

OUTLIERS BUSINESS STRATEGY CENTRE™

# Board Strategy Charter

The board's mandate for strategy oversight

Board of Directors · Flagship Edition 2026

*Publication-ready resource for the Outliers Resource Library*

## 1. Purpose

This Charter sets out the board's responsibilities for overseeing strategy, value creation and strategic risk. It is the apex document of the strategy governance hierarchy.

## 2. The Board's Strategy Responsibilities

- Set and challenge the strategic direction and ambition
- Approve the strategy and the strategic plan
- Approve capital allocation and major strategic investments
- Oversee strategy execution and value creation
- Oversee strategic risk against appetite
- Approve major decisions beyond delegated authority (M&A, market entry, divestment)
- Review the effectiveness of strategy oversight annually

## 3. Delegation

The board delegates focused oversight to the Strategy Committee and detailed development to the executive, retaining accountability for the strategy and capital allocation.

## 4. Information & Cadence

Item	Frequency
Strategy & value-creation report	Quarterly
Full strategy review	Annually
Strategic risk review	Quarterly
Capital allocation review	Annually / as needed
Strategy oversight self-assessment	Annually

## 5. Review

This Charter is reviewed at least annually and updated for changes in strategy, structure or governance.

### Notes & Disclaimer

*This toolkit is a professional management resource. Calibrate frameworks, scoring, KPIs and governance to your organisation, sector and strategy. Targets and thresholds are illustrative and should be set by leadership.*