity across all police forces will undoubtedly be the transformation programme towards establishing a single Scottish force in 2013.

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## Fire and rescue services

27. During 2011, we carried out audits at all eight Scottish fire and rescue services and authorities. Within these audits we focused on performance management and improvement as one of our key areas. This highlighted a range of self-evaluation activity being carried out, including:
- **Dumfries and Galloway Fire and Rescue:** has used the PSIF to carry out a self-assessment of its key management processes. As well as identifying a number of strengths, it highlighted areas in need of further improvement, such as monitoring the impact of partnership working, consulting with stakeholders on future service developments, and setting more measurable targets for key plans.
  - **Grampian Fire and Rescue:** members of the Scrutiny Committee carried out a self-evaluation using PSIF in 2010. The service has also used other self-assessment techniques, such as Kaizen Blitz, and is now planning to apply the PSIF model to various areas of the service
  - **Lothian and Borders Fire and Rescue:** carried out PSIF self-assessment exercises in 2007/08 and 2009/10, although these have not been used effectively to provide internal challenge and prompt improvement. It has also carried out a cyclical programme of best value reviews covering all areas of activity.
  - **Strathclyde Fire and Rescue:** has adopted the PSIF in the form of its Strathclyde Improvement Model (SIM) and is currently working through a process of reviewing the whole service using the SIM over a three year period.
  - **Tayside Fire and Rescue:** has recently embarked on self-assessing its performance using PSIF. It has six trained assessors and is rolling out a systematic programme of self-assessments. Once all departmental assessments have been completed, Tayside is planning to produce a consolidated corporate improvement plan.
28. As with police forces, the driver of current self-evaluation activity across fire and rescue services is the transformation programme towards establishing a single Scottish fire and rescue service in 2013.

# Conclusions

29. It is clear from the information gathered that self-evaluation is becoming more integral in the way councils, police and fire and rescue services manage their business. This has particularly been the case since 2008, highlighting the success that the Crerar report and the work of the RBAG group in raising the profile and importance of self-evaluation.
30. Most councils have subscribed to the PSIF or a local variation of it as their corporate model of self-evaluation. This is likely to reflect the Improvement Service's promotion of this model but also indicates that many councils have found that the PSIF provides a useful corporate framework for directing and co-ordinating self evaluation activity.
31. The growth in self-evaluation also reflects the impact that audit and inspection has had in promoting effective self evaluation as a core characteristic of a high performing organisation. It is very clear that self-evaluation is more widely established in those services that have typically had self-evaluation based inspection regimes i.e. education and social care services. This suggests that self-evaluation has at least in part been influenced by external influences as well as being driven by a self-directed commitment to a culture of continuous improvement within councils.
32. As resources become increasingly squeezed it will be interesting to see how this impacts on the degree of self-evaluation within councils.
33. This exercise has focused solely on the position within individual local government bodies. These organisations, along with a wider set of partners, play an important role in delivering outcomes through community planning partnerships (CPPs). Whilst applying self-evaluation to these partnerships is a potentially valuable way of determining partnership success, information has not been collected on the level and range of self evaluation activity within CPPs.
34. The information collected through this piece of work has provided a useful picture on the arrangements in place across local government. However, we have not attempted to analyse or evaluate how robustly councils have applied self-evaluation, their success in meeting agreed review programmes or the costs and benefits realised from their investment in self-evaluation activity. As such, the Strategic Scrutiny Group may wish to consider whether any subsequent follow-up of this kind should be carried out.

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# Appendix 1

## Self-assessment checklist

### Corporate self evaluation

Q1. Has the council adopted a recognised model of corporate self-evaluation: Y, N, D/K?

Q2. If yes, which model has the council adopted:

PsIF?

How good is my council?

EFQM?

other? \_\_\_\_\_ (please specify).

Q3. When was the model adopted? \_\_\_\_\_ (date)

Q4. Has the council undertaken a corporate self-evaluation using this model: Y, N, D/K?

Q5. If yes, when was this? \_\_\_\_\_ (date)

Q6. Has the council defined its own bespoke or home-grown model for self evaluation?: Y, N, D/K?

Q7. Has the council agreed a programme of rolling out its self evaluation model throughout the organisation?: Y, N, D/K?

### Departmental or service-based self-evaluation

Q8. What departmental or service-based self evaluation activity has the council undertaken?

Please note: the departmental headings set out in this table are for illustrative purposes and may not reflect the organisational structure within your council. Feel free to amend the departmental descriptors to reflect local circumstances.

	Type of self evaluation activity	Coverage of self evaluation activity	Other comments
Department	Please specify which self evaluation framework(s) has/have been applied e.g. PSIF, EFQM, HGIMC. Or whether there is a robust application of performance management and review	Fully covered = across the whole department Partly covered = some parts of the department No coverage = no recorded self evaluation activity	Please add any additional information that you think might be relevant.
Corporate Services (inc. Chief Exec, HR, IT)			
Education			
Social Work			
Housing			
Environmental Services			
Roads and Street Lighting			
Regulatory Services (inc. Planning and Enviro Health)			
Cultural Services (inc. Libraries)			
Others (please specify)			



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**Other information**

Is there any other self evaluation activity taking place within the council that you think should be mentioned here?

Completed by:

Name: \_\_\_\_\_

Date: \_\_\_\_\_

Contact no: \_\_\_\_\_

e-mail: \_\_\_\_\_

# Appendix 2

## Council Summaries

Council	Approach to self-evaluation
Aberdeen City	The council adopted How Good is Our Council in April 2010 and completed a corporate self-evaluation in June 2010. Its approach to self-evaluation is based on each of its services developing their own local arrangements using the HGIOC model, to accommodate things like service based inspection regimes. However, service level evaluations are required to fit in with the council's overall corporate planning cycle.
Aberdeenshire	The council adopted How Good is Our Council in July 2011. It had previously used the EFQM model for self-assessment in the run up to their Best Value audit in 2008, but no self-evaluation activity has taken place since then. It was planning to carry out a corporate self-evaluation from November 2011.
Angus	The council adopted its Angus Improvement Model (AIM) in June 2009. The AIM is based on the Improvement Service's entry level PSIF. It has an agreed programme of review, with a corporate self-evaluation being carried out from January 2011. Its programme is not being rolled out to education and social work as they separately use HGIOS and the SWIA model respectively.
Argyll & Bute	The council adopted the PSIF in September 2009, with a rolling programme of self-evaluation out across all services that is due to be completed in March 2012. A corporate self-assessment was completed in September 2011. The council uses PSIF as the main method of self-evaluation but continues to use BV2 toolkits to carry out thematic self-evaluation.
Clackmannanshire	The council adopted the PSIF in January 2008 in the form of its Clackmannanshire Improvement Model (CIM). The CIM encompasses EFQM, the Customer Service Excellence Framework and Investors in People, with the council having adopted all three quality models. Clackmannanshire carried out a baseline assessment of every service by March 2010 and has plans to repeat the assessment every two years. It has validated its self-assessment by submitting a corporate EFQM assessment as part of the 2011 Scottish awards for business excellence. It intends to make annual submissions to validate its self-assessment programme.
Dumfries & Galloway	The council adopted the PSIF in December 2010. It has a three-year rolling programme of self-evaluation across all services beginning in

Council	Approach to self-evaluation
	November 2011. It has previously carried out self-assessment across its services in the past, but this was on an ad hoc basis as opposed to a co-ordinated, corporate approach.
Dundee City	The council adopted the PSIF in 2009 and has subsequently adopted HGIMC (2010), SLIC and SCSWIS self-evaluation model for some of its services. Some of its services have been subject to a full self-evaluation with others planning to complete PSIF assessments in future.
East Ayrshire	The council has used EFQM since 1996, although Social Work uses the SCSWIS self-evaluation model and Education uses Quality Management in Education 2 and How Good is Our School. Council wide self-evaluations are carried out every three years, with the last one reported to committee in May 2008. Self-evaluation covers all services and is complemented by a rolling programme of BV Service reviews.
East Dunbartonshire	The council adopted How Good is My Service as its self-evaluation model in 2009/10. It completed a corporate self-evaluation in 2010/11 and plans to do this annually with six monthly updates. It has developed templates for reporting self-evaluation (based upon the How Good is My Council model) and these form part of its overall approach to performance management, as outlined in its Strategic Planning and Improvement Framework. How Good is My Service reports are subject to six monthly review by the corporate management team together with quarterly performance reports.
East Lothian	The council adopted How Good is My Service as its self-evaluation model in 2009/10 and has carried out corporate self-evaluations in 2009/10 and 2010/11. Self evaluations carried out are reported in East Lothian's SOA and in the annual East Lothian Performs publication.
East Renfrewshire	The council adopted PSIF in May 2009 and completed a corporate self-evaluation during 2009. It has a rolling programme of self-evaluation covering all services.
Edinburgh, City of	The council adopted the PSIF in the form of its Edinburgh Improvement Model (EIM) in 2008. It completed a comprehensive corporate self-evaluation in 2010 using the EIM, CIPFA/SOLACE Delivering Good Governance and BV2. It also began a programme of reviews in 2009 covering all services. This was completed in autumn 2010 and an evaluation of the process was considered by the corporate management team in 2011. Each review resulted in an improvement plan which will be revisited during a second round of reviews which is currently underway. In addition, self-evaluation of the Edinburgh Community Planning Partnership was carried out in December 2010 based on Audit Scotland's

Council	Approach to self-evaluation
	BV tool kit on Partnership Working and Community Leadership.
Eilean Siar	The Comhairle carries out an annual programme of Best Value reviews. The resulting service-specific improvement plans are monitored and reviewed every six months. The Comhairle is also pursuing corporate IIP and most departments have achieved and retained bronze standard.
Falkirk	The council adopted PSIF in May 2009 and completed a corporate self-evaluation during 2009. It has a four year rolling programme of self-evaluation covering all services, with the first year having been completed. All improvement plans are scrutinised by Corporate Management Team with progress being reviewed six monthly.
Fife	The council introduced its Fife excellence model (FEM) in 2009. The FEM is based upon both the 'PSIF and Fife Council's approach to EFQM. It completed a corporate self-evaluation in 2010 and services are expected to carry out a FEM assessment every three years. Four services have carried out a FEM assessment, with FEM assessments having been put on hold during the council's management restructuring. Assessments are due to restart in 2012.
Glasgow City	The council had used PSIF as their self-assessment tool, however following pilot reviews and an analysis of the approach, it has replaced its use of PSIF with the EFQM in January 2010. In agreement with Quality Scotland, it has tailored the version of EFQM it is using to its own needs. Glasgow's Shaping the Future programme is identifying priorities, emerging ideas and options to support the council's development and the city's strategic plans over the next 5 years. This project was due to conclude in December 2011 with a corporate EFQM scheduled to begin in January 2012.
Highland	The council adopted PSIF in 2010. Self-evaluation carried out by EFQM qualified assessors and it is working through a three year rolling programme covering all services between 2011 and 2013. It maps the PSIF to other evaluation programmes it uses in its services as appropriate, including; BV2; Child Protection Quality Improvement Framework 2010; Customer Service Excellence; EFQM; Equalities; Investors in People; Services to Children; SWIA PIM; and Quality Management in Education 2/VSE. Two of its self-assessments are partnership assessments: Employability (involving several partners and facilitated by the Improvement Service); and community care adult support and protection (proposed for the fourth quarter of 2011/12).
Inverclyde	The council adopted PSIF in May 2008 and completed a corporate self-

Council	Approach to self-evaluation
	evaluation in October 2008. PSIF was rolled out across services, with a programme of self-assessments completed over a two year period between 2008 and 2010. Service level self-assessments have been by a team from across different functions of the service and have resulted in service based improvement plans. Consideration is being given to self-assessment arrangements for the CHCP in order to ensure that the specific requirements of the council and health board are met.
Midlothian	The council introduced its FSIF based Midlothian Excellence Framework (MEF) in March 2010 and completed a corporate self-evaluation in December 2010. It has carried out several pilot assessments using the MEF and is testing use of the Entry Level PSIF as a potential option for future assessments.
Moray	The council adopted PSIF in 2008. Although the PSIF model has not yet been used to carry out a corporate evaluation, the council is developing a pilot review of its Community Planning Partnership with the Improvement Service from October 2011. It has agreed a programme of PSIF evaluation across its services, with the exception of educational services, which uses a range of self-evaluation tools, such as QMIE2, HGIOS 3, Child at the centre, HGIOCLD2 Quality Management in Local Authority education Psychology Services and HGIO Culture & Sport.
North Ayrshire	The council adopted PSIF in January 2008 and completed a corporate self-evaluation in June 2010. It is planning to recommence a regular, proportionate and risk-based programme of self-assessment activity across all services from April 2012. All Services will be required to outline their commitment towards self-assessment and a programme of self-assessment activity during the three year period covered by their 2012/13 service plans.
North Lanarkshire	The council adopted PSIF in 2008 and completed a corporate self-evaluation in November 2009. It carried out a rolling programme of self-evaluation covering all services between 2009 and 2011. During 2011/12 the Corporate Service Improvement Team will work with services to assess progress on improvement actions. As part of its self-evaluation programme, Learning and Leisure Services underwent a Validated Self Evaluation, which was later mapped to PSIF, to fit into the council's strategic improvement agenda. It intends to replicate this with the Social Care Scotland inspection scheduled for February/March 2012. During 2011/12, its Corporate Service Improvement Team has been working with services to focus on progress against improvement actions.
Orkney Islands	The council adopted How Good is My Council in 2009 and completed a corporate self-evaluation in 2010. It has carried out service based self-

Council	Approach to self-evaluation
	evaluations covering Education and Leisure and social services.
Perth & Kinross	The council adopted How Good is My Council in 2006/07. It completed its first programme of service based evaluations in 2007/08 and now has a three year self-evaluation programme in place which details annual activity. Services self-evaluate annually and a corporate self evaluation is carried out every two years, with the last being in 2009. Findings influence the Business Management Plan and feature in annual reports.
Renfrewshire	The council adopted PSIF in January 2010, with additional SWIA specific questions incorporated for Social Work and HGIMC specific questions for schools & libraries. It completed a corporate self-evaluation in December 2010 and its first cycle of service based evaluations in August 2011. The PSIF is controlled and monitored by a PSIF project team that works to ensure continued buy in from services. The council developed a Self Evaluation and Corporate Improvement Plan in September 2011 that identifies improving actions, milestones and timescales. A full evaluation has now started with critical areas for improvement being highlighted by the process. A six month review procedure has been adopted to monitor progress on the PSIF Improvement Plans. The council has surveyed participants in PSIF exercises and most indicate that they believe that PSIF has led to improvements in their service, and agree that it should be repeated within the next couple of years.
Scottish Borders	The council adopted PSIF in April 2009 and completed a corporate self-evaluation in July 2010. It also uses a range of service specific evaluation tools for social work, education and community services. Its service based evaluation programme is well behind schedule. The programme will be subject to review following the appointment of the new Chief Executive, although a range of activity is planned for 2012.
Shetland Islands	The council has not formally adopted a corporate approach to self-evaluation or carried out specific evaluation activity. It did approve its Planning and Performance Management Framework (PPMF) in July 2011. It was aiming to fully embed the PPMF by September 2011 but has experienced slippage and further work is still required.
South Ayrshire	The council adopted How Good is My Council in May 2010. In September 2011 the corporate management team carried out a high level corporate evaluation to inform business planning for 2012/13. The council has been using self-evaluation in education and is rolling out activity to other areas including social work, housing and leisure and cultural services.
South Lanarkshire	The council adopted PSIF (branded as Empower) in June 2009 and

Council	Approach to self-evaluation
	<p>completed a corporate self-evaluation in May 2010. It is in the second year of a three year programme of Empower self assessments covering all areas of service delivery (excl Education), and plans to complete all assessments by 31 March 2013. Both education and social work continue with self-evaluation activity in response to inspection requirements but are committed to using PSIF as appropriate. For example, social work used PSIF in Adult Protection and Child Protection to respond to areas noted within earlier inspection reports and education completed a validated self-evaluation during 2011/12 and mapped the results to PSIF to enable an understanding/comparison of both.</p>
Stirling	<p>The council adopted PSIF in May 2010 and completed a corporate self-evaluation in November 2010. It has an agreed programme of self-evaluation but this has only partially covered services to date.</p>
West Dunbartonshire	<p>The council adopted PSIF in 2009/10. Work is in progress on conducting strategic reviews, including CPP, and the council has a corporate plan target for all planned PSIF evaluations to be completed over the next three years.</p>
West Lothian	<p>Robust self-evaluation arrangements have been in since 2004 through the West Lothian Assessment Model (WLAM) which has been adopted by other councils as PSIF. WLAM is a corporate tool for self-assessment and a corporate self-evaluation was carried out in 2008. It is used in all services to evaluate and challenge performance and improvement. Every service is required to complete the assessment and attend a review panel at least once every three years or more often, depending on service performance. Some service management teams supplement this activity by using other professional frameworks (such as QMIE and SCSWIS PIM) to ensure compliance with inspectorate requirements and professional good practice.</p>