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**Terms of Reference: Strategy Advisory Group**

Purpose of the Strategy Advisory Group

1. To oversee the development of SASSOT’s vision, mission, values and strategies, ensuring appropriate consultation takes place and that the identified strategic priorities have a clear line-of-sight to local and national strategies
2. To ensure that SASSOT’s strategic priorities are delivered, through the development and implementation of Annual Delivery Plans
3. To oversee the Performance Management and Improvement Framework (PMIF) process
4. To oversee the development of SASSOT’s Improvement Plan, and to ensure the actions within SASSOT’s Improvement Plan are carried out effectively
5. To identify potential areas of non-delivery within the Annual Delivery Plan or Improvement Plan, and to support the team to action plan to address these

Membership

The Strategy Advisory Group will consist of between six and ten members:

* Director
* Chair
* Two to Four additional Board Members with appropriate experience
* Chief Operating Officer
* One to Three additional Team members

Chair

* The Strategy Advisory Group shall be chaired by the Director or, in exceptional circumstances, by another nominated member of the Senior Management Team.

Frequency of Meetings

* At least twice per year, normally as part of the Annual Delivery Plan planning process (January-February) and half-way through the delivery year (June-July)
* The Group may meet more often as dictated by circumstances

Quorum

* The Quorum for the Group is 50% of total current membership.

Decisions

* Where possible decisions are reached by consensus.
* Where a consensual decision cannot be reached and as long as the meeting is quorate, a majority vote will decide the issue.
* The Strategy Advisory Group Chair will have a casting vote in the event of a tie.

Transparency

* Minutes of each meeting will be taken. These will be circulated to Board members or incorporated into the Strategy Advisory Group report taken to the next Board meeting.
* The Terms of Reference will be published on the SASSOT website, along with meeting minutes (at times confidential information may need to be removed before publishing)

Review of the Group

* The Group will conduct an annual self-review as part of the annual Board evaluation, to ensure that the Group and relevant staff have the competence and experience to meet their obligations

Authority

* For purposes of clarity, the Board retains the overall responsibility for:
  1. Agreeing SASSOT’s Vision, Mission, Values and Strategic Priorities
  2. Approving SASSOT’s Strategies, Annual Delivery Plans and Improvement Plans
* The Strategy Advisory Group’s role is to make informed recommendations to the Board for all of the above.
* At times, it may be appropriate for the Board to delegate authority to the Strategy Advisory Group to make specific decisions on behalf of the Board. Where this is the case, this delegation will be formally documented.

These Terms of Reference were agreed by the Board in January 2019

A review of these Terms of Reference is due by January 2020