



**To: Members of the Remuneration Committee**

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

**Friday, 5 September 2025 at 3.30 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

August 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 - 6)**

To approve the minutes of the meeting held on 9 July 2025 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.

Requests to speak must be 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 Remuneration Sub-Committees (Pages 7 - 8)**

The Committee will consider a report recommending the establishment of a Disciplinary Sub-Committee and an Appeals Sub-Committee.

## **EXEMPT ITEM**

*It is RECOMMENDED that the public be excluded for the duration of item 6 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 MINUTES HAVE NOT BEEN MADE PUBLIC AND SHOULD BE REGARDED AS 'CONFIDENTIAL' BY MEMBERS AND OFFICERS ENTITLED TO RECEIVE THEM.**

**THIS ALSO MEANS THAT THE CONTENTS SHOULD NOT BE DISCUSSED WITH OTHERS AND NO COPIES SHOULD BE MADE.**

## **6. Exempt Minutes (Pages 9 - 10)**

The information contained in the minutes 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.

To approve the exempt minutes of the meeting held on 9 July 2025 and to receive information arising from them.

## **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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# Agenda Item 3

## REMUNERATION COMMITTEE

**MINUTES** of the meeting held on Wednesday, 9 July 2025 commencing at 2.00 pm and finishing at 3.30 pm

### Present:

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

Councillor Neil Fawcett (Deputy Chair)

Councillor Liz Brighthouse OBE

Councillor Gareth Epps

Councillor James Robertshaw

### Officers:

Whole of meeting Lorna Baxter, Executive Director of Resources and Section 151 Officer; Anita Bradley, Director of Law and Governance and Monitoring Officer; Cherie Cuthbertson, Director of HR and Cultural Change; Colm Ó Caomhánaigh, Democratic Services Manager.

Part of meeting

### Agenda Item

### Officer Attending

7

Louise Ward, Interim HR and Talent Consultant

10

Janet Cox, Interim Head of Operations

*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.*

## 12/25 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS

(Agenda No. 1)

Apologies were received from Councillor Graham.

## 13/25 DECLARATIONS OF INTEREST - SEE GUIDANCE NOTE

(Agenda No. 2)

There were no declarations of interest.

## 14/25 MINUTES

(Agenda No. 3)

The minutes of the following meetings were approved:

- the meeting held on 5 September 2024 and adjourned
- the resumed meeting held at 10:00 on 15 January 2025
- the meeting held at 10:10 on 15 January 2025
- the meeting held on 20 May 2025.

## **15/25 PETITIONS AND PUBLIC ADDRESS**

(Agenda No. 4)

There were no requests to present a petition or speak.

## **16/25 ESTABLISHMENT OF A REMUNERATION SUB-COMMITTEE (APPRAISALS)**

(Agenda No. 5)

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)). The report before the committee proposed to formally establish a Sub-committee to undertake the appraisal process.

The Monitoring Officer introduced the report. She highlighted that the committee needed to decide on the membership of the sub-committee, assuming that they were content to form the sub-committee. She noted that in the past when the committee had formed sub-committees, it was customary for the whole committee to be on the sub-committee.

The Director of HR and Cultural Change added that officers were already preparing for an appraisal to take place in August and September. Training would be provided in advance of that.

The Chair proposed that all six members of the committee be on the sub-committee. This was agreed.

### **RESOLVED:**

a) **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”; and**

b) **that all six members of the committee will form the sub-committee.**

## **17/25 LOCAL GOVERNMENT REORGANISATION AND DEVOLUTION - INCREASING STRATEGIC CAPACITY**

(Agenda No. 6)

The committee considered a report in Addenda 2 setting out how the council was increasing its capacity to meet the commitments of the Devolution White Paper.



The Executive Director of Resources and Section 151 Officer presented the report which outlined why the council needed the new positions to manage its involvement in local government reform and devolution. There will be a need to recruit to other roles, whether that is done internally or through temporary positions.

The job evaluations were conducted in line with the Korn Ferry approach used in evaluating the positions in Tiers 1 to 4. Because the roles were temporary, it fell to the Chief Executive to approve them under the Constitution but the committee was asked to note the appointments.

Members asked the following:

- If there any funding coming from central government towards the £10m budgeted for this work, given that it was something they were imposing on the local councils.
- If there would be an impact of the contracts of the chief executives.

Officers responded as follows:

- The full cost of transitioning was estimated to be in the region of £20m. This was similar to the cost experienced by other councils. The initial work was to provide a business case to demonstrate what saving would be made with a move to a single unitary. The government had provided about £285,000 to be shared across the three lead councils for the three proposals.
- The chief executive contracts will not be affected until the transition happens.

Members commented that advice from other councils that have been through this process was that it was advantageous to do a lot of work in advance and avoid a dip in services if sufficient preparations have not been made.

Members agreed that the government had made this decision to reduce costs in local government and that this council had to provide the resources to prepare for it.

**RESOLVED to:**

- Note the establishment of the temporary roles of Programme Director – Local Government Reorganisation and Programme Director – Devolution; and**
- Note the remits of the job descriptions enclosed at Annex A.**

## **18/25 GENDER EQUALITY AND ETHNICITY PAY GAP REPORT FOR 2024 – SUPPLEMENTARY DATA REQUEST**

(Agenda No. 7)

In January 2025, this committee considered the Gender Equality and Ethnicity Pay Gap Report for 2024. The committee asked for further information on how well the Council progresses individuals and retains talent of our apprentices as well as for qualitative data on why people exit the council.

The report was introduced by the Interim HR and Talent Consultant who invited questions. A number of questions were asked relating to data. The Director of HR and Cultural Change responded that the original report would be circulated to Members of the committee and there would be another opportunity to discuss this in September.

Members made a number of observations:

- This council was ahead of most in dealing with equality issues. There had been cross-party support for it. The council was in a good position to avoid any claims on equality grounds unlike some others.
- There was still a problem in that a high proportion of those in care posts were women. There was a need for job evaluations to be conducted in a sensitive way.
- A few women in very senior posts could disproportionately affect the statistics.

There was discussion around apprenticeships. It was agreed that the council was doing well on this and was spending a high proportion of the apprenticeship levy. Members supported making more effort to target under represented groups and care leavers.

Officers responded that there was pastoral care available for individuals some of whom had complex needs. They agreed that there was more work to be done to ensure that the council's demographics reflected the population.

Members noted that health and wellbeing were cited by many leavers as their reason for leaving the council's employment. Officers responded that they believed that the council was good at reacting to problems but needed to be more proactive. In that regard, a new head of service had just started and that would be a priority for them.

It was acknowledged that the organisational redesign would lead to an increase in stress for some. Heads of service were meeting the following week to discuss strategies to manage this.

The Chair thanked officers for the report.

## **RESOLVED to**

- a) Note 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 (under-represented groups).**
- b) Note information on the number of apprentices and their progression within the council based on age, gender, and ethnicity.**
- c) Note further data to gain 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. (underrepresented groups)**

**19/25 FOR INFORMATION: REVIEW OF APPOINTMENTS TO OUTSIDE BODIES**  
(Agenda No. 8)

The Audit and Governance Committee was due to consider a report at its meeting on 16 July 2025 on appointments to Outside Bodies. It was proposed that appointments to Category B bodies would in future be approved by the Audit and Governance Committee rather than by the Remuneration Committee. A Category B body was one that had not been identified by the Cabinet as strategic.

The report for the Audit & Governance Committee was provided to the Remuneration Committee for their awareness of the proposed change.

The Monitoring Officer summarised the report. It was believed that it was a better fit for the Audit & Governance Committee, which has more regular meetings, to oversee these appointments rather than the Remuneration Committee which generally dealt with personnel issues.

Members asked for a summary of the categories. Officers outlined that appointments to Category A 'Strategic' bodies were made by Cabinet at its first meeting after each Annual Council. The full list of bodies and appointments was in the agenda for the June Cabinet meeting.

Category B appointments currently fell to this committee to approve but it was proposed to move that responsibility to the Audit & Governance Committee. They would receive a full list of Category B bodies and appointments before their meeting the following week.

Category C bodies were local town and division bodies and appointments were delegated to the Monitoring Officer to approve. Officers had checked in with the Category A and B bodies since the election and the Category C list was next to be checked.

Members expressed concern about the lack of awareness of the outside bodies. It was likely that some representatives had insufficient awareness of their responsibilities. There was also a question around whether some of these bodies really needed a representative from the council.

The Monitoring Officer responded that guidance would be provided to Members on their responsibilities on outside bodies. The specific document on this – in an annex to the Audit & Governance Committee report – was insufficient in her view and she would ensure that more comprehensive guidance was provided.

Members were content with the proposed changes in responsibility for appointing to Category B bodies but wanted a thorough review of the whole issue. They welcomed providing stronger guidance to Members on their responsibilities.

**20/25 EXEMPT MINUTES**  
(Agenda No. 9)

The Chair proposed that the public be excluded during the consideration of items 9 and 10 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. This was agreed.

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 were approved.

## **21/25 PROPOSED ORGANISATIONAL RESTRUCTURING – TIERS 5 AND BELOW**

(Agenda No. 10)

The committee had before it a report on restructuring Tier 5 and below which will follow the same agreed organisational design principles and for Tiers 1 to 4. Following discussion, the report was noted.

..... in the Chair

Date of signing .....

## REMUNERATION COMMITTEE

5 September 2025

### Establishment of Remuneration Sub-Committees

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

#### RECOMMENDATION

1. **The Remuneration Committee is RECOMMENDED to**
  - a) establish a Disciplinary Sub-Committee;
  - b) establish an Appeals Sub-Committee;
  - c) appoint three Councillors from the Remuneration Committee to be the members of the Disciplinary Sub-Committee;
  - d) appoint a different three Councillors from the Remuneration Committee to be the members of the Appeals Sub-Committee.

#### Executive Summary

2. The Council does not have in place either a Disciplinary Sub-Committee or an Appeals Sub-Committee and the Constitution assigns responsibility for disciplinary action or dismissal of certain Chief Officers, to the Remuneration Committee (Part 8.4, Officer Employment Procedure Rules, paragraph 7),
3. This report proposes to formally establish a Disciplinary Sub-Committee and an Appeals Sub-Committee to undertake as necessary the Remuneration Committee's responsibilities in this regard.

#### Membership

4. It is recommended that both sub-committees should include at least one Cabinet Member and at least one member from the opposition political groups where possible.
5. All three members will be required to be present for a Disciplinary or Appeals Sub-Committee meeting to be quorate and a Councillor could not sit on both the Disciplinary and Appeals Sub-Committee for the same matter.

#### Training

6. Training will be provided to support members with the formal disciplinary and appeals processes.

## **Financial Implications**

7. There are no financial implications arising from this report.

Comments checked by: Lorna Baxter, Executive Director of Resources and Section 151 Officer

## **Legal Implications**

8. There are no direct legal implications arising from the above recommendations which are in accordance with the requirements of the Council's Constitution which complies with The Local Authorities (Standing Orders) (England) Regulations 2001

Comments checked by: Anita Bradley, Director of Law and Governance and Monitoring Officer

## **Staff Implications**

9. The sub-committees 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)

August 2025

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