

Version Control	
Title	KRSP Strategy Committee Terms of Reference
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Purpose of Document	The Board has established a Strategy Committee as a Committee of the Board to support them in fulfilling their responsibilities in relation to the development, implementation, and monitoring of the strategic plan and the monitoring and oversight of key performance indicators and measures. This document outlines the terms of reference for this Committee.
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1. LSP Board Strategy Committee

Purpose

The preparation, implementation, review, and renewal of the KRSP Strategic Plan is a primary responsibility of the Board. The Board has established a Strategy Committee (the Committee) to support it in fulfilling its responsibilities during the development of a new five-year Strategic Plan and during the formal mid-term review of that Plan.

The Committee acts in an advisory capacity to the Board, providing guidance, stakeholder insight, analysis, and recommendations relating to strategic priorities, organisational direction, performance, and future planning. However, the ultimate responsibility for this area rests with the Board, who must fully consider the advice and approve or amend the recommendations from the Committee.

The Committee is established for specific phases of the strategic planning cycle and is not intended to operate as a permanent standing committee.

Strategic Planning Cycle

KRSP's Strategic Plan operates on a five-year cycle. During this cycle, the Committee shall be convened as follows:

Strategic Plan Development

During the preparation of a new Strategic Plan, the Committee will meet a minimum of three times to support the strategic planning process such as review environmental and stakeholder analysis, to consider emerging trends, opportunities, risks, and priorities, to contribute to draft strategic objectives and actions and to make recommendations to the Board regarding the proposed Strategic Plan.

Mid-Term Strategic Review

During Year 3 of the Strategic Plan, the Committee will reconvene for a minimum of three meetings to review implementation progress against strategic objectives, assess the continued relevance of strategic priorities, consider changes in the operating environment, recommend any amendments or adjustments to the Strategic Plan and report findings and recommendations to the Board.

New Strategic Planning Cycle

Following completion of the mid-term review process, the Board may dissolve the Committee until required for the development of the next Strategic Plan. A new Committee may be appointed by the Board for each strategic planning cycle.

Membership

- The Committee will consist of up to four members drawn from the Members of the Board, and the Board may appoint external individuals onto the Committee to provide specialist skills, knowledge, and experience. All appointments to the Committee are ratified by the Board.
- The chairperson of the Committee shall be a Board member.
- Some members of the Strategy Committee should have relevant experience in strategy development, and implementation and other members should have experience in the core areas of the LSPs business.
- The Board may co-opt additional members to address identified skills gaps.

- Membership appointments will continue for the duration of the relevant strategic planning phase and/or mid-term review process.
- Final determination on the number of members on the Committee is a decision for the Board.

Rights

- In discharging its responsibilities, the Committee will have unrestricted access to members of management, employees, and relevant information it considers necessary to discharge its duties. The Committee will also have unrestricted access to records, data, and reports and is entitled to receive any explanatory information that is deemed necessary to discharge its duties. A process for accessing personnel and information will be implemented.
- The Committee shall have access to sufficient resources in order to carry out its duties and will be facilitated in this by the Board Secretary or by the executive lead designated to support the committee.
- The Committee may procure and / or avail of specialist ad-hoc advice at the reasonable expense, subject to budgets agreed by the Board, on any matter within its terms of reference.
- The Committee has rights to access to members of the board and other committees to seek information relevant to its functions as per this Terms of Reference.

Access

In the context of the delivery of its functions, members will have free and confidential access to the chairperson of the Committee.

Secretary to the Committee

- The Committee will be provided with a secretariat function by a member of the executive.
- The Secretary will ensure that the Committee members receive information and papers in a timely manner to enable full and proper consideration to be given to issues.
- With the support of the chairperson, the Secretary is also responsible for the formal induction of new members of the Committee and organising mentoring for Committee members where required.
- The Secretary, in conjunction with executive leads, will also have a role in facilitating overall co-ordination of the work of the Committees and their reporting to the Board.

Meetings

Frequency

The Committee shall normally meet:

- A minimum of three times during the development of a new Strategic Plan.
- A minimum of three times during the formal mid-term review of the Strategic Plan.
- Additional meetings may be convened where deemed necessary by the Chairperson or Board.

Meeting Arrangements

- The chairperson of the Committee together with the CEO and Secretary will consider and agree the Agenda for the meeting. Members may also propose items for the agenda to the chairperson.
- Notice of each meeting confirming the venue, time and date together with the Agenda, minutes of the previous meeting, actions log and relevant papers should be circulated to Committee members and to the extent relevant and necessary to any other person required to attend, five working days in advance of the meeting.
- A minimum of 3 members of the Committee will be present for the meeting to be deemed quorate.
- The Secretary of the Committee shall minute the proceedings and resolutions of all meetings of the Committee, including recording the names of those present and in attendance.
- As the business of the Committee requires, the CEO and staff may be invited to attend specific meetings or agenda items at the Committee's request.
- The Committee may ask any or all of those who normally attend but who are not members to withdraw to facilitate open discussion of particular matters; and
- The Board may ask the Committee to convene further meetings to discuss particular issues on which they seek the Committee's advice.

Information Requirements

The information provided to the Committee will vary depending on whether it is convened for the development of a new Strategic Plan or for the mid-term review of the current Strategic Plan.

During Strategic Plan Development

For each meeting, the Committee will be provided, where available, with relevant information to support the development of the new Strategic Plan, including:

- Environmental and sector analysis, including national and local policy developments.
- Stakeholder consultation findings and needs assessments.
- Participation, programme and impact data.
- Organisational performance and trends from the current Strategic Plan.
- Emerging opportunities, challenges and risks that may influence future strategic priorities.
- Draft strategic objectives, outcomes and action frameworks for consideration and feedback.

During the Mid-Term Review Process

For each meeting, the Committee will be provided, where available, with:

- A progress report on the implementation of the Strategic Plan, including:
 - Progress against strategic objectives and key actions.
 - Key performance indicators, targets, milestones and trend data.
 - Significant achievements, challenges and lessons learned.
 - Emerging threats, risks and opportunities that may impact delivery of the Strategic Plan.
- Information on organisational performance and alignment with strategic priorities.
- Recommendations for any amendments, adjustments or refinements to the Strategic Plan.

Additional Information

As appropriate, the Committee may also be provided with:

- Relevant corporate risk management information relating to strategic priorities.
- Evaluation and impact reports.
- Financial and resource information relevant to strategic delivery.
- Any other information deemed necessary by the Board or CEO to support effective strategic planning and review.

Duties and Responsibilities

The Committee's responsibilities include:

Strategic Planning

- Supporting the development of KRSP's four-year Strategic Plan.
- Reviewing consultation findings and stakeholder feedback.
- Considering strategic opportunities, risks, trends, and sector developments.
- Advising on strategic objectives, outcomes, and priorities.
- Making recommendations to the Board regarding the Strategic Plan.

Strategic Mid-Term Review

- Reviewing progress against strategic goals at the mid-point of the Strategy.
- Assessing the effectiveness and relevance of strategic priorities.
- Identifying emerging opportunities and challenges.
- Recommending amendments, refinements, or corrective actions where appropriate.
- Supporting evaluation of strategic outcomes and impact.

Governance

- The Committee will work and liaise with all other Committees as necessary.
- The Committee's duties and responsibilities can be amended and updated by the Board as and when required.
- The Committee will work to a programme approved by the Board.
- The Committee will periodically review its effectiveness (including reviewing its terms of reference) and report the results of that review to the Board.

Conflict of Interest and Loyalty

The process for recording declarations of conflicts of interest/loyalty of the Committee members will be the same used at Board level. Each member of the Committee will take personal responsibility to declare any potential conflict of interest/loyalty arising in relation to any items on the agenda for Strategy Committee meetings.

The Committee will specify its procedures where a conflict of interest arises in the context of a particular agenda item, including a requirement that the relevant member brings the potential conflict of interest/loyalty to the attention of the chairperson and, where necessary, leaves the room for the duration of the discussion of the item and does not take part in any decisions relating to the item. Similar arrangements should apply in relation to meeting documentation, with documentation relating to the item not being made available to the member. This should be noted in the minutes of the meeting.

Confidentiality

The agenda, papers, reports, and documentation provided in the context of the work of the Committee are confidential and will contain sensitive material and information necessary to allow members to carry out their duties. Members and those in attendance, shall not, without the approval of the chair, discuss with or disclose, directly or indirectly, information to third parties.

Reporting

The Committee shall report to the Board throughout the strategic planning and mid-term review process.

- At all Board meetings, the Committee will provide an update (including updating the Board on any previous Committee meeting, Committee business, and any recommendations, advice, and any relevant matters that should be brought to the Board's attention). This update is in the form of a written report (1 page report outlining main action points, progress recorded and measurement systems) for those Board meetings subsequent to a Committee meeting.
- The Committee must advise the Board between meetings if a matter is urgent and / or serious.
- The Committee shall make a statement and provide an overview of its activities in the Annual Report.
- The Committee will provide the Board with an Annual Report summarising its conclusions from the work it has done during the year, progress with the work programme, and the outcome of its self-effectiveness review. This Report will be timed to support finalisation of the organisation's annual report and financial statements.
- A final report at the conclusion of each strategic planning phase and mid-term review process.

Review

These Terms of Reference shall be reviewed by the Board at the commencement of each new four-year strategic planning cycle and may be amended as required to reflect organisational needs and governance best practice.

This policy should be read alongside the LSP Governance Framework, policies, and protocols.