

Terms of Reference

Strategic Planning Committee

Purpose

The Strategic Planning Committee is responsible for coordinating the development of the HPCC's strategic plan. The committee will be facilitating an effective strategic planning process across the organization and working with the Board to achieve consensus on goals, priorities, and specific work plans. The committee will also provide leadership to the development of progress measures and regular reporting to support the Board in providing effective governance to the organization and accountability to the membership of the Cooperative.

The Committee will do the following:

- Lead the development of the HPCC Strategic Plan, using appropriate organizational planning principles by gathering information from Board committees and senior staff, coordinating discussion and analysis of the operational environment of the organization, and collating agreed principles and priorities to move HPCC towards its goals.
- Facilitate Board discussion and agreement on strategic priorities, workplans, and deliverables, and coordinate the development of the plan itself.
- Establish regular reporting mechanisms reflecting each of the organizational work streams, to provide full accountability for progress on goals, and ensure informed discussion on operational performance, issues, risks, and opportunities within the different streams of activity supported by HPCC.
- Establish and maintain a membership consultation process, reflective of recognized good practice in public engagement and consultation, for input in the strategic planning process and accountability to the membership for the organization's performance.
- Review the strategic planning process with the Board, staff, and membership on an annual basis, ensuring that it is sustained as a dynamic and inclusive process that reflects the values and principles of the organization.

Scope

- Responsible for coordinating between the different operational elements of HPCC's other committees. Including collaborating with the Finance and Budget committee to ensure alignment and consensus on plans and reports – but does not develop individual workplans for the committees or staff directly.
- Similarly, the Strategic Planning committee is responsible for facilitating discussion for consensus with the Board on the plan but does not make unilateral decisions regarding priorities or plans unless specifically tasked by the Board to do so.



Authority

- Time frames for the planning process, strategic planning period, and the approval of the plan and its progress reporting periods shall be recommended by the Strategic Planning committee and approved by the Board.

Membership

- The committee will include 3 to 4 members of the Board, Forest and Mill Managers, the Office Coordinator and Bookkeeper will be chaired by a Board member agreed by the committee members.

Meeting Arrangements

- The committee will develop a meeting schedule appropriate to the planning and reporting processes it establishes.

Reporting

- The committee will provide regular reports to the Board on the planning process and ensure performance reporting to the Board at least quarterly.
- Additionally, the committee will develop a report to the membership on the strategic plan and the organization's performance in achieving goals and objectives established in it, at least annually

Resources and Budget

- Not applicable

Deliverables

- An HPCC Strategic Plan – covering a period between 1 – 5 years as agreed by the Board, maintained, and updated at least annually.
- Annual Planning Process format and schedule to be approved by the Board.
- Quarterly performance reports for each organizational stream, including objective comparative measures (budget vs. actual, progress vs. milestones) and qualitative discussion of opportunities, challenges, risks, and mitigation strategies to support the effective stewardship of the plan.
- Membership engagement plan, to be incorporated into the planning and reporting process, approved by the Board annually.

Terms of Reference Last Reviewed and Approved by the Board on this date: _____