



**To: Members of the Remuneration Committee**

## ***Notice of a Meeting of the Remuneration Committee***

**Wednesday, 9 July 2025 at 2.00 pm**

**Room 3 - County Hall, New Road, Oxford OX1 1ND**

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

Martin Reeves  
Chief Executive

June 2025

*Committee Officer:* **Democratic Services**  
*Email:* [committeesdemocraticservices@oxfordshire.gov.uk](mailto:committeesdemocraticservices@oxfordshire.gov.uk)

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### **Membership**

Chair – Councillor Liz Leffman  
Deputy Chair - Councillor Neil Fawcett

### *Councillors*

Liz Brighthouse OBE  
Gareth Epps

Andy Graham  
James Robertshaw

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**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.**

# AGENDA

1. **Apologies for Absence and Temporary Appointments**
2. **Declarations of Interest - see guidance note**
3. **Minutes** (Pages 1 - 12)

To approve the following minutes:

- the public minutes of the meeting held on 5 September 2024 and adjourned (RC3a)
- the public minutes of the resumed meeting held at 10:00 on 15 January 2025 (RC3b)
- the meeting held at 10:10 on 15 January 2025 (RC3c)
- the minutes of the meeting held on 20 May 2025 (RC3d)

and to receive information arising from them.

## 4. **Petitions and Public Address**

*Members of the public who wish to speak at this meeting can attend the meeting in person or 'virtually' through an online connection.*

*To facilitate 'hybrid' meetings we are asking that requests to speak or present a petition are submitted by no later than 9am three working days before the meeting. Requests to speak should be sent to [committeesdemocraticservices@oxfordshire.gov.uk](mailto:committeesdemocraticservices@oxfordshire.gov.uk).*

*If you are speaking 'virtually', you may submit a written statement of your presentation to ensure that your views are taken into account. A written copy of your statement can be provided no later than 9am 2 working days before the meeting. Written submissions should be no longer than 1 A4 sheet.*

## 5. **Establishment of a Remuneration Sub-Committee (Appraisals)** (Pages 13 - 14)

Report by Director of Law and Governance and Monitoring Officer

Council amended the Constitution at its meeting on 10 December 2024 to add a delegation to the Remuneration Committee "to constitute an Appraisal Panel and undertake the appraisals for the Chief Executive, at least annually" (Part 5.1C Remuneration Committee, paragraph 3 (7)). This report proposes to formally establish a Sub-committee to undertake the appraisal process.

**The Remuneration Committee is RECOMMENDED to**

**Establish a subcommittee named the Remuneration Sub-Committee (Appraisals) to carry out the procedures delegated to the Remuneration Committee in the Council Constitution “to constitute an Appraisal Panel and undertake the appraisals for the Chief Executive, at least annually”.**

**6. Local Government Reorganisation and Devolution - Increasing Strategic Capacity (To Follow)**

This report sets out how the Council is increasing its capacity to meet the commitments of the Devolution White Paper.

**7. Gender Equality and Ethnicity Pay Gap Report for 2024 – supplementary data request (To Follow)**

Report by the Director of Human Resources and Cultural Change

In January 2025, this Committee considered the Gender Equality and Ethnicity Pay Gap Report for 2024. This report responds to questions raised by Committee Members relating to these reports. The Committee asked for further information on how well as a Council we progress individuals, retain talent of our apprentices and qualitative data on why people exit the council.

**8. For information: Review of Appointments to Outside Bodies (To Follow)**

The Audit and Governance Committee will consider a report at its meeting on 16 July 2025 on appointments to Outside Bodies. It is proposed that appointments to Category B\* bodies will in future be approved by the Audit and Governance Committee rather than by the Remuneration Committee.

The report will be provided to this Committee for information purposes when it is available.

\* Category B body: “has not been identified by the Cabinet and endorsed by the Council as strategic”.

**EXEMPT ITEMS**

In the event that any Member or Officer wishes to discuss the information set out in Item 9 Exempt Minutes or Item 10 Proposed Organisational Restructuring – Tiers 5 and below, the Committee will be invited to resolve to exclude the public for the consideration of the item by passing a resolution in the following terms:

"that the public be excluded during the consideration of the item since it is likely that if they were present during that discussion there would be a disclosure of "exempt" information as described in Part I of Schedule 12A to the Local Government Act, 1972 and specified below the item in the Agenda".

THE EXEMPT MINUTES AND REPORT FOR ITEM 10 HAVE NOT BEEN MADE PUBLIC AND SHOULD BE REGARDED AS 'CONFIDENTIAL' BY MEMBERS AND OFFICERS ENTITLED TO RECEIVE THEM.

## **9. Exempt minutes (Pages 15 - 20)**

The information contained in the minutes is exempt in that it falls within the following prescribed categories:

Paragraph 1 Information which is likely to reveal the identity of an individual.

Paragraph 4 Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority,

and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, in that there is an expectation that consultation and negotiation should take place primarily away from the glare of publicity and public scrutiny in keeping with employment law.

To approve the exempt minutes of the meeting held and adjourned on 5 September 2024 and the exempt minutes of the resumed meeting on 15 January 2025.

## **10. Proposed Organisational Restructuring – Tiers 5 and below (To Follow)**

Report by the Director of HR and Cultural Change

The information contained in the report and annexes is exempt in that it falls within the following prescribed categories:

Paragraph 4 Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority,

and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, in that there is an expectation that consultation and negotiation should take place primarily away from the glare of publicity and public scrutiny in keeping with employment law.

Redesign of the senior leadership team (Tiers 1 to 4) was completed in October 2024. The programme from Tier 5 and below will follow the same agreed organisational design principles.

## **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.

## REMUNERATION COMMITTEE

**MINUTES** of the meeting held on Thursday, 5 September 2024 commencing at 3.35 pm and finishing at 4.40 pm

**Present:**

**Voting Members:** Councillor Liz Leffman – in the Chair

Councillor Liz Brighthouse OBE (Deputy Chair)

Councillor Stefan Gawrysiak

Councillor John Howson

Councillor Nigel Simpson

**Other Members in Attendance:** Councillor Donna Ford (virtually)

**Officers:**

Whole of meeting Martin Reeves, Chief Executive; Stephen Chandler, Executive Director of People; Lorna Baxter, Executive Director of Resources and Section 151 Officer; Anita Bradley, Director of Law & Governance and Monitoring Officer; Joanne Pitman, Strategic Pay and Reward Manager; Caroline Bing, HR Business Partner Organisational Change; Colm Ó Caomhánaigh, Democratic Services Manager.

*The Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting, together with [a schedule of addenda tabled at the meeting ][the following additional documents:] and decided as set out below. Except as insofar as otherwise specified, the reasons for the decisions are contained in the agenda and reports [agenda, reports and schedule/additional documents], copies of which are attached to the signed Minutes.*

### **14/23 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS**

(Agenda No. 1)

Apologies were received from Councillor Mallon.

### **15/23 DECLARATIONS OF INTEREST - SEE GUIDANCE NOTE**

(Agenda No. 2)

There were no declarations of interest.

### **16/23 PETITIONS AND PUBLIC ADDRESS**

(Agenda No. 3)

There were no requests.

## **17/23 PROPOSED LEADERSHIP RESTRUCTURING - TIERS 3 AND 4**

(Agenda No. 4)

**RESOLVED:** *that the public be excluded for the duration of item 4 since it is likely that if they were present during that item there would be disclosure of exempt information as defined in Part I of Schedule 12A to the Local Government Act 1972 (as amended) and specified below in relation to those items and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.*

The recommendations in the exempt report were approved with 4 votes in favour and 1 against.

The meeting was adjourned.

..... in the Chair

Date of signing .....



## REMUNERATION COMMITTEE

**MINUTES** of the meeting from 5 September 2024 resumed on Wednesday, 15 January 2025, commencing at 10.00 am and finishing at 10.10 am

### **Present:**

**Voting Members:** Councillor Liz Leffman – in the Chair

Councillor Liz Brighthouse OBE (Deputy Chair)  
Councillor Stefan Gawrysiak  
Councillor John Howson  
Councillor Kieron Mallon  
Councillor Nigel Simpson

### **Officers:**

Whole of meeting Lorna Baxter, Executive Director of Resources and Section 151 Officer; Caroline Bing, HR Business Partner; Colm Ó Caomhánaigh, Democratic Services Manager

*The Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting, together with a schedule of addenda tabled at the meeting and decided as set out below. Except as insofar as otherwise specified, the reasons for the decisions are contained in the agenda, reports and additional documents, copies of which are attached to the signed Minutes.*

### **1/25 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS**

(Agenda No. 1)

There were no apologies for absence.

### **2/25 PROPOSED LEADERSHIP RESTRUCTURING - TIERS 3 AND 4**

(Agenda No. 2)

The meeting commenced and adjourned on 5 September was resumed in private session.

An updated report was circulated at the meeting. The recommendations in the report were approved.

..... in the Chair

Date of signing .....

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## REMUNERATION COMMITTEE

**MINUTES** of the meeting held on Wednesday, 15 January 2025 commencing at 10.10 am and finishing at 11.00 am

### **Present:**

**Voting Members:** Councillor Liz Leffman – in the Chair

Councillor Liz Brighthouse OBE (Deputy Chair)  
Councillor Stefan Gawrysiak  
Councillor John Howson  
Councillor Kieron Mallon  
Councillor Nigel Simpson

### **Officers:**

Whole of meeting Lorna Baxter, Executive Director of Resources & Section 151 Officer; Paul Grant, Head of Legal and Deputy Monitoring Officer; Jo Pitman, Strategic Pay and Reward Manager; Colm Ó Caomhánaigh, Democratic Services Manager

*The Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting, together with a schedule of addenda tabled at the meeting and decided as set out below. Except as insofar as otherwise specified, the reasons for the decisions are contained in the agenda, reports and additional documents, copies of which are attached to the signed Minutes.*

### **3/25 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS**

(Agenda No. 1)

There were no apologies.

### **4/25 DECLARATIONS OF INTEREST - SEE GUIDANCE NOTE**

(Agenda No. 2)

There were no declarations of interest.

### **5/25 MINUTES**

(Agenda No. 3)

The minutes of the meeting held on 4 November 2024 were approved.

### **6/25 PETITIONS AND PUBLIC ADDRESS**

(Agenda No. 4)

No requests were received.

### **7/25 GENDER EQUALITY AND ETHNICITY PAY GAP REPORTS 2024**

(Agenda No. 5)

The Committee was asked to note the Gender Equality and Ethnicity Pay Gap reports and to consider recommending that Council note them ahead of being submitted to the Gender Pay Gap Reporting Service, and made available to the Council's employees, and on its website by 30 March 2025, in accordance with statutory requirements.

Jo Pitman summarised the reports. She explained that the Gender Equality data and report was limited to those employees who are male or female in accordance with the Government reporting requirements. She further explained that whilst it was permissible to exclude those who did not identify as male or female no-one had been excluded from this report. She also reported that whilst the Council's gender equality pay gap had widened from 1.2% in 2023 to 2.95% in 2024, the council performs very well against its peers, regionally, same size employers, and within the public sector. The Committee was assured that Officers were not complacent about this and would continue to focus on continuous improvement in line with the commitment to being a high performing council.

In the Ethnicity Pay Gap report, the percentage difference in mean hourly rate between white employees and employees who identify as Black, Asian, or of minority ethnicity background was 2.59% (51p per hour). This represented a significant increase from 0.22% in March 2023 (4p per hour).

Officers were considering how to provide more regular data / performance reports on this subject which could enable them to take action at an earlier stage.

In response to questions from Members, officers replied as follows:

- The figures did not include employees of maintained schools.
- Those on maternity leave were not counted as leavers.
- The lower figure of 1.3% in 2023 may have been related to a change of the council's workforce profile. Officers would look into that further.
- Employees who leave the council are offered exit interviews but not all take up the offer.
- The increased frequency of gender equality and ethnicity pay gap performance reports will be agreed with the Strategic Leadership Team (SLT) but quarterly had been suggested.
- There was a range of ways to influence positive change:
  - Working with key partners, including the REACH and Women's Networks, which was in the process of being put in place.
  - Sharing information more widely amongst the HR and Cultural Change Service, senior leaders, and managers on a more regular basis to ensure a joined-up and collaborative effort towards continuous improvement.
  - Training
  - Using the organisation redesign programme (restructure) as an opportunity to appoint or promote females and candidates from ethnic minority backgrounds to vacant senior leadership roles.

- Increasing awareness of possible bias in shortlisting, and making greater use of Tribepad, the Council's new digital applicant tracking system (launched in September 2024) to screen role profiles and job advertisements for unconscious bias.
  - Making greater and more effective use of the data being progressively built into Tribepad.
- The emphasis in recruitment is always on getting the best candidate.
  - Apprenticeships were seen as an opportunity to move in the right direction by the Committee and more information on that area was requested.

The importance of objective criteria for selection was emphasised as there could be a tendency to be influenced by one's own past experiences.

Members welcomed the very useful report and expressed thanks for how well it had been presented. There was general support for the suggestion of providing reports to SLT on a quarterly basis.

The following was requested by Members of the Committee:

- Information about the journey of progression within the council to support the council's commitment to growing our own talent and inclusivity (focussed specifically on women, and colleagues who identify as Black, Asian, or of minority ethnicity background).
- Information on the number of apprentices and their progression within the council based on age, gender, and ethnicity.
- A better understanding of what the qualitative data arising from exit interviews is telling the council and what is being done about it, particularly amongst women and colleagues who identify as Black, Asian, or of minority ethnicity background.

The recommendations were put to the Committee and were approved.

#### **RESOLVED to:**

**a) Note the 2024 gender equality and ethnicity pay gap reports.**

#### **to RECOMMEND COUNCIL to:**

**b) Note the council's statutory gender equality pay gap report of 2024 and approve it for onward submission to the Gender Pay Gap Service by 30 March 2025.**

**c) Note the council's voluntary ethnicity pay gap report of 2024.**

The report before the Committee dealt with the Council's obligations under the Localism Act 2011 for all councils to agree and publish a pay policy statement every financial year, and the Code of Recommended Practice for Local Authorities on Data Transparency (updated in 2014) that councils publish prescribed information on senior pay, jobs, and organisational structures.

Jo Pitman summarised the report and highlighted changes from the previous year, notably:

1. Presentation of the information to be more transparent about the council's total reward package.
2. The Statement reflected the new senior leadership structure, specifically the statutory and non-statutory Chief and Deputy Chief officers, including the Chief Fire Officer, and naming those with remuneration of over £150k per annum.
3. That the council pays above the national minimum wage, but slightly below the Oxford living wage and real living wage by association with the national pay bargaining arrangements and pay structure, and that this was being reviewed.
4. Improved transparency about the job evaluation schemes used by the council.
5. Improved transparency about the council's senior leadership pay arrangements, including:
  - how the Chief Executive's pay is determined and when it is reviewed
  - the collective agreement with UNISON for a local pay structure and move away from automatic time served increments
6. That the gap between the highest paid and lowest paid employees had reduced.
7. Clarity about the Council's position in relation to the re-employment of former employees who have received severance pay from the council, setting a minimum period of two years before they could be re-employed by the council as part of its commitment to demonstrating value for money and effective use of the public purse in all aspects of its work.

Members expressed concern at the difficulty faced by schools and the home care sector of recruiting into lower paid positions with competition from the retail sector, and the impact it has upon encouraging people to join the local government sector.

In response to a question, officers explained that an independent assessment of the size of the council's Director roles and pay benchmarking had been conducted by Korn Ferry Hay, which had led to a new pay structure and two levels of pay for Directors. This had created a more consistent pay structure compared to the previous position, which had been influenced by historical variances.

The recommendations were put to the Committee and agreed.

#### **RESOLVED to:**

- a) Approve the 2025 / 26 pay policy statement**

**to RECOMMEND TO COUNCIL to:**

- b) Adopt the 2025 / 26 pay policy statement and agree to its publication on the council website and intranet.**

..... in the Chair

Date of signing .....

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## REMUNERATION COMMITTEE

**MINUTES** of the meeting held on Tuesday, 20 May 2025 commencing at 12.16 pm and finishing at 12.18 pm

**Present:**

**Voting Members:** Councillor Liz Leffman – in the Chair

Councillor Neil Fawcett (Deputy Chair)  
Councillor Liz Brighthouse OBE  
Councillor Gareth Epps  
Councillor Andy Graham  
Councillor James Robertshaw

**Officers:**

Whole of meeting Anita Bradley, Director of Law & Governance and Monitoring Officer

### **9/25 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS**

(Agenda No. 3)

There were no apologies.

### **10/25 ELECTION OF CHAIR FOR THE 2025/26 COUNCIL YEAR**

(Agenda No. 1)

Councillor Leffman was nominated by Councillor Fawcett and seconded by Councillor Epps. There were no other nominations. Councillor Leffman was deemed elected Chair of the Committee for the 2025/26 Council Year.

### **11/25 ELECTION OF DEPUTY CHAIR FOR THE 2025/26 COUNCIL YEAR**

(Agenda No. 2)

Councillor Fawcett was nominated by Councillor Leffman and seconded by Councillor Epps. There were no other nominations. Councillor Fawcett was deemed elected Chair of the Committee for the 2025/26 Council Year.

..... in the Chair

Date of signing .....

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## REMUNERATION COMMITTEE

– 9 July 2025

### Establishment of a Remuneration Subcommittee (Appraisals)

### Report by Director of Law and Governance and Monitoring Officer

## RECOMMENDATION

1. **The Remuneration Committee is RECOMMENDED to**

Establish a subcommittee named the Remuneration Sub-Committee (Appraisals) to carry out the procedures delegated to the Remuneration Committee in the Council Constitution “to constitute an Appraisal Panel and undertake the appraisals for the Chief Executive, at least annually”.

## Executive Summary

2. Council amended the Constitution at its meeting on 10 December 2024 to add a delegation to the Remuneration Committee “to constitute an Appraisal Panel and undertake the appraisals for the Chief Executive, at least annually” (Part 5.1C Remuneration Committee, paragraph 3 (7)).
3. This report proposes to formally establish a Sub-committee to undertake the appraisal process.

## Appraisal process

4. Each year the Remuneration Sub-Committee (Appraisals) will agree an appraisal procedure including preparatory meetings, interviews and training as necessary.
5. The appraisal procedure will specify at what point(s) the Subcommittee will present a report for the Remuneration Committee to consider. It is expected that there will be a mid-year review each year as well as the main annual review.

## Membership

6. The membership of the Sub-committee will be decided by the Committee and may number between 4 and 6 Members.
7. The Sub-committee membership must include at least one Cabinet Member and members from at least two different political groups.
8. The quorum for meetings will be three Members, regardless of the size of the Sub-committee.

## **Training**

9. Training will be provided to support members with the formal appraisal process.

## **Financial Implications**

10. There are no financial implications of the above.

Comments checked by:

Drew Hodgson  
Strategic Finance Business Partner  
[Drew.Hodgson@Oxfordshire.gov.uk](mailto:Drew.Hodgson@Oxfordshire.gov.uk)

## **Legal Implications**

11. The establishment of this Sub-Committee is required following the amendment to the Constitution by Council on 10 December 2024. There are no other legal implications.

Comments checked by:

Kim Sawyer, Interim Head of Legal and Governance,  
[Kim.Sawyer@Oxfordshire.gov.uk](mailto:Kim.Sawyer@Oxfordshire.gov.uk)

## **Staff Implications**

12. The Sub-committee can be administered and supported by Democratic Services and Human Resources within the current resources.

ANITA BRADLEY, Director of Law and Governance and Monitoring Officer

Contact Officer: Colm Ó Caomhánaigh, Democratic Services Officer,  
[colm.ocaomhanaigh@oxfordshire.gov.uk](mailto:colm.ocaomhanaigh@oxfordshire.gov.uk)

June 2025

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By virtue of paragraph(s) 1, 4 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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