



Terms of Reference-

Lighthouse Federation Strategy Committee

2024-25

16th September 2024	
Adam Hicken	<i>Adam Hicken</i>
Paul Drew	<i>Paul Drew</i>

1. Constitution

- 1.1. The Federation Board has resolved to establish a Strategy Committee to advise the Board on matters relating to the Federation's strategic direction.
- 1.2. The Committee is responsible to the Lighthouse Federation Governing Board.
- 1.3. The Committee's Terms of Reference are adopted by the and may only be amended with the approval of the Board.

2. Authority

- 2.1. The Committee is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Board. It is authorised to request any information it requires from any employee of the Federation and all employees are directed to co-operate with any request made by the Committee.
- 2.2. The Committee is authorised to obtain any outside legal or independent professional advice it considers necessary.



3. Main Duties

3.1. Evidence based and timely advice to the Board to assist it in discharging its functions and responsibilities with regard to the:

- strategic direction of the Federation
- strategic planning and related matters
- organisational and operational development
- digital services, estates and other enabler services

3.2. Assurance to the Board in relation to strategic decision-making, ensuring it is supported with a robust understanding of risks in relation to the achievement of organisational goals and strategic objectives.

3.3. Where appropriate, the Committee will advise the Board and the COO on where, and how, its system of assurance may be strengthened and developed further.

3.4. With regard to its role in providing advice to the Board on strategic direction and organisational development, the Committee will:

- Oversee the development of the Federation's strategies and plans which set out how plans the delivery of high quality and safe services, consistent with the Board's overall strategic direction and any requirements and standards set
- Regularly review whether the Federation is developing a strategic approach,
- Review the arrangements and contents of key plans to ensure alignment with the Federation's strategic goals and objectives.
- Review key Federation strategies, plans and sustainable development principles.
- Review Federation developments involving significant investment or modernisation.
- Consider the strategic implications for the Federation from the findings arising from national developments, review, audit and/or inspection, and monitor the successful implementation of any actions required resulting from these findings.



4. Administration

4.1. To achieve this, the Committee's programme of work will be designed to provide assurance that:

- There is clear, consistent strategic direction, strong leadership and transparent lines of accountability.
- The Committee is authorised by the Board to investigate or have investigated any activity within its terms of reference.
- The Committee is authorised by the Board to obtain outside legal or other independent professional advice and to secure the attendance of outsiders with relevant experience and expertise if it considers it necessary, in accordance with the Board's procurement, budgetary and other requirements.
- To approve policies relevant to the business of the Committee as delegated by the Board.

4.2. The Standards Committee will meet twice per term. The Committee's Chair or any two Committee members may call a meeting.

- The Standards Committee will consist of a minimum of three members of the Board.
- Members of the Committee are appointed annually.
- The Chair of the Board may be an ex officio member of the Committee.
- Additionally, up to two external co-opted members with particular expertise may be appointed to the Committee by the Board of Directors.
- The Board may not co-opt an employee of the School Federation if the result would be that the number of Committee members who are employees of the Federation (including the COO) would exceed one third of the Committee. Co-opted members of the Committee will have full participation rights.
- Other Board members shall also have right of attendance and may fully participate in meetings, though the Committee may wish to exclude Employee Directors.
- The Chief Operating Officer will be an ex officio member of the Strategy Committee.
- Other employees of the Federation may be invited to attend meetings but will have no voting rights.
- The Chair of the Strategy Committee will be appointed by and from the Board annually. Any other employees of the Federation may also not act as Chair, other than in exceptional circumstances agreed by the Board. If the Chair is absent from a meeting the Board shall choose another Board member to act as Chair for that meeting.



4.3 The Strategy Committee will be quorate if at least three members (or at least one third if greater) of those members eligible to vote are present. In addition, at least 50% of those member's present are required to be Board members [in the event of there being co-optees on the Committee] and no more than 50% may be employees of the Federation.

4.4. Decisions to be made at meetings of the Committee shall be determined by a majority of the votes of members present and voting. Where there is an equal division of votes, the Chair shall have a second or casting vote.

4.5. Administrative support will be provided by the Clerk to the Board.

4.6. Agendas will be agreed in advance by the Chair of the Strategy Committee (based on, but not limited to, a pre-agreed annual schedule of activity) and papers will be circulated to members and attendees at least 5 working days in advance of the meeting.

4.7. Minutes of meetings will be taken and submitted to the next scheduled meeting of the Board once approved in draft by the Chair of the Committee.

4.8. The Strategy Committee will self-assess its performance against these Terms of Reference on an annual basis and will also review the Terms of Reference, submitting any proposed changes to the Board for approval.

4.9. The members of the Committee shall hold office from the date of their appointment until their resignation or their omission from membership of the Committee on subsequent consideration by the Board (whichever shall happen first).



Key	
LFGB	Lighthouse Federation Governing Board
LFC	Lighthouse Finance/Resources Committee
LStC	Lighthouse Strategy Committee
LSC	Lighthouse Standards Committee
LLSC	Lighthouse Local School Committee
LHB	Lighthouse Headteacher Board
DFE	Department for Education
COO	Chief Operating Officer
EHT	Executive Head Teachers
HTs	Head Teachers
DHT	Deputy Head Teachers
SDP	School Development Plan
SFVS	Schools Financial Values Standard
ROBI	Register of Business Interests
SCR	Single Central Record
SEND	Special Educational Needs & Disabilities
H&S	Health and Safety