## Self-Evaluation (SE) : core characteristics

These characteristics are designed to help form an evaluation of a council's approach and application of a strong self-evaluation model and its integration with broader corporate planning and governance arrangements. It is structured around a core set of characteristics that should help support the councils own assessment of its own SE arrangements and if in place in the organisation, should provide external audit and inspection bodies with heightened assurance.

| Core characteristic |
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| **Self –evaluation has a  strong corporate, consistent focus across the organisation** |
| There is strong, evident member and senior management ownership and advocacy of the overall  SE process |
| The function and purpose of self-evaluations within the broader corporate planning and performance management framework has been made  clear to all parts of council |
| SEs are a council –wide process covering <u>all</u> services ( including internal functions) |
| SEs are guided by appropriate periodic corporate advice/structure to ensure consistency |
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| **Self-evaluations satisfy key principles and  good practice approaches** |
| SE is a clearly defined mechanism for both enhancing accountability for performance and is driven to link to the strategic priorities/outcomes and other improvement objectives of the organisation |
| SEs are an inclusive process across the organisation that involves staff/members etc and builds ownership and empowerment |
| Judgements emerging from any SE are drawn from and built upon comprehensive , comparative and trend-based evidence bases drawn from a broad range of internal and external sources |
| The SE is underpinned by effective engagement with customers/service users, partners and external agencies. |

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| SE outcomes identify service performance ( including financial performance), identify improvement scope, include service and corporate risks assessment  and highlight resource implications for improvement |
| Assessments of performance are balanced and objective, and based on outcomes or end results for customers |
| SEs  consider not only service improvement, but also service contraction ( where relevant ) and new radical forms of service delivery where potential may exist |
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| **Self-evaluation outcomes are subject to internal challenge as part of the decision-making processes of the council** |
| The judgements and recommendations emerging from all SEs are subject to some form of internal challenge or moderation exercise outside of normal CMT/Scrutiny/Exec decision making |
| Challenge involves both a wide range of internal peers ( including members)and external challenge where necessary |
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| **Self-evaluations integrate with other corporate planning and PMF arrangements** |
| SEs are timed effectively to allow for the SE outcomes/judgements to transparently feed strategic planning, MTFS/budget processes, improvement reporting, risk management planning  and other corporate and performance management  processes |
| SEs link into HR strategy and training/development and leadership planning, and performance appraisal arrangements |
| Evidence capture and analysis for SEs support other existing corporate evaluation exercises within the organisation eg The Annual Governance Statement and other PMF arrangements and do not duplicate effort |
| SE outcomes are used to support  timely shared learning across the organisation |
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