

**ARC CHIEF EXECUTIVES GROUP  
TERMS OF REFERENCE  
(AGREED 28 MAY 2020)**

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**Arc Leadership Groups - Structures**

1. In order to effectively work on a regional basis within The Oxford to Cambridge Arc we need to ensure clarity in relation to governance. Following discussions in a number of meetings it is proposed that:

The Arc Leadership Groups will consist of:

- The Arc Leadership Group – comprised of the Leader/Mayor of each of the Arc Local/Combined Authorities, Chair of each of the four Arc LEP/Business Boards, Chair of the Arc University Group and Chair of the Arc Health Bodies Group (once formed)
- The Arc Leadership Group Executive - comprising:
  - a. Three representative Leaders from each of the Oxfordshire, Buckinghamshire and Cambridge & Peterborough Combined Authority Growth Boards and six representative Leaders from the Central Area Growth Board;
  - b. The Chair of the Arc University Group;
  - c. The Chair of the Arc Economic Partnerships;
  - d. The Chair of the Arc Health bodies (once formed);
- Arc Leadership Chief Executive Group – comprising the Chief or Lead Executive Officer from each of The Arc Leadership Group members, along with senior Government Arc Team officers.

**Common Working Principles**

2. The following are suggested as common principles for all groups:

- The Arc Groups will be chaired by Local Authorities, but will comprise a collection of all local authorities (districts, counties, unitaries, combined authorities), LEPs and universities working collaboratively and through consensus with Government to plan and deliver our collective ambition for the Oxford to Cambridge Arc
- Subsidiarity is a foundation principle with the emphasis on ensuring that decision-making and action is taken at the most appropriate level, in particular issues impacting planning
- Each organisation retains sovereignty and all statutory functions but has agreed that they wish to work collaboratively
- The Arc Groups are an alliance of the willing rather than a formal statutory body
- Meetings of these groups are not public meetings at this stage and will be by invitation only. From time to time the Groups may invite non-members to attend to discuss particular work items
- The work of the Arc Groups will be supported by dedicated resources and co-ordinated by the “Host Authority” – that being the Local Authority which provides the Leaders Chair and the Lead Chief Executive
- Key points of discussion and actions arising will be noted, actions tracked and decisions logged – generally, these will not be confidential
- The Host Authority (determined as the Authority of the Chair and Lead Chief Executive) will also be the Accountable Body and the HR Authority

facilitating appropriate arrangements on behalf of all members for any operational resources

- Access to information, freedom of information, data protection and other administrative rules and procedures will reflect those of the “Host Authority”
- Substitutes for any Group meetings should be avoided to ensure consistency; however, where necessary, members of any group should have a nominated substitute who is well briefed in advance of attendance
- All agendas and papers will be sent to the Lead Member who is then responsible for any wider distribution in their own organisation
- Papers and information for any Group meetings will be made available at least 7 working days in advance of the meeting

### **Finances and Accountability**

3. The Arc Leadership Group will agree an annual budget and forward plan as proposed by the Arc Leadership Group Executive, which will include:
  - Clear narrative of the priorities for the Group over the coming year as part of a forward plan
  - Clarity on sources of income and the commitments required from member organisations and Government
  - forecast of expenditure and income for the forthcoming year with quarterly reporting on spend and income
  - a forward plan which considers priorities that extend or begin in the following 2 years
  - risk log for delivery and expenditure
4. The Arc Leadership Group Executive and Arc Chief Executive Group will ensure there is sufficient resource available to meet agreed priorities and that proper fiscal management of finances and resources is undertaken through:
  - An annual meeting of all relevant agencies where the budget and forward plan are presented and agreed;
  - A mid-year monitoring meeting for the whole of the Leadership Group
  - Quarterly business reporting to the Arc Leadership Group Executive
  - Regular monitoring of performance by the Arc Leadership Chief Executives Group

### **Roles & Responsibilities**

5. The purpose of the Arc Leadership Group is to enable strategic leaders from Local Authorities, Universities and LEPs across the Arc to steer and guide the Arc collaboration effort being undertaken with Government to define, develop and ensure success of the Oxford to Cambridge Arc.
6. The Arc Leadership Group will:
  - Agree to establish an Arc Leadership Group Executive
  - Vote to establish a Chair of the Arc Leadership Group from the Growth Board representatives – they will also act as Chair of the Arc Leadership Group Executive
  - Attend an annual Multi-Agency Conference – leaders/chairs from all LAs, LEPs, Universities and Government leads, along with relevant agencies

- Attend a mid-year Conference to monitor progress against the agreed forward plan and budget and to discuss any variations necessary to each due to matters arising since agreed
  - Ensure all relevant ministers, leaders, chairs and vice chancellors are invited together to monitor and discuss performance against the Arc Framework and to agree and review the annual Forward Plan, including agreeing operational budget, programme spend and performance expectations
  - To provide steer and guidance for the agreed elements of the Forward Plan
  - Be supported by the Chair of the Arc Chief Executives Group, the Arc Director and a dedicated administrative officer
7. The purpose of the Arc Leadership Group Executive is to ensure that the Arc Leadership Group is effectively and efficiently operating. This smaller group will seek to engage with Government to ensure the local and strategic interests are understood and met and to proactively lead the delivery of an agreed Forward Plan.
8. The Arc Leadership Group Executive will:
- Meet quarterly reviewing work and budget performance against agreed measures on a quarterly business cycle
  - Ensure sub-regional voices are heard as we carry out Arc-wide work
  - Elect a lead representative from the Executive to act as Member Chair for each of our agreed workstreams
  - Monitor and direct dedicated Arc resources where necessary for any in-year adjustments to the agreed Forward Plan
  - Nominate any representatives as requested to sit on any future Government Arc groups or Boards
  - Be supported by the Chair of the Arc Chief Executives Group, the Arc Director and an administrative officer.
9. The purpose of the Arc Chief Executive Group will be to oversee the operational and tactical delivery of the agreed Forward Plan. This Group will be chaired by the Chief Executive of the Arc Leaders Group Chair. This Group will ensure the interface between the Arc collaboration with all partner organisations is managed most effectively and the Forward Plan and Budget are developed, monitored and delivered.
10. The Arc Chief Executive Group will:
- Meet quarterly, unless otherwise agreed, and in advance of Leaders and Executive meetings to ensure adequate report preparation and approval time prior to publication for all Group meetings;
  - Invite senior Government Arc team representatives to attend for parts or all of their meeting where appropriate to ensure collaborative working
  - Oversee the operational delivery of the Forward Plan and resources needed for delivery, the budget and the work programme across the Arc Workstreams

- Plan for, coordinate and administer the Arc Leadership Executive and the Multi-Agency Conferences
- Advise and set agendas in line with the Forward Plan or matters arising from the Arc Leadership Group and its Executive
- Ensure the CEO linked to the political chair of each sub group attends sub group meetings alongside their leader.

11. The Arc Director will:

- Be a single point of contact for Arc collaboration on behalf of all of the Arc Leadership Group partners
- Be a key conduit and interface between local partners and Central Government
- Report to each meeting of the Arc Leaders Groups via the Chair of the Arc Leaders Group and the Arc Lead Chief Executive regarding setting and progress of the Forward Plan
- Develop and present the annual Forward Plan working closely with workstream leads and the Accountable Body to ensure clear priorities and budget proposals are presented to the annual conference
- Develop and present for agreement an annual Communications Plan for the Groups to follow
- Work with the lead Growth Board and Workstream officers to effectively manage Arc workflow
- Be the lead officer representing the Arc Leadership Groups in any Arc-wide collaborative arrangements with Government officers
- Ensure financial and workflow information is readily available and current