

# Sample strategic agenda

Guidance note

# Contents

<b>Introduction</b>	<b>3</b>
<b>Specimen strategic agenda</b>	<b>3</b>

If you have any feedback on the content of these resources, or additional questions that you'd like to discuss, please contact the SGA:  
020 7612 7029 | [info@sportsgovernanceacademy.org.uk](mailto:info@sportsgovernanceacademy.org.uk)

© The Chartered Governance Institute, September 2021

Reviewed: September 2021 Date of next review: September 2022

The information given in this report is provided in good faith with the intention of furthering the understanding of the subject matter. While we believe the information to be accurate at the time of publication, The Chartered Governance Institute and its staff cannot, however, accept any liability for any loss or damage occasioned by any person or organisation acting or refraining from action as a result of any views expressed therein. If the reader has any specific doubts or concerns about the subject matter they are advised to seek legal advice based on the circumstances of their own situation.

## Introduction

It can be challenging for boards to strike an appropriate balance between providing strategic oversight and delving too deeply into operational matters. The amount of time which a board spends on strategy and operation may vary according to an organisation's circumstances and may also fluctuate over the course of a year or the lifecycle of the strategy itself. Ultimately, however, board members must recognise that their function is one of oversight rather than to control the day-to-day activities of their organisation.

Following a focused strategic agenda is one way in which a board can fulfil its strategic responsibilities and can contribute to improved decision making. The sample strategic agenda provided below can be adapted according to the needs of individual organisations.

Three recommendations should be noted:

- Setting strategy is the responsibility of the board
- An effective strategy encapsulates a clear vision for the organisation
- Strategic papers should outweigh and take priority over operational items in board meetings

Given that key functions of the board are to formulate strategy and ensure that strategic direction is being implemented by the management team, board agendas should maintain the balance between:

- Strategy and performance management
- Quality of sporting provisions and outcomes
- The organisation's priorities and legal/regulatory demands
- Information sharing by management and board discussion
- Formal meetings and other activities that engender teamwork

An alternative approach may be to use the organisation's mission and strategic objectives as agenda headings. This can help to clearly align strategy and key performance indicators in order to achieve the organisation's overall aims.

Of course, providing effective oversight still requires the board to consider and discuss specific operational information. Such discussions should, however, focus on those issues that impact the achievement of the strategic goals. Where operational problems are identified or where the board requires additional evidence, the response should be to ensure that management obtain that information, analyse it and present recommendations or options for the board to consider, amend or approve.

## Specimen strategic agenda

The following specimen document is provided as a template for each organisation's board to adapt to their needs. At particular times, such as at certain points in the corporate calendar or in response to significant external circumstances, it may be more appropriate for those issues to take precedence on the agenda. Alternatively, some boards may adopt a consent agenda, grouping routine business into one agenda item, and spend less time on the standard items.

Item no	General business	Purpose	Lead	Category	Time
1	Apologies	To receive and record apologies for absence	Chair	Governance	2 mins
2	Declarations of interest	To request and record any notifications of declarations of interest or gifts and hospitality received	Chair	Governance	5 mins
3	Minutes of last meeting	To formally approve the minutes of the last meeting and confirm actions allocated at that meeting have been completed	Chair	Governance	10 mins
4	Matters arising	To record any matters arising not covered on the agenda	Chair	Governance	5 mins
Item no	Organisational priorities	Purpose	Lead	Category	Time
5	Stakeholder insight	Information relating to the experience of participants, athletes or other users of the organisation's services/activities	Chair	Quality and impact	10 mins
6	Horizon scanning	To note changes in the operating environment that may impact the organisation's strategy and to decide whether senior management team plans and assurances are sufficient to ensure that operational activities remain capable of meeting agreed goals	CEO	Strategy	10 mins
7	Service provision	To decide whether the report assures the board that high quality services are being delivered by the organisation	CEO	Quality and impact	10 mins
Item no	Organisational priorities	Purpose	Lead	Category	Time
6	Staffing report	To note the contents of the report and agree any proposals to ensure the organisation meets its objectives or monitor the implementation of agreed actions	HR manager	Strategy	10 mins
9	Financial strategy	To discuss whether the proposed/ agreed financial strategy helps meet the objective of driving a sustainable business and decide on its	FD/finance manager	Strategy	10 mins

		adoption and monitor its implementation			
10	Business development	To note amendments to the business development plan and agree they are in alignment with the overall strategy	CEO	Strategy	10 mins
<b>Item no</b>	<b>Strategic aim 2: organisational activity in pursuit of agreed objectives</b>	<b>Purpose</b>	<b>Lead</b>	<b>Category</b>	<b>Time</b>
11	Participant engagement, including compliments and complaints	To decide whether the contents of the report assure the board that the organisation is providing quality, safe and sustainable activities and facilities for the sport's participants	CEO	Strategy	10 mins
12	Performance report	To decide that the performance report assures the board of the organisation's delivery model(s) and attainment levels and that activities and performance are achieving the strategic aims	CEO	Governance	10 mins
13	Board Assurance Framework (BAF)	To accept the BAF and agree whether the framework continues to provide sufficient assurance to the board	Governance lead	Governance	10 mins
<b>Item no</b>	<b>Concluding business</b>	<b>Purpose</b>	<b>Lead</b>	<b>Category</b>	<b>Time</b>
14	AoB	To receive any further business not covered on the agenda, and agreed by the chair	Chair	Governance	5 mins
15	Review of meeting	To review the effectiveness of the meeting and agree any resulting actions	Chair	Governance	5 mins
16	Date, time & venue of next meeting	To note details of the next meeting including any items for the agenda	Chair	Governance	1 min