



Delegated Decisions by Leader of the Council

***Thursday, 27 August 2026 at 10.00 am
Online***

If you wish to view proceedings, please click on this [Live Stream Link](#).
However, that will not allow you to participate in the meeting.

Items for Decision

The items for decision under individual Cabinet Members' delegated powers are listed overleaf, with indicative timings, and the related reports are attached. Decisions taken will become effective at the end of the working day on Wednesday 2 September unless called in by that date for review by the appropriate Scrutiny Committee.

Copies of the reports are circulated (by e-mail) to all members of the County Council.

These proceedings are open to the public

A handwritten signature in blue ink that reads "Reeves".

Dr Martin Reeves OBE
Chief Executive

August 2026

Committee Officer: **Democratic Services**
E-Mail: committeesdemocraticservices@oxfordshire.gov.uk

Note: *Date of next meeting: 15 September 2026*

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named on the front page, but please give as much notice as possible before the meeting.

Items for Decision

1. Declarations of Interest

See guidance note below.

2. Questions from County Councillors

Any county councillor may, by giving notice to the Proper Officer by 9 am three working days before the meeting, ask a question on an item on the agenda.

The number of questions which may be asked by any councillor at any one meeting is limited to two (or one question with notice and a supplementary question at the meeting) and the time for questions will be limited to 30 minutes in total. As with questions at Council, any questions which remain unanswered at the end of this item will receive a written response.

Questions submitted prior to the agenda being despatched are shown below and will be the subject of a response from the appropriate Cabinet Member or such other councillor or officer as is determined by the Cabinet Member, and shall not be the subject of further debate at this meeting. Questions received after the despatch of the agenda, but before the deadline, will be shown on the Schedule of Addenda circulated at the meeting, together with any written response which is available at that time.

3. Petitions and Public Address

Members of the public who wish to speak on an item on the agenda at this meeting, or present a petition, can attend the meeting in person or 'virtually' through an online connection.

Requests to present a petition must be submitted no later than 9am ten working days before the meeting.

Requests to speak must be submitted no later than 9am three working days before the meeting.

Requests should be submitted to committeesdemocraticservices@oxfordshire.gov.uk

If you are speaking 'virtually', you may submit a written statement of your presentation to ensure that if the technology fails, then your views can still be taken into account. A written copy of your statement can be provided no later than 9am on the day of the meeting. Written submissions should be no longer than 1 A4 sheet.

4. Minutes of the Previous Meetings (Pages 7 - 14)

To approve the minutes of the meetings held on 11 May 2026* and 21 May 2026** and for the Chair to sign them as a correct record.

**Please note that Councillor Leffman, as Chair of the meeting on 11 May 2026, has indicated her approval that the minutes are an accurate record.*

***Please note that Councillor Fawcett, as Chair of the meeting on 21 May 2026, has indicated his approval that the minutes are an accurate record.*

5. Deputy Cabinet Member Positions (Pages 15 - 22)

Cabinet Member: Leader

Forward Plan Ref: 2026/195

Non-Key Decision

Contact: Emily Schofield, Head of Public Affairs and Strategy

(Emily.Schofield@oxfordshire.gov.uk)

Report by Director of Law and Governance & Monitoring Officer (**CMDL5**).

To consider the proposed introduction of a Deputy Cabinet Member for Strategic Plan Delivery. The role would provide additional political capacity to support delivery of agreed Strategic Plan priorities and forward planning of Cabinet business. It would be non-statutory and advisory, with no executive decision-making powers or delegated authority.

The Leader is RECOMMENDED to:

- a) Agree the proposed model for introducing a Deputy Cabinet Member for Strategic Plan Delivery and any subsequent Deputy Cabinet Member roles.**
- b) Confirm that a Deputy Cabinet Member role is non-statutory, advisory and delivery-focused, with no delegated decision-making powers.**
- c) Agree the governance safeguards, role description, refreshed Enhanced Disclosure and Barring Service check requirement and communications approach set out in this report before implementation.**
- d) Agree the Role Profile for the Deputy Cabinet Member for Strategic Plan Delivery Role attached as Annex 1 to this report.**
- e) Request the Director of Law and Governance and Monitoring Officer to update the Council's Constitution using their delegation from Council to reflect the Leader's power to appoint to Deputy Cabinet Member roles and to include the role of a Deputy Cabinet Member within the executive arrangements and to report this change to Council.**

Councillors declaring interests

General duty

You must declare any disclosable pecuniary interests when the meeting reaches the item on the agenda headed 'Declarations of Interest' or as soon as it becomes apparent to you.

What is a disclosable pecuniary interest?

Disclosable pecuniary interests relate to your employment; sponsorship (i.e. payment for expenses incurred by you in carrying out your duties as a councillor or towards your election expenses); contracts; land in the Council's area; licenses for land in the Council's area; corporate tenancies; and securities. These declarations must be recorded in each councillor's Register of Interests which is publicly available on the Council's website.

Disclosable pecuniary interests that must be declared are not only those of the member her or himself but also those member's spouse, civil partner or person they are living with as husband or wife or as if they were civil partners.

Declaring an interest

Where any matter disclosed in your Register of Interests is being considered at a meeting, you must declare that you have an interest. You should also disclose the nature as well as the existence of the interest. If you have a disclosable pecuniary interest, after having declared it at the meeting you must not participate in discussion or voting on the item and must withdraw from the meeting whilst the matter is discussed.

Members' Code of Conduct and public perception

Even if you do not have a disclosable pecuniary interest in a matter, the Members' Code of Conduct says that a member 'must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself' and that 'you must not place yourself in situations where your honesty and integrity may be questioned'.

Members Code – Other registrable interests

Where a matter arises at a meeting which directly relates to the financial interest or wellbeing of one of your other registerable interests then you must declare an interest. You must not participate in discussion or voting on the item and you must withdraw from the meeting whilst the matter is discussed.

Wellbeing can be described as a condition of contentedness, healthiness and happiness; anything that could be said to affect a person's quality of life, either positively or negatively, is likely to affect their wellbeing.

Other registrable interests include:

- a) Any unpaid directorships

- b) Any body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by your authority.
- c) Any body (i) exercising functions of a public nature (ii) directed to charitable purposes or (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management.

Members Code – Non-registrable interests

Where a matter arises at a meeting which directly relates to your financial interest or wellbeing (and does not fall under disclosable pecuniary interests), or the financial interest or wellbeing of a relative or close associate, you must declare the interest.

Where a matter arises at a meeting which affects your own financial interest or wellbeing, a financial interest or wellbeing of a relative or close associate or a financial interest or wellbeing of a body included under other registrable interests, then you must declare the interest.

In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied:

Where a matter affects the financial interest or well-being:

- a) to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
- b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest.

You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

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OXFORDSHIRE DELEGATED DECISIONS BY LEADER OF THE COUNCIL

MINUTES of the meeting held on Monday, 11 May 2026 commencing at 10.00 am and finishing at 10:15 am

Present: Councillor Liz Leffman – in the Chair

Other Councillors: Councillor Lee Evans

Officers: Mohamed Cassimjee (Democratic Services Officer), Laura Peacock (Head of Innovation), Mark Saunders (Energy Systems and Investment Manager).

The Cabinet Member considered the matters, reports and recommendations contained or referred to in the agenda for the meeting and decided as set out below. Except insofar as otherwise specified, the reasons for the decisions are contained in the agenda and reports, copies of which are attached to the signed Minutes.

15/25 DECLARATIONS OF INTEREST

(Agenda Item 1)

There were none declared.

16/25 QUESTIONS FROM COUNTY COUNCILLORS

(Agenda Item 2)

There none received.

17/25 PETITIONS AND PUBLIC ADDRESS

(Agenda Item 3)

There were no requests.

18/25 INNOVATE OXFORDSHIRE AUTHORITY TO TRADE

(Agenda Item 4)

The Cabinet Member considered the report which indicated that Innovate Oxfordshire was the Council's self-funding innovation service, providing time-limited innovation-related support aligned to council priorities. Innovate Oxfordshire did not currently have the specific approval and delegated authority under financial regulations and delegation was therefore sought in this regard. The report therefore, sought the Cabinet Member's approval for Innovate Oxfordshire to provide such services externally for payment and, where lawful and appropriate, to trade with third parties, supported by appropriate officer delegation.

RESOLVED to:

- a) **Note that Innovate Oxfordshire's business model includes the provision of time-limited, innovation-related services externally for payment.**
- b) **Delegate authority to the Director of Economy and Place to agree to the provision of services to third parties by Innovate Oxfordshire, within the Director's financial delegations, on the basis set out in paragraph 10, in consultation with the Executive Director of Resources and s151 Officer (Deputy Chief Executive) and the Director or Law and Governance and Monitoring Officer.**
- c) **Note that external activity will be approved on a case-by-case basis and priced primarily on a full cost recovery basis (including overheads), on the basis set out in paragraph 17.**
- d) **Note that the Council may invoice for current external work undertaken by Innovate Oxfordshire on a full cost recovery basis.**

19/25 APPROVAL TO SIGN SPACE-CLIPPER SUB-CONTRACT

(Agenda Item 5)

The Cabinet Member considered a report which indicated that Oxfordshire County Council was approached by software developers Space Clipper last year to act as a sub-contractor in a bid Space Clipper were making for funding from UK Research and Innovation. The bid was to trial how the rapid development of 3D visualisations from GIS based systems can be used by local authorities to improve stakeholder engagement. The bid was successful and following consideration of the sub-contract by council officers; the council is now in a position to sign the sub-contract agreement. Approval was therefore sought to enter into that subcontract.

Resolved to:

- a) **Agree that the Council enters into a sub-contract agreement with Space Clipper for the purpose of supporting delivery of an innovation project to improve visualisation of Local Area Energy Plans and EV charge point plans.**

..... in the Chair

Date of signing

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OXFORDSHIRE DELEGATED DECISIONS BY LEADER OF THE COUNCIL

MINUTES of the meeting held on Thursday, 21 May 2026 commencing at 9.30 am and finishing at 9.40 am

Present: Councillor Neil Fawcett – in the Chair

Officers: Jack Ahier (Senior Democratic Services Officer), Angelo Antenucci (Engineer), Alice Dimaline (Team Leader – Flood Risk Management), Clare Mills (Operational Manager – Flood Risk Management), Jason Sherwood (Head of Regulatory Planning Enforcement).

The Cabinet Member considered the matters, reports and recommendations contained or referred to in the agenda for the meeting and decided as set out below. Except insofar as otherwise specified, the reasons for the decisions are contained in the agenda and reports, copies of which are attached to the signed Minutes.

20/25 DECLARATIONS OF INTEREST

(Agenda Item 1)

Under the constitutional provision in Part 4.4, Section 2(b), the Leader of the Council, Councillor Tim Bearder, delegated authority to the Deputy Leader of the Council and Cabinet Member for Resources, Councillor Neil Fawcett, to attend the meeting and take the decisions in his place.

There were no declarations of interest.

21/25 QUESTIONS FROM COUNTY COUNCILLORS

(Agenda Item 2)

There were none.

22/25 PETITIONS AND PUBLIC ADDRESS

(Agenda Item 3)

There were none.

23/25 FLOOD RISK FUNDING ALLOCATION

(Agenda Item 4)

The Chair introduced the item to the meeting.

Officers noted that the £2m funding was agreed by Council in 2025/26 as a result of severe flooding in 2024 and built on existing capacity and resilience. It was noted that it was a targeted investment to reduce flooding risk across Oxfordshire.

The Chair noted that this was a positive step for the Council to be working with community groups to achieve sustainable flood risk action.

The Chair thanked officers and agreed to the recommendations in the report.

RESOLVED to:

- a) **Note the use of multi-year flood prevention funding agreed by Council in financial year 2025/26.**
- b) **Note the spend to date on the current community grant scheme and approve the continuation of these grants for 2026/27 according to the grant scheme set out in Annex A.**
- c) **Adopt a discretionary grant/direct works scheme for the delivery of formal flood investigations recommendations as set out in Annex B.**
- d) **Delegate the decisions on individual business cases and funding allocation approval to the Director of Economy and Place within their existing financial delegations and within the requirements of the scheme.**

24/25 LAND AT BICESTER ROAD, KIDLINGTON - PROPOSED ACTIVE TRAVEL MEASURES

(Agenda Item 5)

The Chair introduced the item to the meeting.

Officers noted that this proposal was to support access to a development in Kidlington through a shared-use cycle path, which was in compliance with LTN 1/20. It was confirmed that funding was in place through a Section 106 agreement.

The Chair noted submissions from active travel groups, who had valid points, but confirmed that the proposal had funding and physical constraints.

It was noted that a 3m shared route for cyclists was in place inside the development on Bicester Road and that safety for cyclists was of paramount importance.

Officers confirmed that the agreements had received planning approval.

The Chair thanked officers for their work and agreed to the recommendations in the report.

RESOLVED to:

Approve the following traffic/highway features on Bicester Road in Kidlington, as advertised:

- a) **New Toucan crossing located north of its roundabout junction with Oxford Road,**
- b) **Conversion of an existing section of footway on the eastern side to a new shared use foot & cycleway,**
- c) **Two new bus stop Clearways with a 'No stopping except local buses' restrictions, north of its roundabout junction with Oxford Road.**

..... in the Chair

Date of signing

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DELEGATED DECISIONS BY LEADER OF THE COUNCIL

27 August 2026

Deputy Cabinet Member for Strategic Plan Delivery – Proposed Approach

Report by Director Law and Governance and Monitoring Officer

RECOMMENDATION

The Leader is RECOMMENDED to:

- a) Agree the proposed model for introducing a Deputy Cabinet Member for Strategic Plan Delivery and any subsequent Deputy Cabinet Member roles.**
- b) Confirm that a Deputy Cabinet Member role is non-statutory, advisory and delivery-focused, with no delegated decision-making powers.**
- c) Agree the governance safeguards, role description, refreshed Enhanced Disclosure and Barring Service check requirement and communications approach set out in this report before implementation.**
- d) Agree the Role Profile for the Deputy Cabinet Member for Strategic Plan Delivery Role attached as Annex 1 to this report.**
- e) Request the Director of Law and Governance and Monitoring Officer to update the Council's Constitution using their delegation from Council to reflect the Leader's power to appoint to Deputy Cabinet Member roles and to include the role of a Deputy Cabinet Member within the executive arrangements and to report this change to Council.**

Executive Summary

1. This report seeks the Leader's agreement to introduce a Deputy Cabinet Member for Strategic Plan Delivery. The role is proposed to provide additional political capacity to support delivery of agreed Strategic Plan priorities, strengthen follow-up on agreed actions and improve the organisation and forward planning of Cabinet business. The role would be non-statutory, advisory and delivery-focused. It would not be a Cabinet position and would carry no executive decision-making powers, delegated authority or voting rights in Cabinet decision-making.

Background and rationale

2. The Leader has indicated that a Deputy Cabinet Member for Strategic Plan Delivery would support the delivery of Cabinet priorities and strengthen political capacity around agreed areas of work. Deputy Cabinet Member, assistant

portfolio holder and extended Cabinet-style roles are used by a number of councils to increase political capacity, support portfolio delivery and provide additional focus on specific priorities or cross-cutting areas.

3. At Oxfordshire County Council, the proposed approach would support stronger delivery, help progress quick wins and improve the forward planning of Cabinet business. Executive decision-making would remain with the Leader, Cabinet, Cabinet Members and officers under existing delegations.

Proposed role and scope

4. The Deputy Cabinet Member for Strategic Plan Delivery would support the Leader, Cabinet and relevant Cabinet Members in progressing agreed priorities. The role would include promoting specific projects or areas of work agreed by the Leader and relevant Cabinet Member, supporting policy development and early engagement on emerging issues, working with officers to maintain momentum on agreed delivery priorities, supporting informal Cabinet planning and forward work programming, and engaging with relevant internal stakeholders within an agreed remit.
5. The role would not be a Cabinet position and would not form part of the statutory executive. Deputy Cabinet Members would not approve reports, take key decisions, exercise delegated authority or substitute for Cabinet Members in formal decision-making. There would be no additional Special Responsibility Allowance attached to the role.

Governance model

6. Appointments would be made by the Leader and reported to Council for transparency. Each Deputy Cabinet Member role would have a written remit agreed by the Leader and relevant Cabinet Member. Deputy Cabinet Members would operate within an extended Cabinet model and may attend informal Cabinet discussions where relevant to their remit.
7. Formal executive decisions would remain with the Leader, Cabinet, single Cabinet Members, or officers in line with the Constitution and the scheme of delegation. The role has no decision-making responsibility; however, for transparency, Deputy Cabinet Members should declare an interest and/or recuse themselves from scrutiny activity relating directly to their own area of focus as a Deputy Cabinet Member. Given the broad remit of the Deputy Cabinet Member for Strategic Plan Delivery, the postholder should take advice before participating in any scrutiny activity and declare an interest and/or recuse themselves where this supports transparency and public confidence.

Implementation and communications

8. It is proposed that initially there is one role: Deputy Cabinet Member for Strategic Plan Delivery. As the role is already underway, the role profile is attached to this report as Annex 1. The appointment as a Deputy Cabinet Member will require the postholder to complete a refreshed Disclosure and Barring Service check at an enhanced level, in line with advice from the Director of Law and Governance and Monitoring Officer. Communications should

position the role as additional political capacity to support delivery, not as a transfer of powers or responsibilities. Officer-facing guidance should set out how Deputy Cabinet Members should be engaged and where formal decision-making authority remains. Public-facing information should make clear that the role does not carry executive decision-making powers.

Corporate Policies and Priorities

9. The proposal supports delivery of the council's Strategic Plan and agreed Cabinet priorities by providing additional political capacity to maintain momentum on agreed workstreams, support follow-up on actions and strengthen forward planning. The role is intended to support delivery within existing governance and decision-making arrangements, not to create new executive powers or change the council's formal scheme of delegation.

Financial Implications

10. There are no direct financial implications arising from the recommendation. The proposed role would not attract an additional Special Responsibility Allowance. Any officer support would be managed within existing resources and through normal Cabinet support, governance and service arrangements.

Comments checked by:
Thomas James, Head of Financial Services

Legal Implications

11. Section 9E(2)(a) of the Local Government Act 2000 enables the Leader to discharge any executive functions which would include the power to appoint Deputy Cabinet Members. In compliance with Section 9C(5) of the Local Government Act 2000, a local authority Executive cannot exceed 10 members. It is therefore essential that the distinction is made between the powers and delegations of a member of the Cabinet and the role of a Deputy Cabinet Member.
12. The Leader may appoint Deputy Cabinet Members to provide informal support to one or more portfolio areas. Deputy Cabinet Members are not members of the Cabinet, have no delegated Cabinet authority, and may not take Cabinet decisions. The Deputy Cabinet Member role would be non-statutory, advisory and delivery-focused. It would not be a Cabinet position and would not carry executive decision-making powers, delegated authority or voting rights. Formal executive decision-making would continue to operate in accordance with the Constitution, the Leader and Cabinet executive arrangements and the council's scheme of delegation. A written remit setting out the role and scope of responsibilities should be agreed and published or otherwise made available as appropriate to support transparency and reduce the risk of constitutional ambiguity.
13. The Constitution should be amended to include the role of a Deputy Cabinet Member and to reflect the Leader's power to appoint to such roles in support of their Cabinet.

Comments checked by:
Jennifer Crouch, Principal Solicitor (Regulatory)

Staff Implications

14. There are no direct staffing implications arising from the recommendation. Officer support for the role would be proportionate, clearly linked to agreed priorities and coordinated through the relevant senior officer or Cabinet support arrangements. Any additional support requirements would need to be managed within existing resources. The postholder would be required to complete a refreshed Disclosure and Barring Service check at an enhanced level before taking up the role.

Equality and Inclusion Implications

15. No direct equality and inclusion implications have been identified at this stage. The proposal concerns political capacity and governance arrangements rather than a service change, policy change or budget proposal. Any specific projects or areas of work supported by the Deputy Cabinet Member would continue to be subject to the council's normal equality impact assessment requirements where relevant.

Local Government Reorganisation Implications

16. The proposal does not directly affect Local Government Reorganisation arrangements. The role may provide additional political capacity to support delivery and forward planning during a period of significant organisational change. Any Local Government Reorganisation-related work supported through the role would need to remain within agreed council governance, programme and decision-making arrangements.

Sustainability Implications

17. No direct sustainability or climate implications have been identified at this stage. The proposal concerns political capacity and governance arrangements rather than a new budget, policy, strategy, project or programme. Any specific projects or areas of work supported by the Deputy Cabinet Member would continue to be considered through the council's normal governance, sustainability and Climate Impact Assessment processes where relevant.

Risk Management

18. The key risks relate to potential confusion about decision-making authority, constitutional ambiguity, perceived duplication with Cabinet Member or officer roles, and the need to ensure appropriate safeguards are in place before the role is implemented. These risks will be mitigated through a clear written remit, public-facing information confirming that the role has no executive decision-making powers, officer guidance, reporting the appointment to Council for transparency and requiring the postholder to complete a refreshed Disclosure and Barring Service check at an enhanced level before taking up the role.

Consultations

19. No public consultation has been undertaken. The proposal relates to internal governance and political capacity arrangements. Relevant officer advice has informed the report, including legal, governance and finance input.

Anita Bradley

Director of Law and Governance and Monitoring Officer

Annex 1 – Role profile: Deputy Cabinet Member for Strategic Plan Delivery

Contact Officer: Emily Schofield, Head of Public Affairs and Strategy

August 2026

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Annex 1 – Role profile: Deputy Cabinet Member for Strategic Plan Delivery

Role title: Deputy Cabinet Member for Strategic Plan Delivery

Purpose: To provide additional political capacity to support delivery of the Strategic Plan by helping to maintain momentum on agreed priorities, quick wins, milestones and cross portfolio activity. The role supports the Leader, Cabinet and relevant Cabinet Members by strengthening political follow up and forward planning, but is not an executive decision making role.

Appointment and accountability: The role is appointed by the Leader and reported to Council for transparency. The Deputy Cabinet Member works within a written remit agreed by the Leader and relevant Cabinet Member, setting out the Strategic Plan priorities, delivery themes or areas of focus within scope, and is accountable to the Leader for work undertaken within that remit. The appointment is subject to the postholder completing a refreshed Disclosure and Barring Service check at an enhanced level before taking up the role.

Key responsibilities:

- maintaining political focus on agreed Strategic Plan priorities, including where delivery cuts across more than one portfolio;
- supporting progress on Strategic Plan actions, milestones and quick wins, including follow up on delivery issues;
- working with officers to understand progress against agreed priorities, identify barriers and maintain momentum;
- supporting early thinking, informal engagement and policy development where needed to turn Strategic Plan commitments into deliverable activity;
- helping to shape the forward plan of Cabinet business where this supports timely delivery of Strategic Plan priorities;
- engaging with relevant internal stakeholders where this is necessary to support Strategic Plan delivery and has been agreed as part of the role; and
- briefing the Leader, relevant Cabinet Members and officers on progress, barriers, risks and opportunities relating to Strategic Plan Delivery.

Limitations of the role:

- The role is not a Cabinet position and does not form part of the statutory executive.
- The role carries no executive decision making powers, delegated authority or voting rights in Cabinet decision making.
- The Deputy Cabinet Member cannot approve reports, take key decisions, exercise delegations to officers, or substitute for a Cabinet Member in formal decision making.
- There is no additional Special Responsibility Allowance attached to the role.
- The role should not cut across the accountability of the Leader, Cabinet Members, or any officer.

Working arrangements: The Deputy Cabinet Member may, at the invitation of the Leader, attend informal meetings of Cabinet, portfolio or officer discussions where

these are directly relevant to Strategic Plan Delivery. Officer engagement should be proportionate, focused on agreed priorities and coordinated through the relevant senior officer or Cabinet support arrangements.

Governance safeguards: A written remit should be agreed before appointment and published or otherwise made available as appropriate. The remit should define the Strategic Plan priorities or delivery themes within scope, the reporting route and the limits of the role. The role does not have decision making responsibility; however, for transparency, the Deputy Cabinet Member should take advice before participating in any scrutiny activity relating directly to work they have supported and declare an interest and/or recuse themselves where this supports transparency and public confidence.

Review: The operation of the role should be reviewed by the Leader after an initial period to assess whether it has strengthened political oversight of Strategic Plan Delivery, supported progress on agreed priorities, maintained clear accountability and avoided duplication with existing Cabinet Member or officer roles.