

**Joint Implementation Executive - Terms of Reference and
Roles and Responsibilities**

Purpose: The purpose of the Joint Implementation Executive (JIE) is to provide overall strategic direction and leadership for the timely delivery of the Future Northants Programme, with individual accountability to residents and their sovereign Councils, to a “Safe and Legal” standard, with additional transformation where possible (known as “plus”).

Role: The role of the JIE is to maintain oversight for the activity, integrity and strategy of the Future Northants Programme. The JIE will ensure that key recommendations made for each stage of the Programme are considered, taking advice and recommendations from the Programme Implementation Board (PIB). The JIE is not a decision-making body, but may endorse recommendations and escalate them to the respective Shadow Executives.

Membership (and Chair): Membership will consist of the members of the Shadow Executives, supported by the PIB attendees: Strategic Delivery Director, Interim Statutory Officers, Programme Director, Council chief executives and others as required.

Leaders and members play a vital role in representing the communities they serve and play an intrinsic part in overseeing the Future Northants Programme.

The two Leaders of the Shadow Executives will alternate as chair and vice-chair of meetings of the JIE.

Objectives: The Programme will focus on the formal Governance (e.g. Parliamentary Orders) associated with the creation of the North and West Unitary Councils, the disaggregation of the County Council services, and the aggregation of Districts and Borough services, to a Safe and Legal Plus standard including transformation where possible.

Ways of Working: The original Future Northants Programme had a staged delivery including Discovery, Design, Planning and Implementation with an integrated approach and clear outputs of work as ‘deliverables’ at each stage, including Design Principles and a Blueprint design of the North and West Unitary Councils.

Following the COVID crisis and subsequent cancellation of elections, and reduction in workforce capacity due to extraction for COVID crisis work and/or self-isolation/illness, the leaders of the eight Northamptonshire councils unanimously agreed to rescope the programme to deliver Safe and Legal Plus on Vesting Day (1st April 2021) with transformation work where possible, followed by a planned two years of transformation work after Vesting Day.

The JIE will operate with agendas, will commission, consider and review reports and agree on communication statements at each meeting.

The JIE is not a meeting held in public, and meetings will be held in private. Items for public awareness will be escalated to the relevant Shadow Executives.

Frequency of meetings: Meeting schedules will reflect the stages of the programme of work, and are proposed as monthly meetings, in alignment with the PIB meetings schedule.

Responsibilities:

- Leaders will play a key role in setting strategy, policy, scrutiny and control of the Future Northants Programme, working closely with officers in formulating the design of the North and West Unitary Councils;
- To provide oversight of performance for the overall Programme, to ensure that key deadlines are met throughout the programme and removing blockages and barriers to decision making to avoid a material impact on delay and/or quality;
- To build productive relationships and have access to and credibility with key stakeholders including public, staff, partners, central government and suppliers throughout the life cycle of the Future Northants Programme;
- To own the vision for the overall strategic outcomes of the Future Northants Programme and be the 'champion' for improved outcomes, providing clear leadership and direction;
- To provide leadership and oversight for the delivery of the design principles, and using business intelligence and insight from the gathering of data to baseline services, review the outputs to ensure that the designs of the North and West Unitary Councils are translated into robust, fully funded designs, and implemented successfully;
- To make programme related recommendations to the respective Shadow Executives on where to invest finite resources to secure the best possible outcomes for residents;
- To manage the interface with other Members within each respective sovereign Council and ensure that interfaces and communications with all Elected Members are effective;
- To build consensus by working collaboratively with colleagues in discussing and resolving challenges as they emerge to reach the best possible conclusions and making evidence based decisions, as recommended by the PIB;
- To oversee the management of the key strategic risks inherent within the Future Northants Programme;
- To work with the governance arrangements set out for the Future Northants Programme including; Shadow Authorities and Shadow Executives, Member Task and Finish Groups, and the PIB, in delivering the best possible outcomes for residents through the Programme;
- To act as the key interface/link into strategic governance arrangements;
- To be a point of escalation in respect of issues arising within Future Northants Programme;
- Show visible leadership at key communications events, and

- Demonstrate advocacy and ownership of the Future Northants Programme.

As a member of the JIE, each participant will abide by the confidentiality and disclosure provisions in relation to information sharing and data security protocols.

All sovereign authorities will retain responsibility and accountability for their own statutory functions and decision making but will also assess those decisions and escalate them to the Future Northants Programme where they have an impact on the programme, or the new unitary authorities or other sovereign councils.

As the Programme evolves, the governance principles will remain but the focus will change; and so the structures and terms of reference will need to be reviewed and updated as appropriate to reflect the changing phase of the programme.

Future Northants PMO
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