

Revised Strategic Outcomes Format - Rationale

1 Purpose of the paper

- 1.1 To present to FSS Board members the suite of Strategic Performance Indicators for scrutiny and monitoring purposes. This paper supplements a set of slides (Annex B) for presentation purposes using live data.
- 1.2 The FSS Board is asked to:
 - **Consider and discuss** the Strategic Performance Indicators as presented in Annex B given they have now been presented using live data.
 - **Note** the proposal to reconvene the SLWG between January to March 2023 to consider next steps in relation to target and trend setting ahead of new performance year.

2 Strategic aims

- 2.1 This work supports the FSS overview of progress against all five of the FSS strategic outcomes as detailed in the FSS [Strategy 2021 - 2026](#).

3 Background

- 3.1 The first FSS Outcomes Report showing indicator data and trends was presented to the Board in 2017 and subsequent updates made every 6 months.
- 3.2 The introduction of the FSS strategy 2021-26 provided an opportunity for a critical review of the information reported. This paper sets out the refreshed suite of indicators for FSS Board scrutiny using live data.

4 Discussion

- 4.1 A 'Performance and Outcomes Reporting' Short Life Working Group (SLWG) was established to progress this work. It included representation from the FSS Board, ELT, Corporate Governance and was supported by the Private Office (see Annex A for representation). The SLWG met 4 times to propose, discuss and review key indicators associated with the five strategic outcomes and relevant slides containing supporting information.
- 4.2 The work of the SLWG was informed by sub-meetings with relevant FSS subject matter experts, relating to the five strategic outcomes. The SLWG agreed early on to have a laser-like focus and identify a small number of indicators to create a truly strategic approach to outcomes reporting.
- 4.3 The refreshed Outcomes Report is not intended to duplicate, or replace, the more comprehensive operational performance reports (e.g. on FSS financial and HR performance) that are currently reviewed or delegated to other Board governance groups. The Outcomes Report is aimed at a strategic level, appropriate for Board review. The Outcomes Report will be made public via the FSS Board meeting webpage.
- 4.4 Additional metrics that may help inform measures relating to the strategic outcomes 'Consumers have healthier diets' and 'FSS is trusted and influential' are being tracked and will be proposed and/or introduced when data is available.
- 4.5 The revised strategic outcomes format will support both monitoring outcomes against the new strategic goals and the associated strategic risk management process.
- 4.6 The benefits of this refreshed approach include:
 - A more focused report on progress towards FSS strategic outcomes. This should help guide the Executive to more closely focus on areas of direct FSS impact over wider areas of indirect influence.
 - A clearer line of sight on FSS' deliverables and a shift away from reporting on issues and metrics FSS has no direct control over.
- 4.7 This financial year will be a baseline year for the revised strategic outcomes. It is proposed the SLWG reconvene January to March 2023 to reflect on the strategic indicators to ensure still appropriate and consider opinion on target and trend setting thereafter.
- 4.8 Some indicators will not be appropriate for target setting. For example, the only available measure of foodborne illness in Scotland is derived from figures on all reported cases of infectious intestinal disease (IID) that are recorded by Scottish NHS Health Boards through national surveillance programmes and managed by Public Health Scotland (PHS). While these figures give an indication of any change over time they are not perfect measures and must be interpreted with caution due to factors such as underreporting of IID, the inability to disaggregate food and non-

food sources, changes in demographics and year to year fluctuations in environmental factors, such as weather.

5 Principles

5.1 When the SLWG was considering the purpose and content of the Outcomes Report the following principles were followed to ensure focus remained strategic, informative and at a level appropriate to inform meaningful discussion at Board meetings:

- They are relevant and appropriate to the FSS Strategy's five strategic outcomes. And indicators and reports will be at a strategic level and not focus on operational detail, with a strategic Board in mind as the key audience. Aims to publish SPIs and not KPIs.
- Outcomes identified should relate to FSS's performance & ambition, and be within FSS' influence. They do not attempt to describe everything that we see and collect data on.
- Key priority, strategic and consistent (comparable) information to be summarised, in a visual, graphical manner that demonstrate trends over time with reporting being retrospective.
- The Outcomes Report should direct Board discussion, i.e. what does a graph or chart tell the Board and what does the Board discuss as a consequence?

6 Timescales for Review

6.1 The initial proposal is for the SLWG to reconvene between January and March 2023 to give ELT and Board members time to consider next steps in relation to target and trend setting ahead of new performance year (2023/24).

7 Conclusion/Recommendations

7.1 The FSS Board is asked to:

- **Discuss and provide a view** on the outcome measures presented in Annex B, and what the information is telling the Board, given they have now been presented using live data.
- **Note** the proposal to reconvene the SLWG between January to March 2023 to consider next steps in relation to target and trend setting ahead of new performance year.

Please direct queries to:

Natalie Greenland
Natalie.greenland@fss.scot

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Annex A

Performance and Outcomes Reporting: Short Life Working Group

FSS Board

Heather Kelman
Carol Evans
Alban Denton

ELT

Ian McWatt
Julie Hesketh-Laird

Corporate Governance

Garry McEwan
John Rhodes
Natalie Greenland
Ruth Dewar

Private Office

Diane Strachan (secretariat)

Ad-hoc membership from subject matter experts relating to the five strategic outcomes

Annex B

Revised Strategic Outcome Measures