



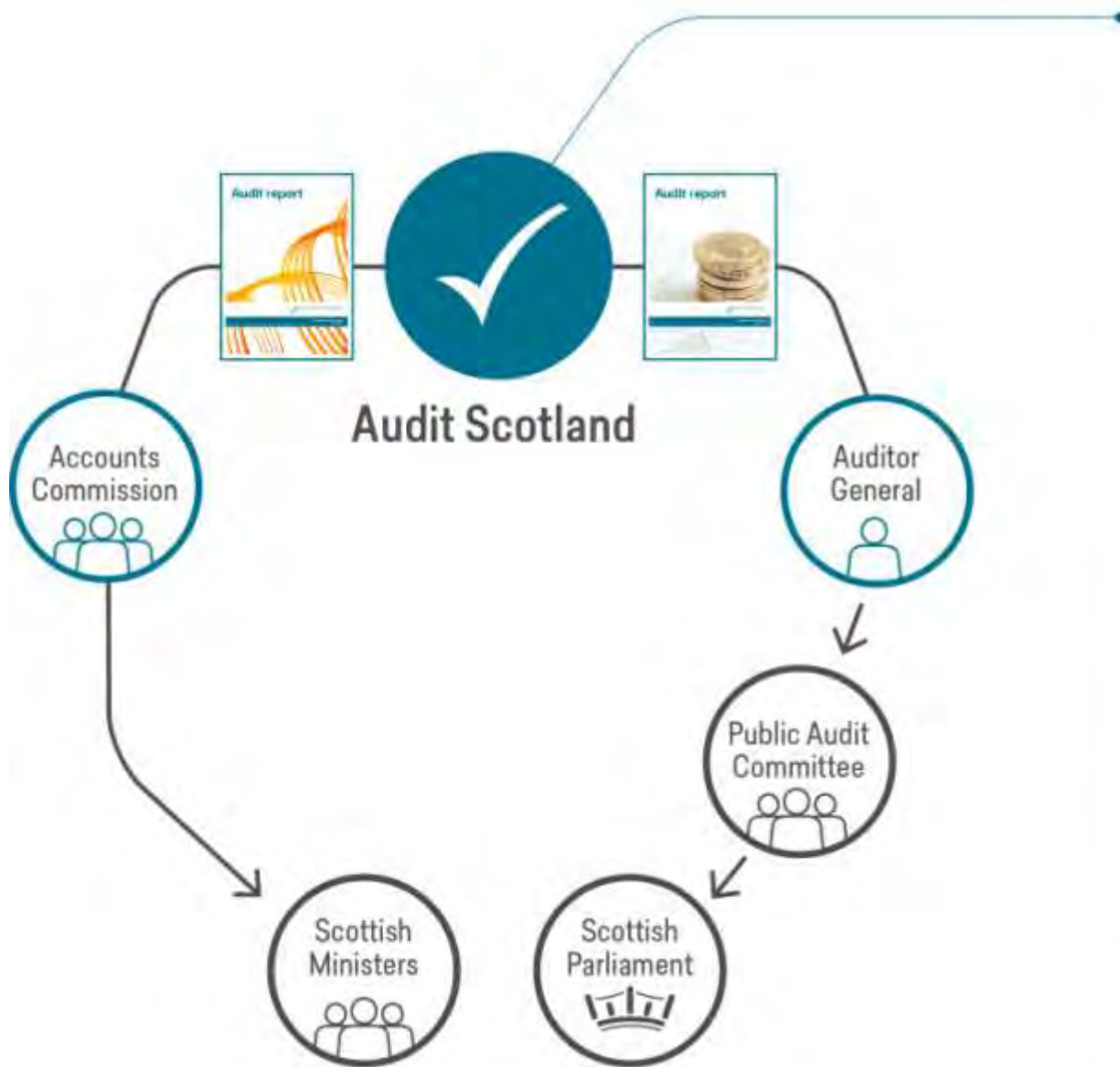
# Using data intelligence to drive service improvement in Scotland

Claire Sweeney – Senior Manager



APSE Annual Seminar, 11 September 2014





Public bodies audited



- 76 Central government bodies and Scottish Parliament ✓
- 23 NHS bodies ✓
- 32 Councils ✓
- 45 Joint boards and committees ✓
- 32 Further education colleges ✓

**Vision:** to be a world-class audit organisation that improves the use of public money

**Why we exist:** to provide independent assurance to the people of Scotland that public money is spent properly and provides value for money

**What we do:** helping to improve by holding to account

## Auditing

We conduct relevant and timely audits of the way the public sector manages and spends money

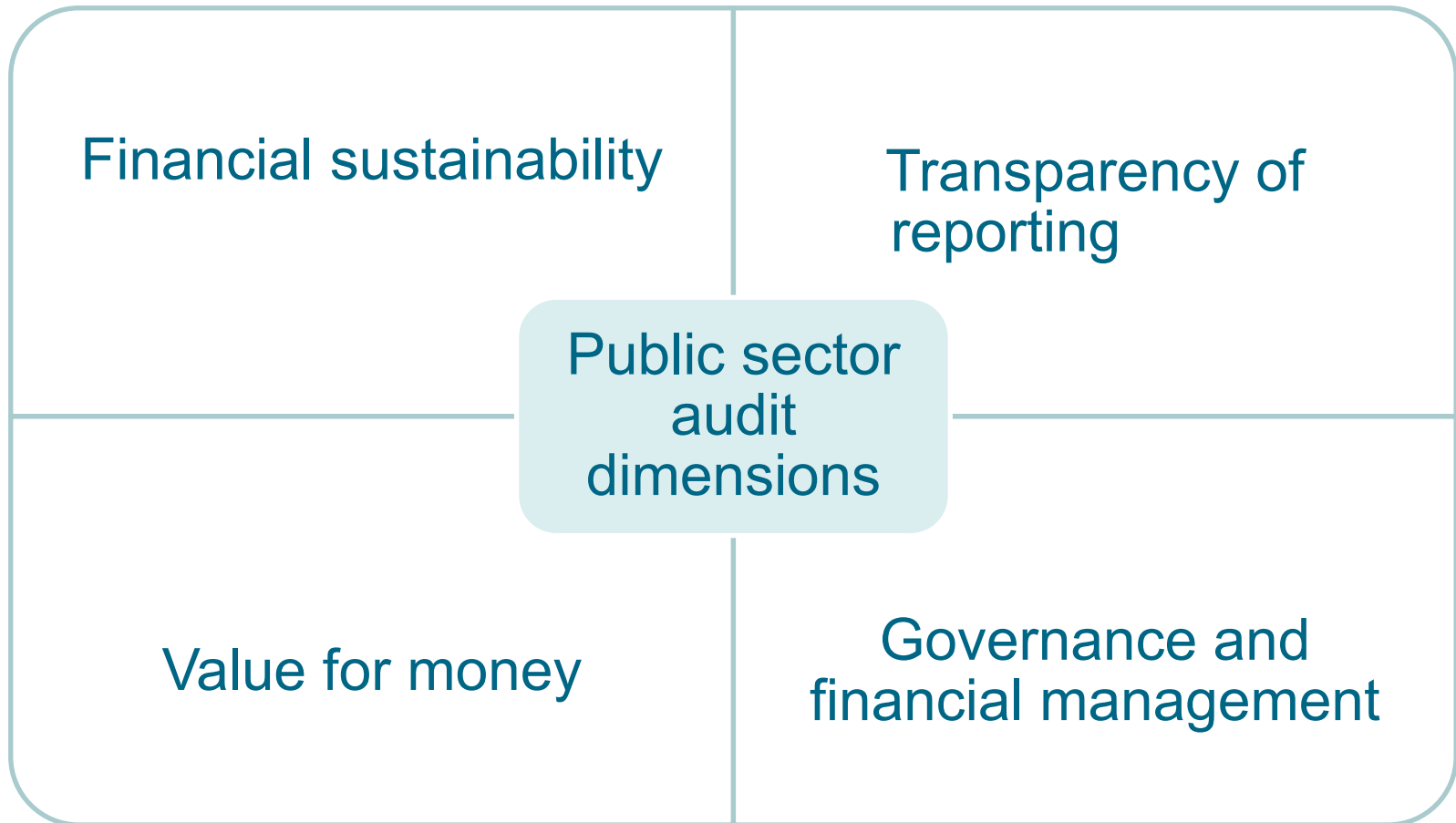
## Reporting

We report on our findings and conclusions in public

## Recommending actions

We identify risks and make clear and relevant recommendations for improvement and follow these up

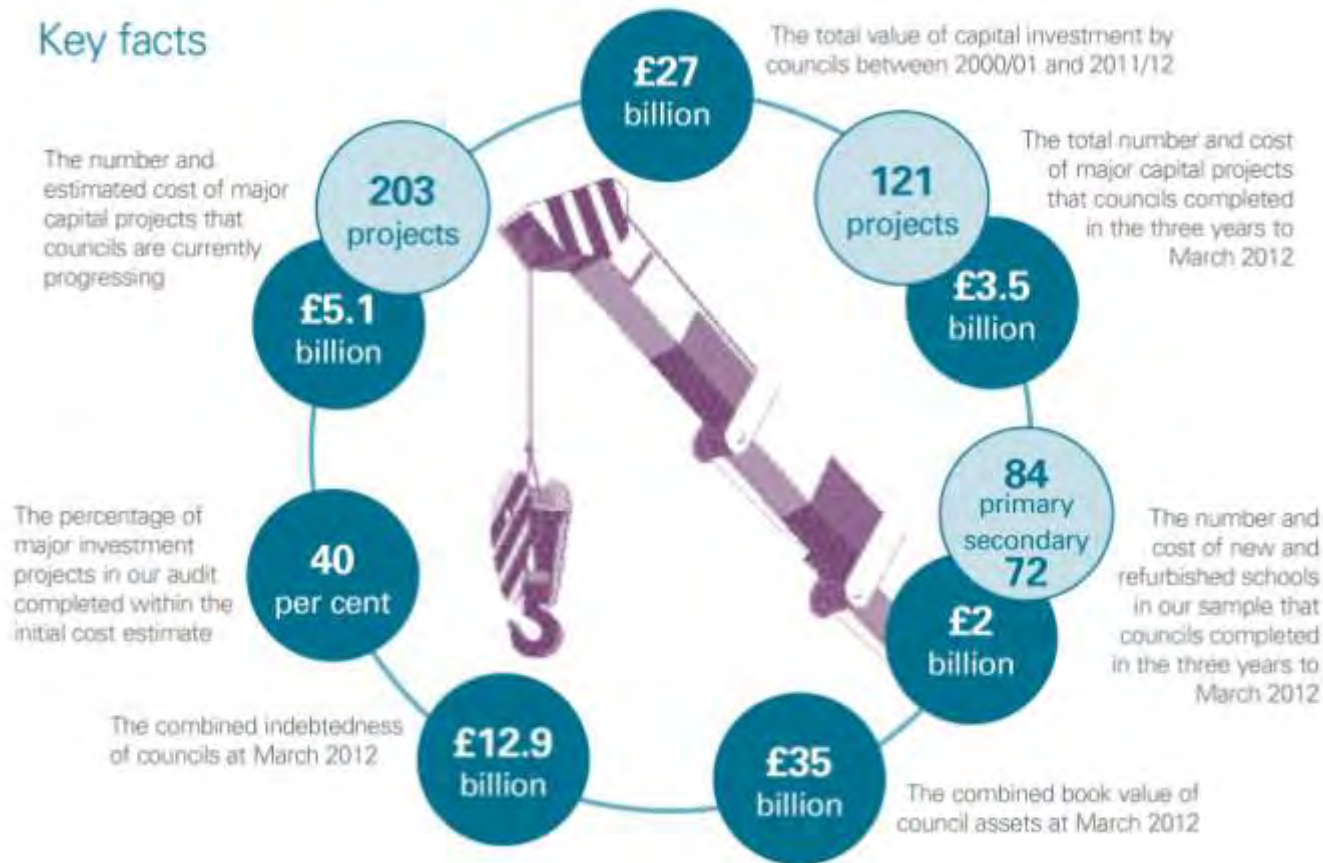
# What we look at



- Set the context of the topic
- Combine different sources data
- Show trends over time
- Identify variation
- Examine possible effects of policies / strategies
- Present key points accessibly and powerfully

# Summary

## Key facts

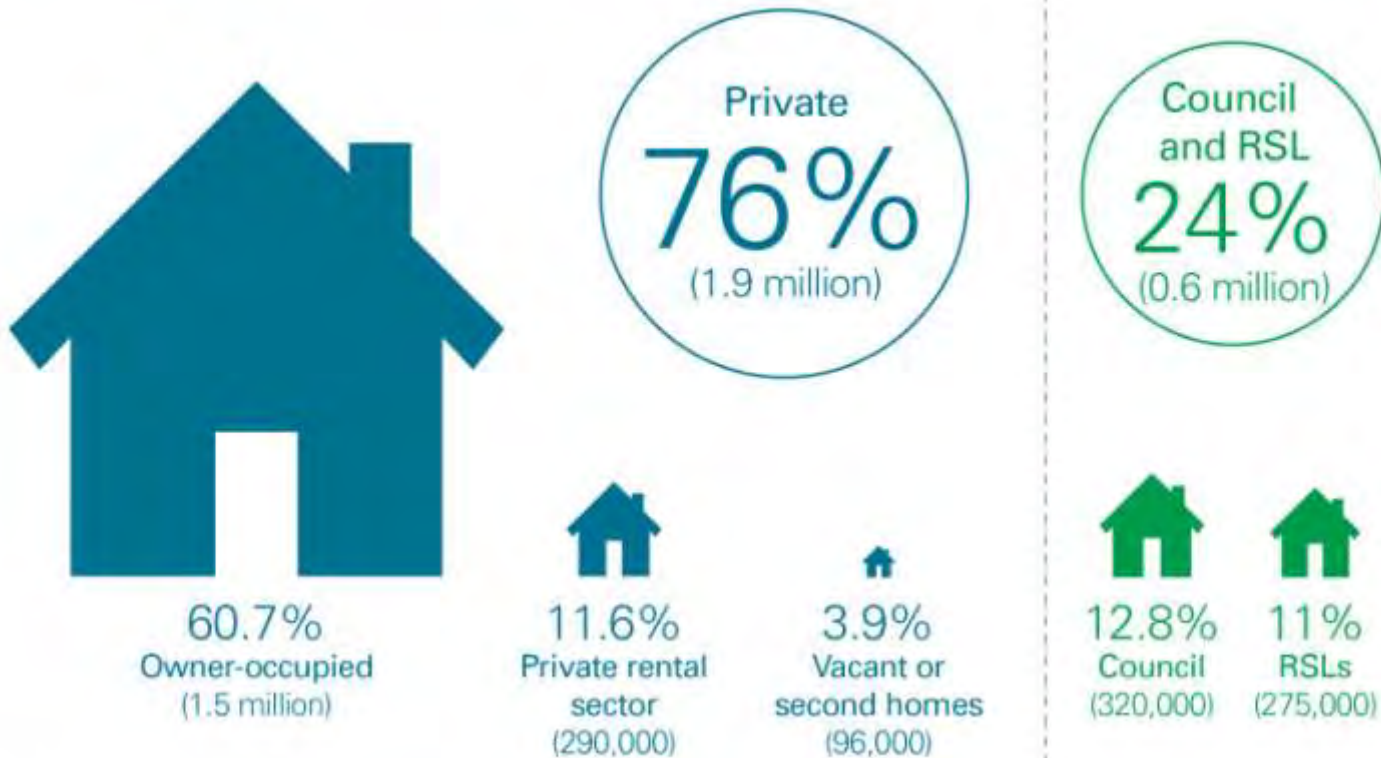


Councils' capital investment involves spending on property and other assets that councils will use over many years to provide public services



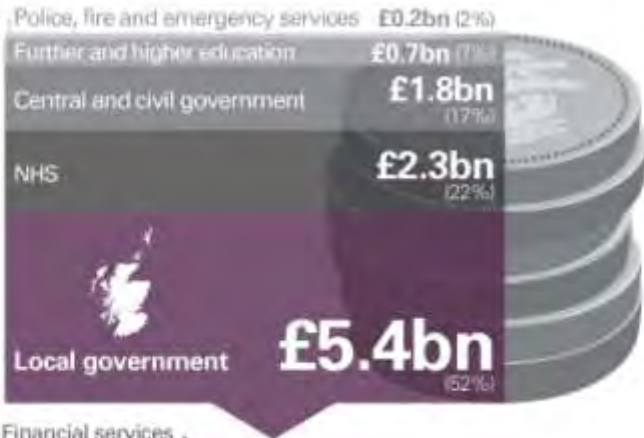
## Scotland's housing stock, March 2011

Three quarters of homes in Scotland are in the private sector.

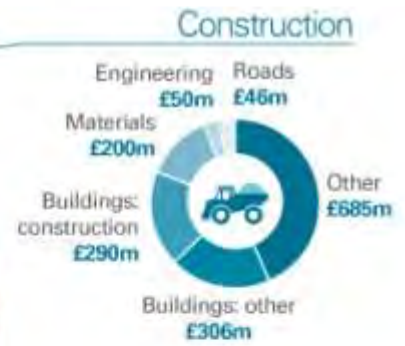
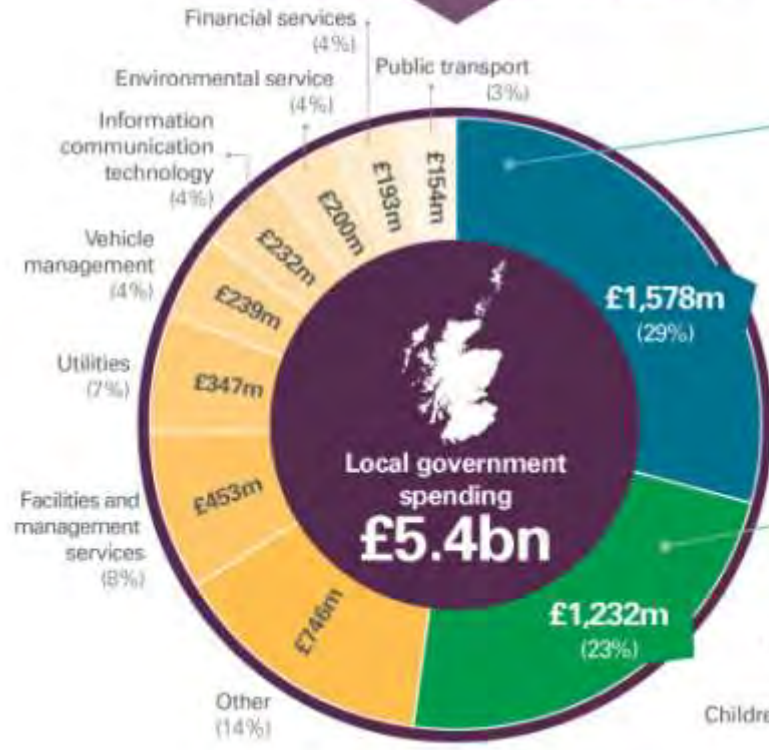


Source: Audit Scotland, 2013





Total public spending on goods and services  
**£10.4bn**



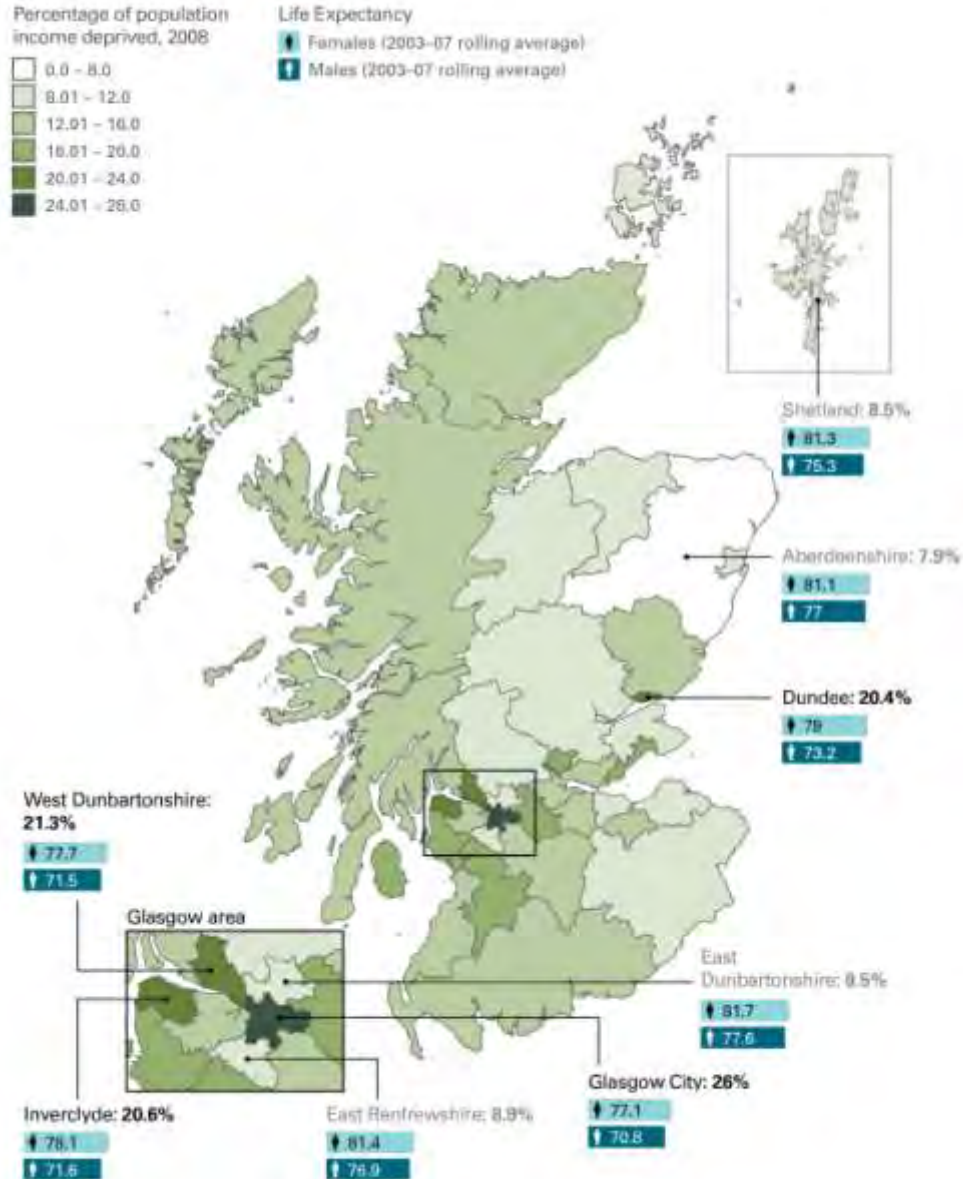
**Procurement in councils**

GLASGOW COUNCIL  
Procurement & Supply



### Deprivation and life expectancy in CHPs

The west of Scotland experiences higher levels of deprivation and lower life expectancy compared to most other parts of Scotland.

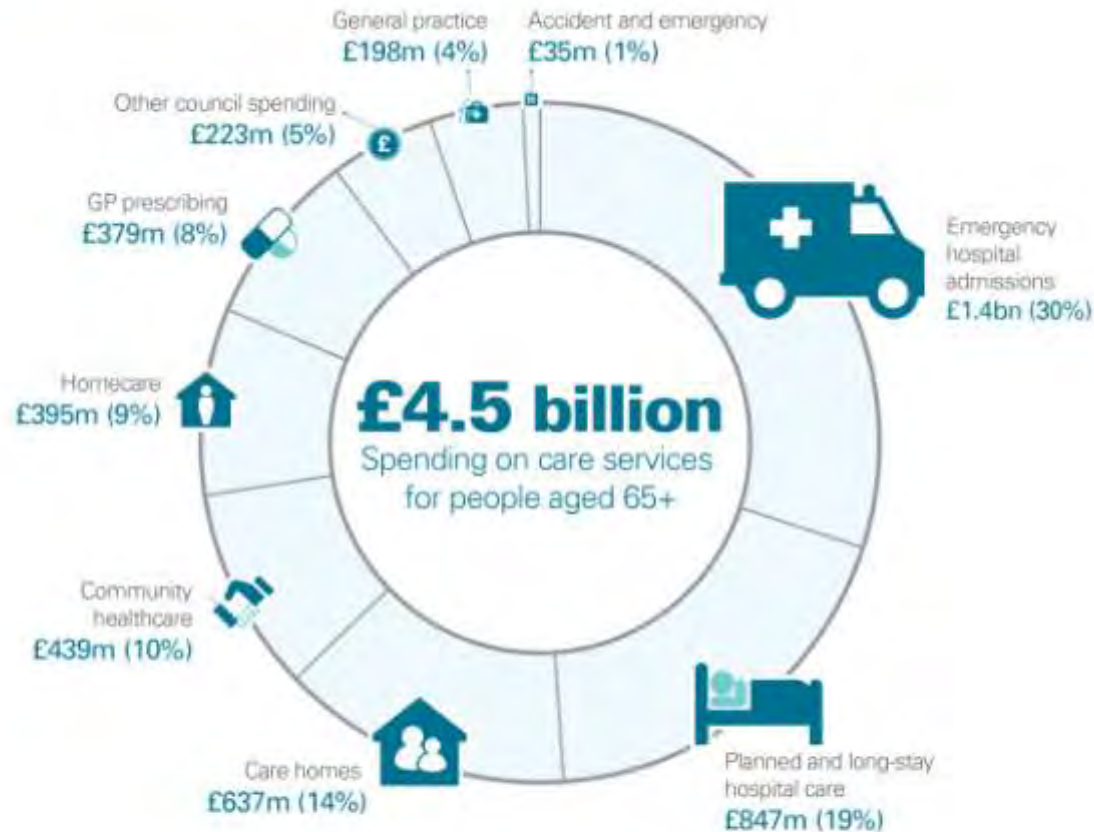


Note: We have presented comparisons for the four most deprived and four least deprived CHPs in Scotland. © Crown copyright and database rights 2012, Ordnance Survey licence number 010000001.  
Source: Audit Scotland, 2012



**Breakdown of combined NHS and council spending on care services for people aged 65 or over across Scotland, 2011/12**

Almost two-thirds of spending on older people's care is on hospitals and care homes.



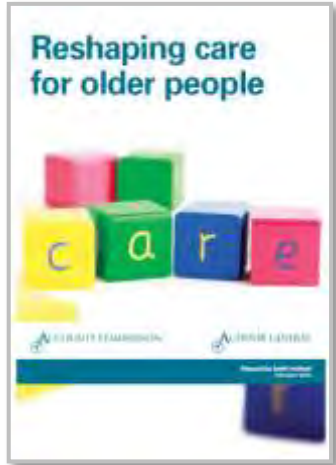
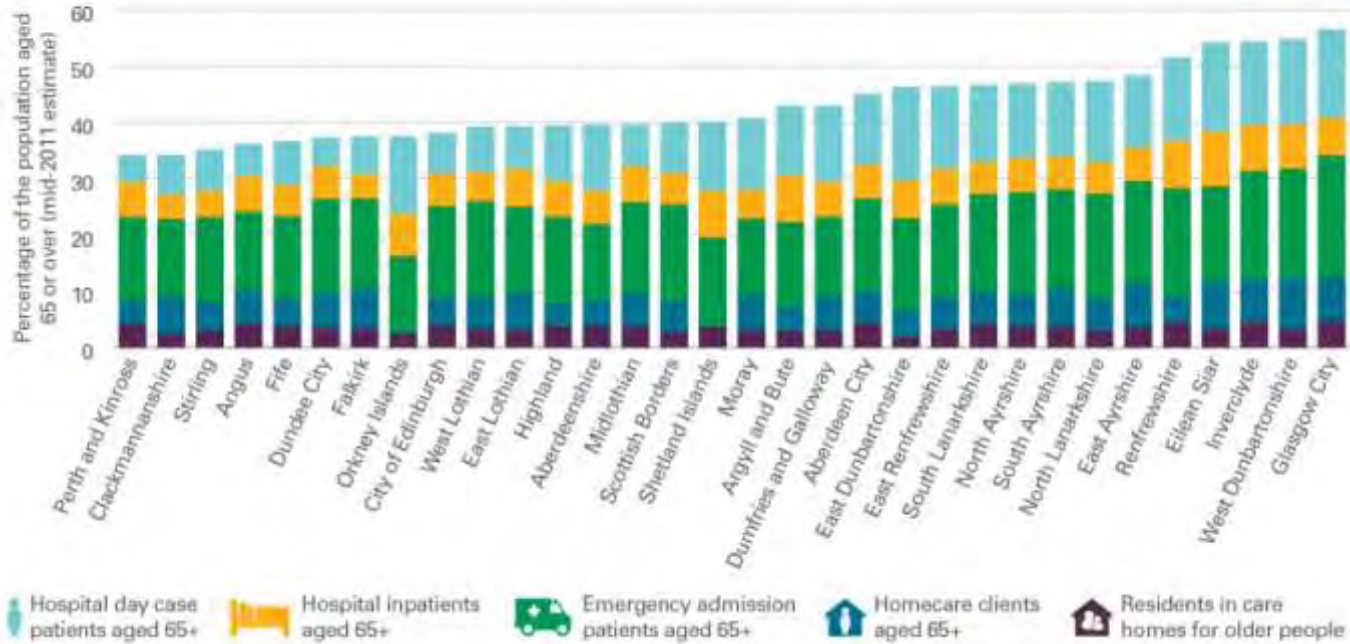
**Care services for people aged 65+**



**Reshaping care for older people**

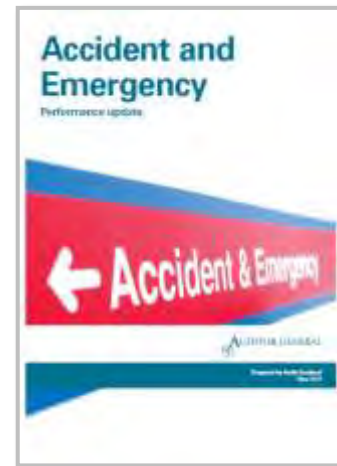


**Percentage of the older population using hospital and social care services, by council area**  
 There is wide variation between councils in the percentage of older people using different services.



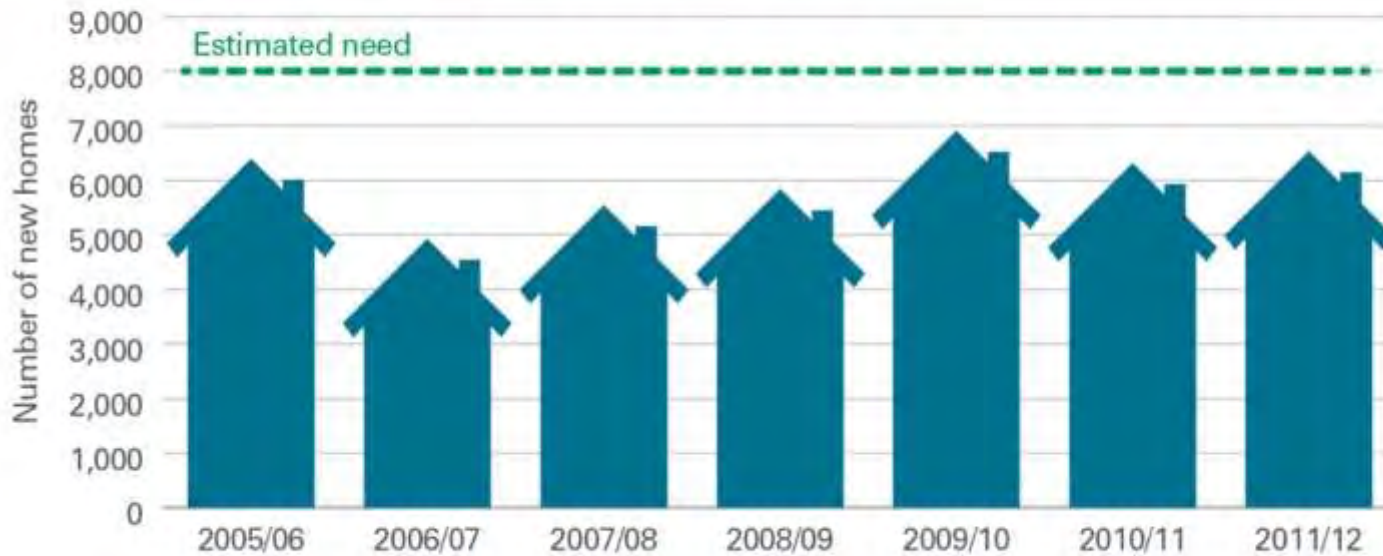
## Emergency admissions by length of stay for patients admitted from A&E departments, by the time they spend in A&E, 2012/13

Patients who are admitted in the last ten minutes of the four-hour period in A&E departments, or after the four-hour period, are more likely to stay longer in hospital.



## Number of new council and RSL homes compared to Scottish Government estimate of need

Councils and RSLs have not built the number of new homes that Scottish Government research in 2005 suggested were needed.

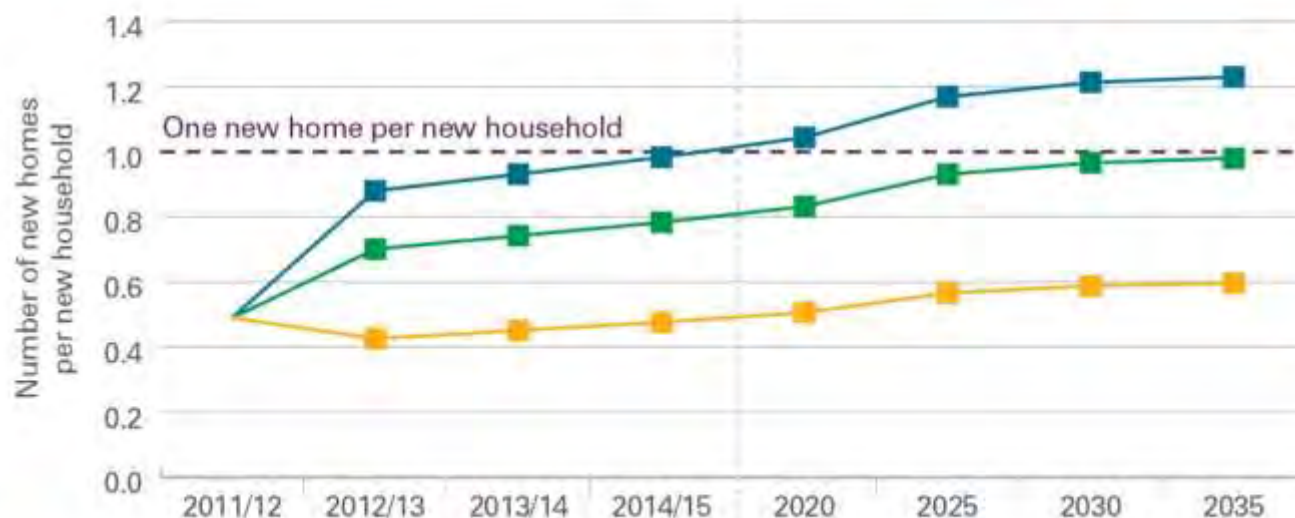


Source: Audit Scotland, 2013



## Projected number of new homes compared with projected number of new households

It could take more than 20 years before enough new homes are built for the increased number of Scottish households in any one year.



**Best case**  
(assumes 6,000 new council and RSL homes each year and 2004/05 private build levels)

**Average**  
(assumes 6,000 new council and RSL homes each year and average of 1999/00–2011/12 private build levels)

**Worst case**  
(assumes 6,000 new council and RSL homes each year and 2011/12 private build levels)

### Notes:

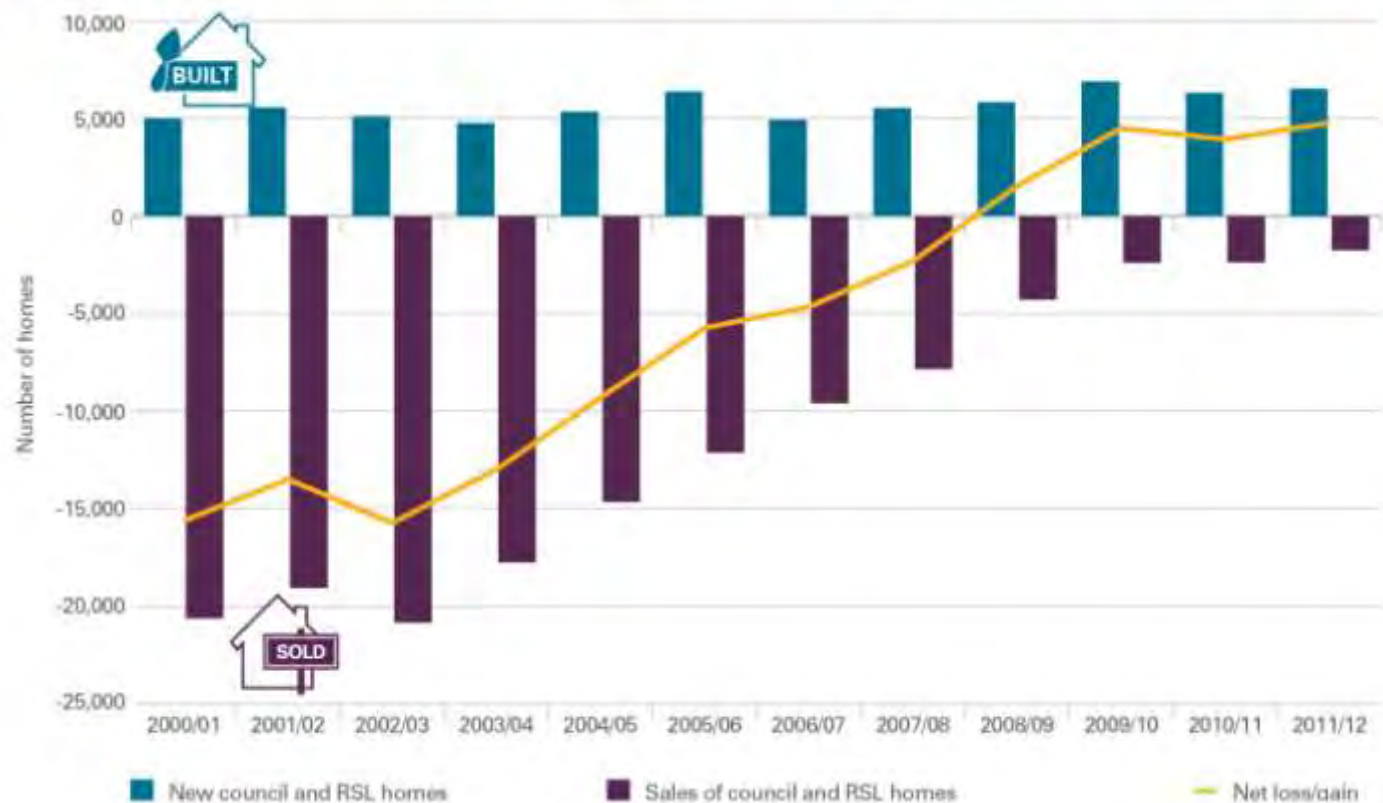
1. Annual household projections from National Records of Scotland (previously GROS).
2. Annual new house projections account for lost stock by deducting annual average demolitions since 1999/00.

Source: Audit Scotland, 2013

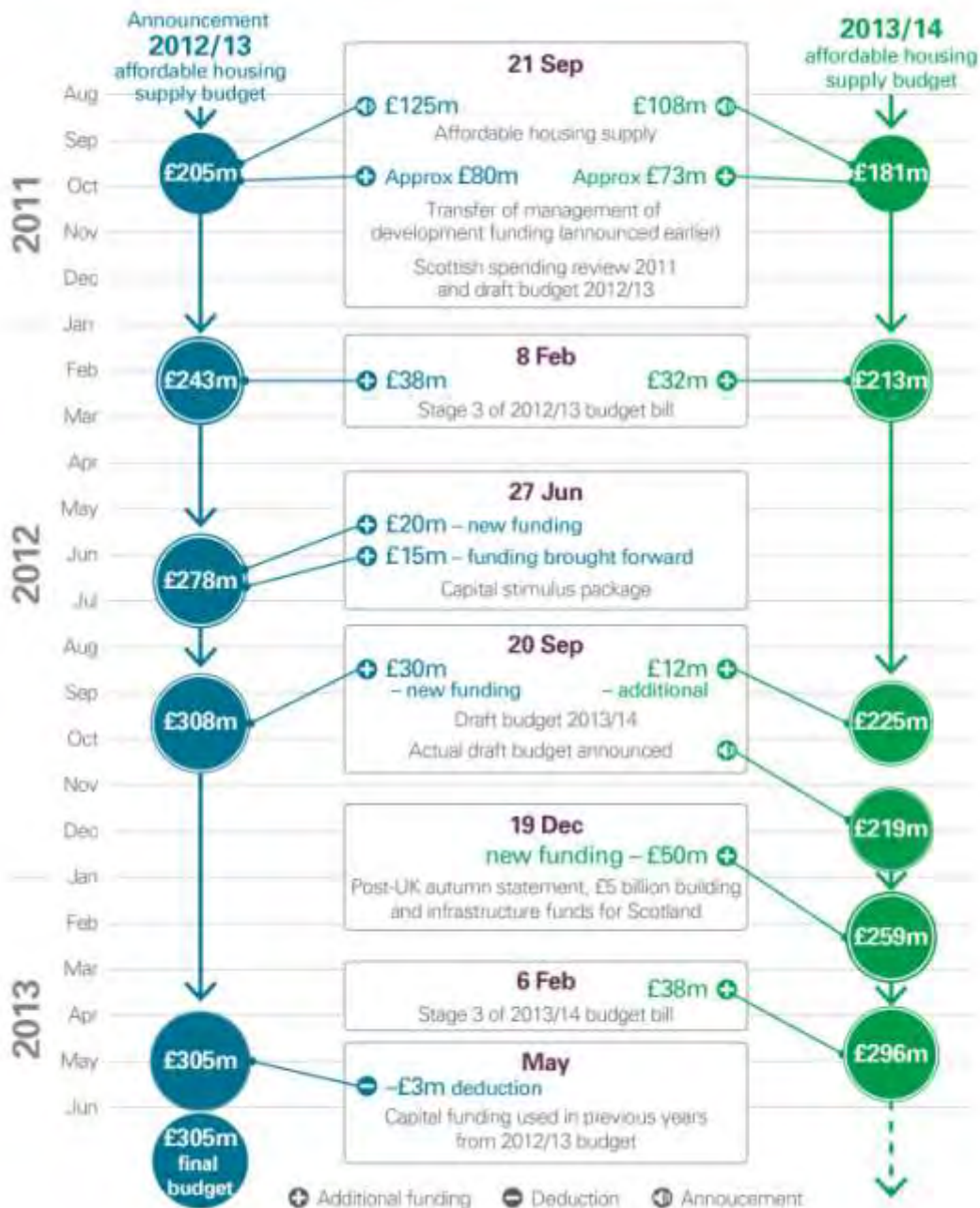


## The number of council and RSL homes built and sold in Scotland, 2000/01–2011/12

Only in recent years have councils and RSLs built more homes than they have sold.



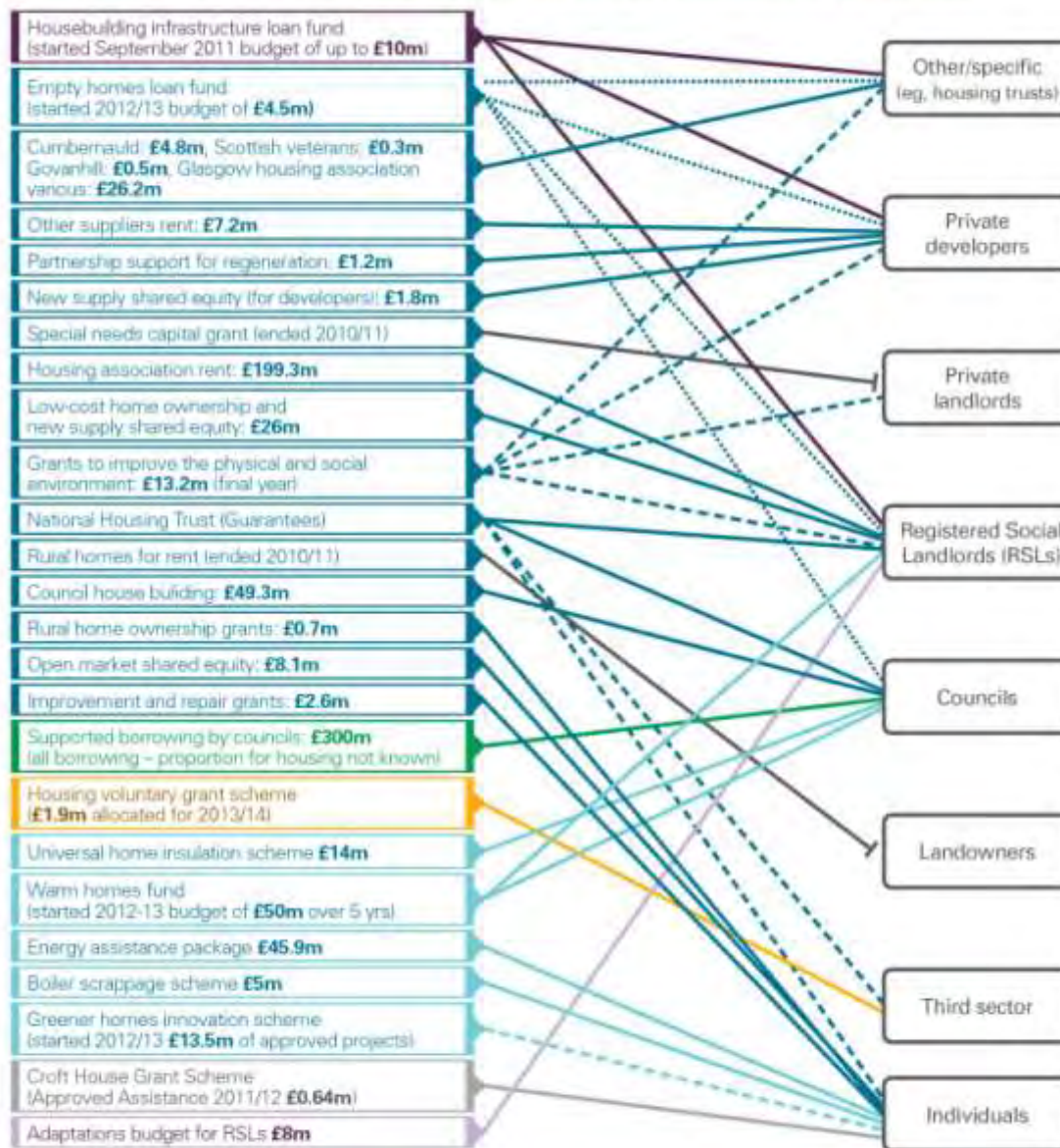
Revisions to 2012/13 budget for new homes and their impact on the 2013/14 budget  
 Budgets for new homes have changed frequently.





## Scottish Government housing funding streams, 2010/11–2012/13

Scottish Government funding streams are complex and have changed considerably in the last few years.



- Infrastructure funds
- Affordable housing supply programme
- Private loan assistance

- Third sector
- Energy efficiency funds/grants
- Farming grants
- Other grant funding

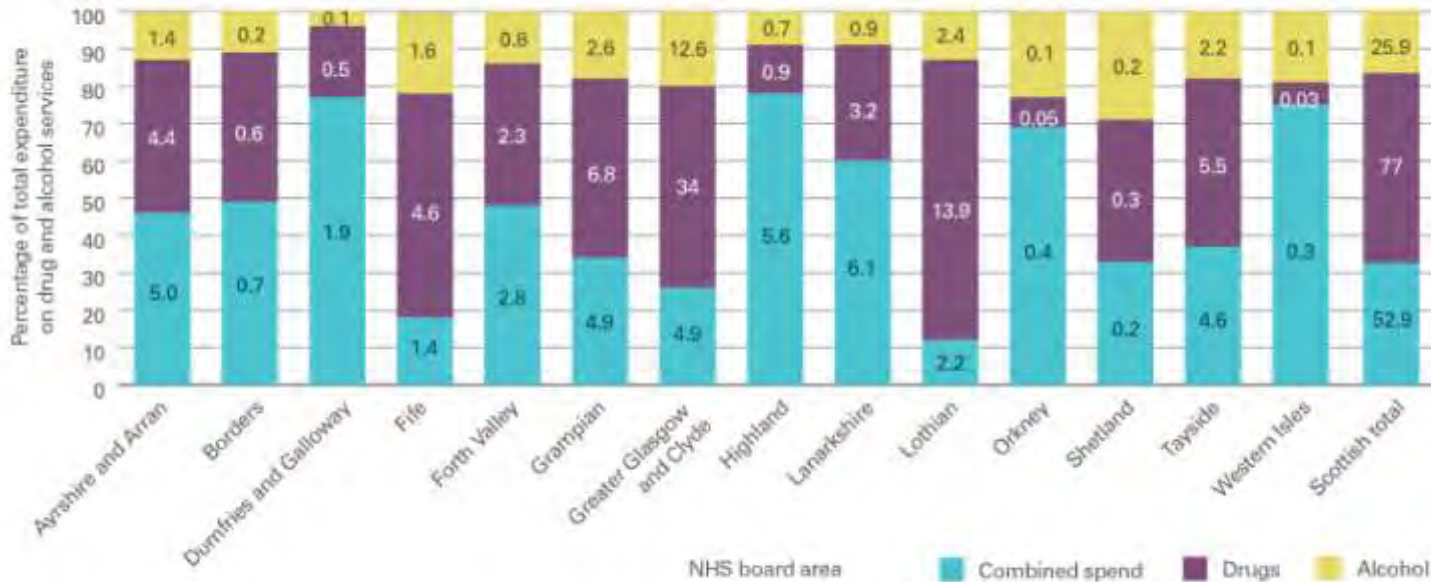
- Fund discontinued 2010/11
- - - Final year of grant 2011/12
- ..... New grant for 2012/13





## NHS board and council spend on drug and alcohol services, 2007/08

NHS boards and councils spend more on drug services than on alcohol services.



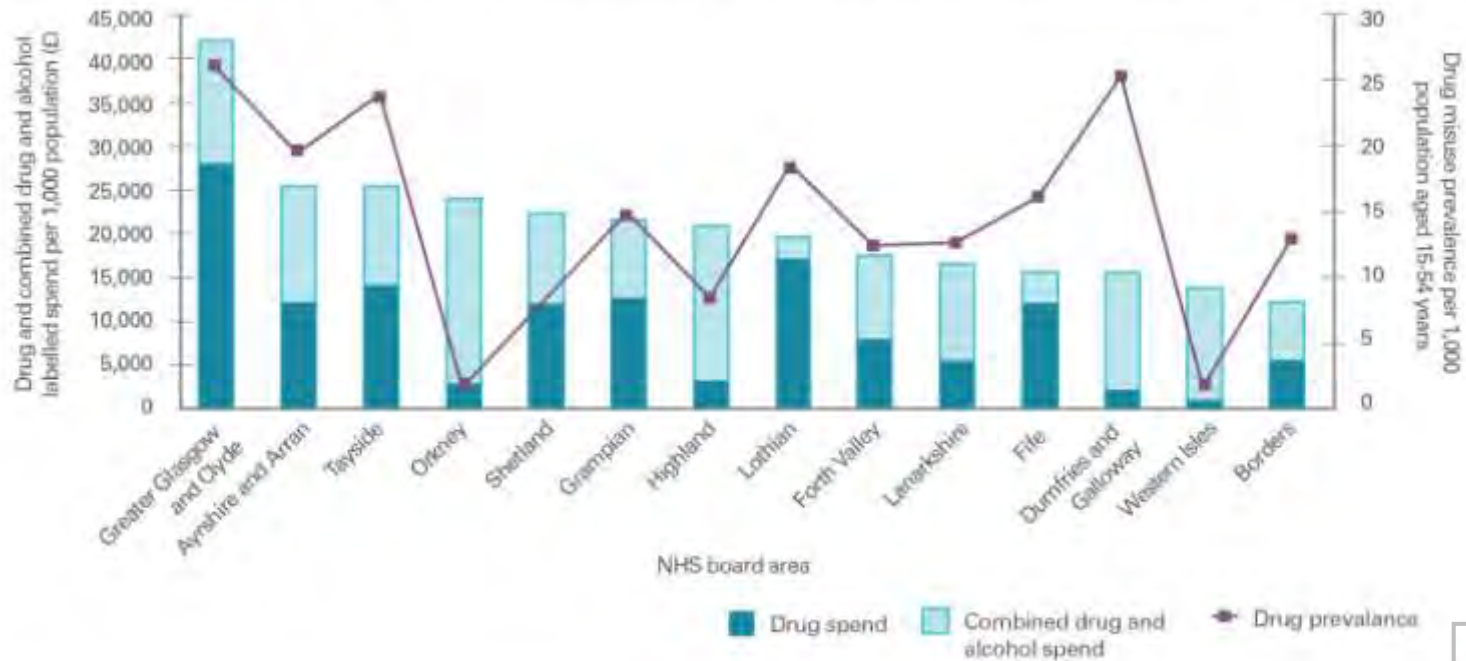
### Notes:

1. Figures in the bars show how much is spent in each NHS board area, by councils and NHS boards (£ million).
  2. Combined spend is spend on joint services for drug and alcohol that cannot be differentiated.
- Source: Audit Scotland, 2008



## NHS and council spend on drug and combined drug and alcohol services per 1,000 population, 2007/08

Spend on drug specific and combined drug and alcohol services does not reflect drug misuse prevalence rates.



Note: Combined drug and alcohol spend is spend on joint services that cannot be differentiated.

Source: Audit Scotland, 2008



## PISA scores in mathematics, 2012

There is a considerable gap between Scotland and the top performing countries.



Note: These are mean scores for each country. As with all sample surveys, the values shown are subject to sampling error which means the true value could be slightly higher or lower than that shown.

Source: Audit Scotland using PISA 2012 Results in Focus, OECD, 2013



### Deprivation in NHS Greater Glasgow and Clyde



### Use of statins



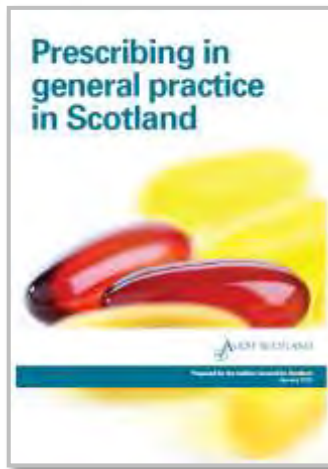
### Use of hypnotics and anxiolytics



### Use of painkillers

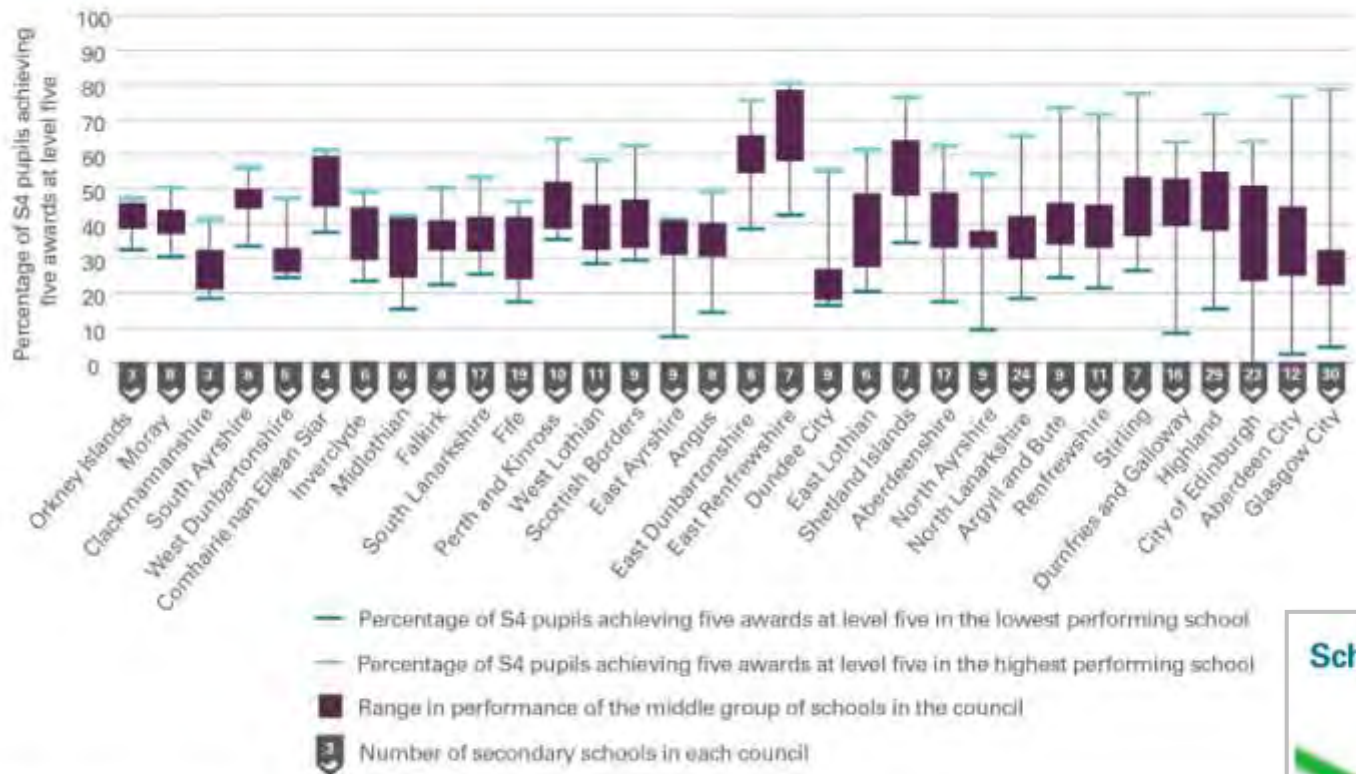


- First quintile – lowest level of deprivation/lowest quantity of drugs prescribed
- Second quintile
- Third quintile
- Fourth quintile
- Fifth quintile – highest level of deprivation/highest quantity of drugs prescribed



## Range and spread of performance between schools in each council in terms of percentage of S4 pupils achieving five awards at level five, 2013

There are wide differences in performance between schools in each council area.



Note: 1. One school from Argyll and Bute, two schools from Orkney Islands, and one school from Shetland Islands have been removed from the analysis as they had less than five pupils in S4 in 2013.

Source: Audit Scotland, using data from Scottish Government Education Analytical Services Division



We use the four audit dimensions to assess our impact

- Have our audits led to...
  - better understanding of financial sustainability?
  - better value for money?
  - improved governance and/or financial management?
  - more transparent reporting of financial and other performance?
- How do we know?
  - Tracking improvement through performance indicators
  - Follow-up audits
  - Policy or legislative changes following publications



# Roads maintenance case study



First report '*Maintaining Scotland's roads*' - 2004

Data on:

- Road conditions in each Scottish council
- Comparison of expenditure by council
- Comparison of costs of B road construction by council

Found lack of consistency in use of financial and performance information to manage services



Follow up audit report - 2011

- Roads in worse condition than 2004 despite increase in public expenditure
- Identified potential for improving value for money
- Need for national set of performance indicators



## Second follow up audit report - 2013

- Condition of roads slightly improved despite fall in spending
- Scope to achieve improving efficiency through better roads asset management



- Established December 2013
- Supported by the Improvement Service
- Aim to use data to drive service improvement and improve sharing services