

## LSP Board Strategy Committee

### Purpose

The Board has established a Strategy Committee (including Governance, Finance, and HR) to support the Board in fulfilling their responsibilities in relation to the following areas:

**Strategy:** The preparation and adoption of a strategic plan for the LSP is a primary responsibility of the Board. The Committee of the Board is there to support them in fulfilling their responsibilities in relation to the development, implementation, and monitoring of the strategic plan and annual business plans, the monitoring and oversight of key performance indicators and measures.

**Finance:** The Committee will oversee operations and provide advice to the Board with regard to areas including financial planning and budgeting, financial performance and financial policies/procedures.

**Governance:** The Committee will support the SSRP Board in ensuring compliance with the Sports Governance Code and will maintain ongoing oversight over this process.

**Human Resources:** The Committee will support the Board with all matters concerning human resources policy and practices of the Company.

**Note:** Ultimate responsibility for these areas rests with the Board, who must fully consider the advice and approve or amend the recommendations from the Committee.

### Membership

- The Committee will consist of at least 4 Members 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 Committee should have relevant experience in strategy development, and implementation and other members should have experience in the core areas of the LSPs business, finance, governance and human resources.
- The Board may co-opt further external members to the Committee to fill skills and expertise gaps.
- Each Committee member will be appointed for a term of 5 years in line with Board term of office.
- 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. The

Committee is entitled to receive any explanatory information that it deems necessary to discharge its responsibilities.

- 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

- The Committee will meet at least 5 times a year which is current practice. The chairperson of the Committee may convene additional meetings, as deemed necessary.
- The chairperson of the Committee together with the executive lead and Secretary will consider 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 and relevant papers should be circulated to Committee members and to the extent relevant and necessary to any other person required to attend, in advance of the meeting.
- A minimum of 2 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 co-ordinator 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

As and when appropriate the Committee will be provided with:

- a progress report on the implementation of key strategic priorities performance summarising:
  - Key performance indicators, targets, milestones, and trend data.
  - Evolving threats and opportunities related to the key priorities.
- Action plan and significant work planned over the next six months.
- a report for each meeting on financial performance against annual budget plan.
- a report provided with information on the organisation's performance management system and its alignment with the strategic and other business plans, as well as management and staff priorities and work plans.
- a report on Sports governance code compliance

As and when appropriate, the Committee will also be provided with the corporate risk register incorporating details on principal threats and opportunities in the context of the strategic priorities.

#### Duties and Responsibilities

In overall terms, the role of the Committee is to provide advice to the Board across a range of its key priority areas, including strategy development and implementation, organisational performance, financial management, governance and HR as follows:

Strategic and business planning:

- oversee the process for the development, implementation, and monitoring of the strategic plan and annual business plans.
- institute arrangements for the monitoring and oversight of key performance indicators and measures, including an annual tracker process for reporting purposes.
- the Committee will keep itself up to date and informed about the nature of the environment in which the LSP operates; and changes, trends, and influencing factors of strategic relevance.

Financial Management:

Financial planning and budgeting:

- oversee the annual budget planning cycle and consider more long term budgeting scenarios;
- examine the annual budget and plan prepared for the LSP; and
- provide advice to the Board and, as appropriate, recommend the budget for approval by the Board.

Financial performance:

- scrutinise the financial accounts and related financial performance reports on income, expenditure, and cash;
- review the expenditure against the forecasted position as per the annual budget profiles; and
- monitor the financial position and consider alternative scenarios, options, or variations necessary to sustain the budgetary targets.

Financial strategy:

- oversee the preparation of the financial strategy in preparation for its adoption by the Board;
- monitor and report on the strategy and specifically its alignment with the overall strategic plan;
- review expenditure on all major projects, both operational/ activity and capital infrastructure, from their inception to conclusion, in the context of the approved business cases, budgets, and programmes; and
- review and advise the Board in relation to the pension and other related obligations.

Financial policies and procedures:

- Review and oversee, as required, the development of new policies relating to the financial governance and financial management and recommend them to the Board for approval.

Financial and business strategy:

- Provide support to the Board in the formulation and management of a business strategy in the area of commercial activity / income generation and to ensure effective and transparent management in line with corporate objectives and principles.

Banking, Investments, Treasury, and Borrowings

- oversee and as appropriate make recommendations to the Board in relation to banking arrangements, investment, and treasury policy; and
- oversee approval of authorised signatories for banking and related activities.

Contracts and Agreements:

- provide oversight and, where appropriate, review and make recommendations to the Board in relation to contracts and agreements with third parties as well as joint ventures and similar type activity; and advise the Board on the financial aspects of significant capital projects.

Governance:

The Committee will oversee compliance with the 5 principles in the Code of Practice for Good Governance of Sport Organisations in Ireland including:

- Leading the organisation/ Exercising control over the organisation/ Being transparent and accountable/ Working effectively/ Behaving with integrity  
Bringing to the attention of the Board any non compliance with the Code

Human Resources:

The Committee will support the Board with all matters concerning human resources policy and practices of the Company including:

- oversee all staff recruitment, performance, discipline, remuneration and benefits

Other:

- 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 an annual work programme (as outlined in the TOR) approved by the Board.
- The Committee will also periodically review its effectiveness (including reviewing its terms of reference) and report the results of that review to the Board.

Conflict of Interest:

The process for recording declarations of conflicts of interest 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 arising in relation to any items on the agenda for 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 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:

- Strategy Committee business will be included as an agenda item for all Board meetings.
- 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.

Review:

This policy is required to be approved by the Board and reviewed by the Board **every two years**.

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