

Solace/IS Transformation Work

National Self Evaluation Framework

What key outcomes have we achieved?

Self evaluation areas:

1.1: Improvements in performance

1.2: Adherence to statutory principles and fulfilment of statutory duties



What key outcomes have we achieved?

Self evaluation area 1.1: Improvements in performance

Explainer

This is about how well the council is performing against key performance measures such as internal KPIs and LGBF. NOTE: In times of significant resource constraint, Councils may do well to continue their current level of performance. To do this, it is likely that improvements have been made to effectiveness and efficiency even if the headline numbers have remained constant. It is important, therefore, for councils to be able to explain that narrative clearly to external scrutiny, including their own elected members.

Potential evidence

- External scrutiny reports from Audit Scotland and other scrutiny bodies
- the Local Outcomes Improvement Plan Annual Performance Report
- Locality Plan Annual Reports
- the Population Needs Assessment
- the Council Delivery Plan – Annual Review
- Any council Outcomes Framework
- Analysis of service reports to council committees
- Aggregated service-level performance scorecards
- Analysis of service-standards reporting
- Any supplemental performance reporting to committees
- Audit and Risk Committee reporting
- reporting against strategic themes to council thematic committees
- Annual performance report to council
- Quarterly monitoring reporting senior team
- Annual reporting to strategic commissioning committee
- Results and impact of any relevant internal self-evaluation or improvement activity e.g. PSIF and Peer Collaborative Improvement

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Reflective questions

1. Strategic Alignment

- Do our current KPIs genuinely reflect our stated priorities (e.g., community wellbeing, economic development, climate commitments)?
- How clearly can we demonstrate a line of sight between strategic plans and the KPIs we report on?
- Are there areas where our KPIs incentivise activity rather than outcomes?

2. Performance Against KPIs

- To what extent are we meeting, exceeding, or falling short of our KPI targets?
- What trends (improvement, stagnation, decline) are evident over the past 3–5 years?
- Where performance is below target, do we understand the reasons why?
- How do our results compare with other Scottish local authorities or national benchmarks?

3. Data Quality and Measurement

- Are the data sources we use robust, consistent, and timely?
- Do our performance measures capture the lived experiences of local residents and communities?
- Have we balanced quantitative metrics with qualitative evidence (e.g., community feedback, case studies)?

4. Community Impact

- Can we evidence the difference our work is making in people's lives, beyond the numbers?
- Are our KPIs aligned with tackling inequality, promoting inclusion, and supporting the most vulnerable?
- Have we asked residents whether the reported performance reflects their actual experience of services?

5. Efficiency and Value for Money

- Do the metrics we use tell us whether we are achieving value for money?
- Are there areas where high performance on KPIs has been achieved at disproportionate cost or resource strain?
- Have we identified duplication, inefficiency, or areas where outcomes could be delivered differently?

6. Learning and Improvement

- What have we learned from areas where we consistently meet or exceed KPIs?
- What lessons emerge from areas where we have not met targets?
- How quickly do we act to adjust strategy or resources when performance evidence shows underachievement?
- Are we embedding continuous improvement, or are we primarily focused on compliance reporting?

7. Accountability and Transparency

- How well do we communicate performance results to elected members, staff, partners, and the public?
- Are we transparent about where we are underperforming as well as where we are succeeding?
- Do our scrutiny and audit processes meaningfully challenge performance evidence?

8. Forward-Looking Capacity

- Are our KPIs still the right ones for the challenges we face (e.g., climate change, demographic change, digital transformation)?
- Do we have the right capacity and resources to improve performance where it is lagging?
- How resilient are our services if external factors (funding cuts, emergencies, policy changes) disrupt performance?

Self-evaluation area 1.2: Adherence to statutory principles and fulfilment of statutory duties

Explainer

How a Scottish local authority monitors and improves its performance in meeting statutory duties. These questions are designed to help assess compliance, effectiveness, risk management, and continuous improvement in statutory functions.

Potential Evidence

- Internal audit reports
- External audit reports
- External scrutiny reports
- Reports to Audit and Risk Committee
- Service compliance returns to Scottish Government, regulators and scrutiny bodies
- Reports on service standards if appropriate
- Results and impact of any relevant internal self-evaluation or improvement activity e.g. PSIF and Peer Collaborative Improvement

Reflective questions

Clarity and Understanding

- Do we have a clear and up-to-date register of all statutory duties relevant to our functions?
- Are roles and responsibilities for statutory compliance clearly assigned at officer and elected member levels?
- How confident are we that staff at all levels understand the statutory obligations relevant to their service areas?

Monitoring Compliance

- What mechanisms do we have in place to monitor ongoing compliance with statutory duties?
- How regularly do we review compliance across different services?

- Are breaches or risks of non-compliance identified, reported, and acted upon in a timely manner?

Risk Management and Assurance

- Are statutory duties embedded within our risk registers and corporate assurance processes?
- How does our internal audit programme assess compliance with key statutory functions?
- How effective is our system of controls in preventing breaches or service failure?

Performance and Impact

- Do we track performance indicators related to statutory duties (e.g. statutory response times, inspection outcomes, legal deadlines)?
- Are we not just meeting the letter of the law, but achieving high standards in the spirit of the duty?
- How do we evaluate the impact of statutory services on individuals and communities?

Responsiveness and Adaptability

- How quickly do we respond to changes in legislation or new statutory duties?
- Are we proactive in updating policies, training, and procedures when legal requirements change?
- Do we engage legal or regulatory expertise appropriately when interpreting or applying complex duties?

External Oversight and Inspection

- What have external regulators, auditors, or inspectors said about our performance in meeting statutory duties?
- How do we respond to recommendations or findings from scrutiny bodies (e.g. Accounts Commission, Care Inspectorate)?
- Are we demonstrating continuous improvement in areas where statutory performance was previously criticised?

Staff Training and Competence

- Do staff receive regular training and updates on statutory responsibilities relevant to their roles?

- Are induction processes effective in raising awareness of critical legal obligations?
- How confident are we in staff's capacity to carry out statutory functions effectively?

Governance and Reporting

- Is there regular reporting to senior management and elected members on our compliance with key statutory responsibilities?
- Do we use data and reports to proactively identify gaps, risks, or pressures in meeting legal duties?
- How transparent are we with the public and partners about our performance in delivering statutory services?

Integration with Strategic Planning

- Are statutory duties embedded in our strategic plans, service plans, and budget-setting processes?
- Do we balance statutory and discretionary services appropriately based on local needs and legal obligations?
- Are we resourcing statutory duties sufficiently in light of demand and financial pressures?

Equality, Rights, and Inclusion

- Are we meeting our duties under the Equality Act, the Children and Young People (Scotland) Act, and the Public Sector Equality Duty?
- How well do we evidence our compliance with rights-based statutory obligations (e.g. Human Rights, UNCRC)?
- Are we applying Fairer Scotland and equalities considerations in how statutory services are delivered?