



To: Members of the Remuneration Committee

Notice of a Meeting of the Remuneration Committee

Thursday, 9 October 2025 at 3.00 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

October 2025

Committee Officer: **Democratic Services**
Email: committeesdemocraticservices@oxfordshire.gov.uk

Membership

Chair – Councillor Liz Leffman
Deputy Chair - Councillor Neil Fawcett

Councillors

Liz Brighthouse OBE
Gareth Epps

Andy Graham
James Robertshaw

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 - 4)

To approve the minutes of the meeting held on 5 September 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 .

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. **Gender Equality and Ethnicity Pay Gap Reports 2025** (Pages 5 - 24)

Report by the Director of HR and Cultural Change

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 stipulate that all businesses, public sector and third sector organisations with over 250 employees must publicly report on average pay differences between their male and female employees.

Unlike the gender pay gap, the Council is not legally required to publish its ethnicity pay gap. However, positive steps have been taken to measure and be transparent about the Council's performance in this area.

The Committee is RECOMMENDED to:

a) Note the 2025 gender equality and ethnicity pay gap reports.

The Committee is RECOMMENDED to RECOMMEND COUNCIL to:

b) Note Oxfordshire County Council's (the Council) statutory Gender Pay Gap report of 2025 and approve it for onward submission to the Gender Pay Gap Service by 31 March 2026.

c) Note the Council's voluntary Ethnicity Pay Gap report of 2025.

EXEMPT ITEM

In the event that any Member or Officer wishes to discuss the information set out in the Annex to Item 6, 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".

6. Withdrawal of the Coroners' Society of England and Wales (CSEW) from the Joint Negotiating Committee (To Follow)

Report by the Director of Law and Governance and Monitoring Officer

The information in the Annex to the report is exempt in that it falls within the following prescribed category:

1. Information relating to a particular individual.

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.

EXEMPT ITEMS

In the event that any Member or Officer wishes to discuss the information set out for Items 7 or 8, 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".

7. Exempt Minutes (Pages 25 - 26)

To approve the exempt minutes of the meeting held on 5 September 2025 and to receive information arising from them.

8. Update on Proposed Organisational Restructuring – Tiers 5 and below (Pages 27 - 44)

Report of 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.

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 Friday, 5 September 2025 commencing at 3.30 pm and finishing at 4.00 pm

Present:

Voting Members: Councillor Liz Leffman – in the Chair

Councillor Neil Fawcett (Deputy Chair)

Councillor Liz Brighthouse OBE

Councillor Andy Graham

Councillor James Robertshaw

Officers:

Whole of meeting Anita Bradley, Director of Law and Governance and Monitoring Officer; Janet Cox, Interim Head of Operations; Colm Ó Caomhánaigh, Democratic Services Manager

The Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting and decided as set out below. Except as 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.

22/25 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS

(Agenda No. 1)

Councillor Gareth Epps participated online with the agreement of the Chair.

23/25 DECLARATIONS OF INTEREST - SEE GUIDANCE NOTE

(Agenda No. 2)

There were no declarations of interest.

24/25 MINUTES

(Agenda No. 3)

The minutes of the meeting held on 9 July 2025 were approved as an accurate record and signed by the Chair.

25/25 PETITIONS AND PUBLIC ADDRESS

(Agenda No. 4)

There were none.

26/25 ESTABLISHMENT OF REMUNERATION SUB-COMMITTEES

(Agenda No. 5)

The Committee considered a report proposing the establishment of two sub-committees – a disciplinary sub-committee and an appeals sub-committee.

The Director of Law and Governance and Monitoring Officer summarised the report. It was proposed that the two sub-committees should be established in the event that they are required. Three members of the Remuneration Committee should form the membership of the disciplinary sub-committee and the other three members should form the membership of the appeals sub-committee to ensure a separation of roles.

Members asked for clarification on a number of points. The Director of Law and Governance and Monitoring Officer responded as follows:

- The quorum for both sub-committees will be three. It is important that all are in attendance for all discussions.
- Each sub-committee will elect a Chair at its first meeting.
- Meetings will commence in public but will then go into private session to discuss the report which will be exempt, given the nature of the item.
- If an item is not completed in one sitting, the sub-committee will adjourn and reconvene on an agreed date to continue with just that item.
- Training can be refreshed when needed. It is provided by South East Employers.
- It will not be possible to provide substitutes in the normal way. Any substitute would have to complete the relevant training. Officers will give further consideration to this point.

The Chair moved the recommendations from the report and proposed membership of the sub-committees. This was agreed.

RESOLVED

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: Councillors Brighouse, Epps and Leffman;**
- d) **appoint a different three Councillors from the Remuneration Committee to be the members of the Appeals Sub-Committee: Councillors Fawcett, Graham and Robertshaw.**

27/25 EXEMPT MINUTES

(Agenda No. 6)

RESOLVED: 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 exempt minutes of the meeting held on 9 July 2025 were approved as an accurate record and signed by the Chair.

..... in the Chair

Date of signing

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REMUNERATION COMMITTEE

9 October 2025

Gender Equality and Ethnicity Pay Gap Reports 2025 Report of the Director of Human Resources and Cultural Change

RECOMMENDATION

The Committee is **RECOMMENDED** to:

a) Note the 2025 gender equality and ethnicity pay gap reports.

The Committee is **RECOMMENDED** to **RECOMMEND COUNCIL** to:

b) Note Oxfordshire County Council's (the Council) statutory Gender Pay Gap report of 2025 and approve it for onward submission to the Gender Pay Gap Service by 31 March 2026.

c) Note the Council's voluntary Ethnicity Pay Gap report of 2025.

Executive summary

1. The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 stipulate that all businesses, public sector and third sector organisations with over 250 employees must publicly report on average pay differences between their male and female employees.
2. Unlike the gender pay gap, the Council is not legally required to publish its ethnicity pay gap. However, positive steps have been taken to measure and be transparent about the Council's performance in this area.
3. The figures are taken at a date of 31 March each year, this year's figures are from 31 March 2025. The figures set out the mean and median pay gaps. The mean is the average pay gap. The median is the middle point of a range of numbers arranged in order. If there is an even number in the range, the median is the mean (average) of the 2 middle numbers.
4. As at 31 March 2025 the Council's mean gender pay gap was 1.89%. This represents a narrowing of the gap since 2024, when it was reported as 2.95%.
5. As at 31 March 2025 the Council's mean ethnicity pay gap was 2.11%. This also represents a narrowing from 2.59% in March 2024.

Context

6. The gender pay gap within the Council is reducing, however while publishing the data will not in itself remove the gap, continuing to do so is the first step towards that aim and the Council is committed to learning from best practice as part of the journey to become an employer, place shaper and partner of choice.
7. The gender pay gap data will be analysed on an annual basis, a comparison of figures will be completed year on year. The council will ensure that job grades continue to be determined through objective analysis and job evaluation to maintain the integrity of the pay and grading system.
8. In respect of the ethnicity pay gap, the Council is continuously applying learning to support development and promotion of a safe environment in which colleagues feel able to share their protected characteristics and help promote a culture of inclusivity.
9. With the Employment Rights Bill working its way through parliament, and the anticipated changes this legislation will bring in respect of equality, diversity and inclusion, it is highly likely that the Council will need to report more widely in some areas. As an example, disability pay gaps is one area likely to become law. The Council is in the process of establishing an Employment Rights Bill working group in preparation of these anticipated changes to determine the steps the Council are required to take and when. This will also provide a framework for our future focus as we move towards Local Government Reorganisation (LGR).

Gender pay gap

10. As at 31 March 2025 the Council's **mean** gender equality pay gap decreased to 1.89% (39p per hour), as shown in Table 1 below.

Table 1: Oxfordshire County Council mean Gender Pay Gap performance 2022 – 2025

Year	Gender pay gap	Hourly rate (men earn more than women)
2022	2.3%	41 pence
2023	1.2%	22 pence
2024	2.95%	59 pence
2025	1.89%	39 pence

11. As at 31 March 2025 the **median** hourly rate of pay for men working at Oxfordshire County Council was the same as for women, at £18.71 per hour. This gives a median gender pay gap of 0% (0p per hour).
12. This is considerably lower than the national public sector median gender pay gap which currently sits at 13.1% (*Annual Survey of Hours and Earnings, Office for National Statistics*).

13. In comparison to other authorities at the time of reporting data from 2024, the Council's mean gender pay gap was in the lower quartile of responses provided. The Council will continue to benchmark against other councils and compare initiatives that could potentially have an impact on further reducing the gender pay gap.

Table 2: Local Authority Comparison of Gender Pay Gap

Authority	Gender Pay Gap	Median
Buckinghamshire Council	3.9%	0.8%
Cherwell District Council	4.97%	0%
Hampshire County Council	12.8%	13.4%
Oxfordshire County Council	2.95%	0%
Warwickshire County Council	0.4%	2.5%

Ethnicity pay gap

14. The percentage difference in **mean** hourly rate between white employees and employees who identify as Black, Asian, or of minority ethnicity background is 2.11% (43p per hour). This represents a decrease from 2.59% in March 2024 (59p per hour).

Table 3: Oxfordshire County Council mean Ethnicity Pay Gap performance 2022 – 2025

Year	Ethnicity Pay Gap	Hourly difference
2022	0.50%	10p
2023	0.22%	4p
2024	2.59%	59p
2025	2.11%	43p

15. The percentage difference in median hourly rate between white employees and employees who identify as Black, Asian, or of minority ethnicity background is 0% (0p per hour) and has remained at this level for the previous two reporting periods. This is a positive indication of equality.

16. It is also notable that this percentage difference has decreased significantly since the first reporting period in March 2020 where the difference was -5.5% (-82p per hour).

Table 4: Oxfordshire County Council median Ethnicity Pay Gap performance 2023 – 2025

Year	Ethnicity Pay Gap	Hourly difference (white employees earn more than ethnic minority employees)
2023	-2.74%	-48p
2024	0%	N/A
2025	0%	N/A

Equality, diversity and inclusion

17. The Council's 'Including Everyone' Framework outlines the commitment to equalities, diversity and inclusion - across communities, service delivery and the workforce. The Council is working hard to ensure the working culture is inclusive and employee demographics reflect the diversity of the communities served, as well as ensuring that senior leaders and managers lead the way in making sure everyone feels confident to be themselves at work. The Council has partnered with Inclusive Employers, the UK's leading workplace inclusion community, to promote inclusion and best practice, as well as put in place a Reciprocal Mentoring scheme to pair senior leaders with aspiring leaders from underrepresented groups. In addition, a specific EDI HR Consultant is being recruited into the HR and Cultural Change team to embed good EDI practice into people initiatives in accordance with and underpinning the 'Our People and Culture Strategy'.
18. Flexible, agile working, and family friendly policies will also assist the Council to attract and retain employees in a competitive labour market and in a geographical area with low unemployment.
19. Alongside these initiatives, the Women's network and REACH network are two of the colleague inclusion networks, which provide colleagues with the opportunity to get to know others across the organisation and put forward ideas for improvement and to overcome any barriers they may find in progressing.

Financial implications

20. There are no financial implications arising from the report.

Comments checked by:

Lorna Baxter, Executive Director of Resources (S151 Officer)

Lorna.Baxter@oxfordshire.gov.uk

Legal Implications

21. The Equality Act 2010 prohibits both direct and indirect sex discrimination at work and requires equal pay for equal work between the genders.
22. The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 ("the Regulations") imposes a duty on all employers with 250 or more employees to report on the gender pay gap annually. The reporting deadline for public sector employers is 30 March. The aim of the Regulations is to identify and reduce disparities in earnings between the genders.
23. As set out in this report, the Council is not required by legislation to report on any ethnicity pay gaps but the Council chooses to do so as part of its commitment to equality, diversity and inclusion, it's strategic priority to be an employer of choice and to aid transparency.

Comments checked by:

Jay Akbar - Head of Legal & Governance Services

Staff Implications

24. The Our People and Culture Strategy has been designed with the Council's strategic priority of being an employer of choice in mind which will contribute to closing the gender and ethnicity pay gaps.

Cherie Cuthbertson
Director of Human Resources and Cultural Change

Annex 1: Gender Equality pay gap report data 2025
Annex 2: Ethnicity pay gap report data 2025

Contact Officer: Ellie Harriss, HR Manager – Strategic Pay and Reward,
September 2025

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Gender Pay Gap Report 2025

Background

1. The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 stipulate that all businesses, public sector and third sector organisations with over 250 employees must publicly report on average pay differences between their male and female employees. The Regulations require employers to publish their:
 - Mean gender pay gap in hourly pay
 - Median gender pay gap in hourly pay
 - Mean bonus gender pay gap
 - Median bonus gender pay gap
 - Proportion of males and females receiving a bonus payment, and
 - Proportion of males and females in each pay quartile.
2. As a public sector body, we are required to publish this pay gap information within 12 months, taking the “snapshot date” of 31 March 2025.
3. Our calculations follow the legislative requirements as set out in the Equality Act 2010 (Specific Duties & Public Authorities) Regulations 2017. All staff who were deemed to be relevant employees at 31 March 2025 are included.
4. This information will be published on the Oxfordshire County Council website for a minimum of 3 years and published on the government website (www.gov.uk) by 31 March 2026.

Equal pay and gender pay gap

5. The purpose of gender pay gap reporting is to achieve greater gender equality in terms of pay across the UK and increase pay transparency. This differs from equal pay which deals with differences between men and women who carry out the same roles.

Details within this report

6. Using a snapshot of employees' pay as at 31 March 2025, only 3 of the 6 calculations detailed above were made due to no bonus payments being paid at Oxfordshire County Council. The 3 calculations are as follows:
 1. Mean gender pay gap
 2. Median gender pay gap
 3. The proportion of men and women divided into four quartile pay bands

Information required for publication

Relevant employee

7. An employee who was on full pay (not reduced to parental leave pay or sick pay) at the point of the data snapshot as at 31 March 2025.

Mean gender pay gap

8. The mean is defined as the average of the figures and is calculated by adding up all the figures and dividing by the number there are.

Median gender pay gap

9. The median is defined as the salary that lies at the midpoint and is calculated by ordering all salaries from highest to lowest and the median is the central figure.

Quartile pay bands

10. The quartile information is calculated by listing all salaries from highest to lowest and then splitting that information into four equal quarters to determine the percentage of male/female employees in each quartile.

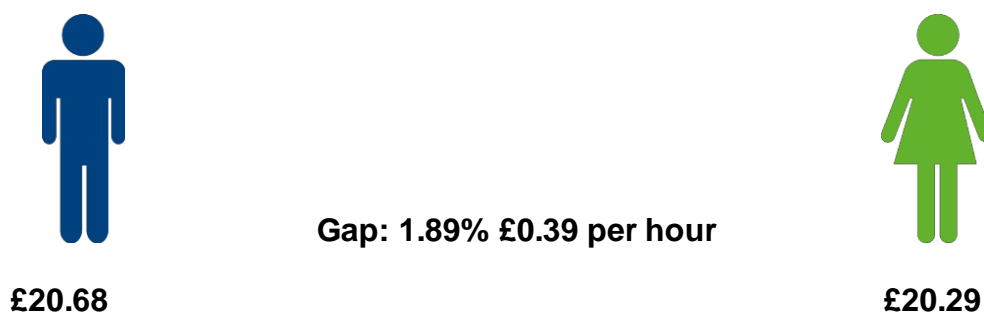
Workforce profile

11. On 31 March 2025, Oxfordshire County Council employed 5,284 relevant employees of which 34.48% (1822 employees) were men and 65.52% (3462 employees) were women. Relevant employees are all employees employed on your snapshot date, who have a contract of employment – including employees who are part-time, job-sharing, and on leave.



Gender pay gap as at 31 March 2025

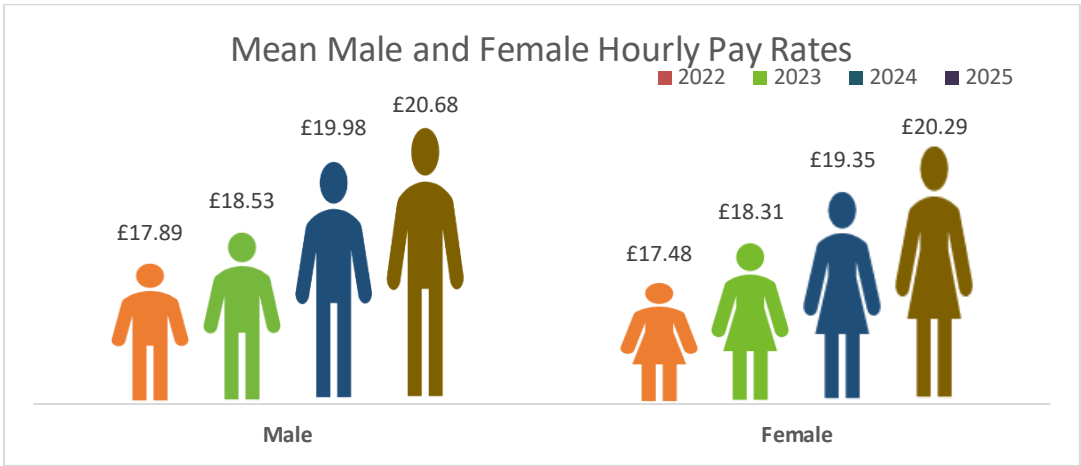
Mean: percentage difference and average hourly rate of pay



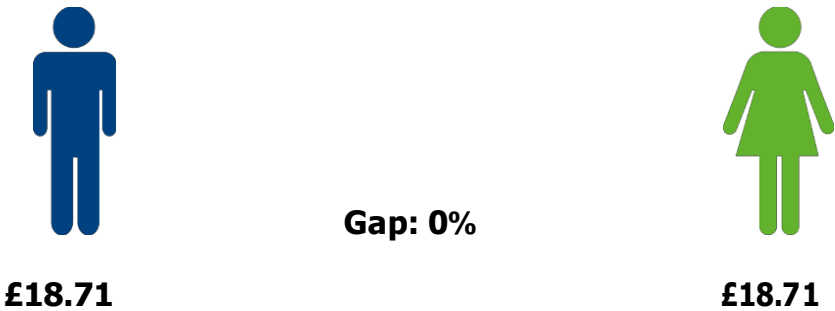
12. The mean difference recorded at Oxfordshire County Council has decreased from 2.95% in March 2024 (£59 per hour) and is considerably less than the national mean pay gap which was reported at 13.1% in 2024. (*Gender pay gap in the UK: 2024: Office of National Statistics*).

13. As at 31 March 2025 the mean hourly rate for men was £20.68 per hour and for women it was £20.29 per hour. This means men earned an average of £0.39 per hour more than women, which equates to a mean difference of 1.89%. The figures for 2022,

2023, 2024 and 2025 are as follows, showing a slightly steeper increase for females of £2.81 per hour over four years than the increase for males of £2.79 per hour.



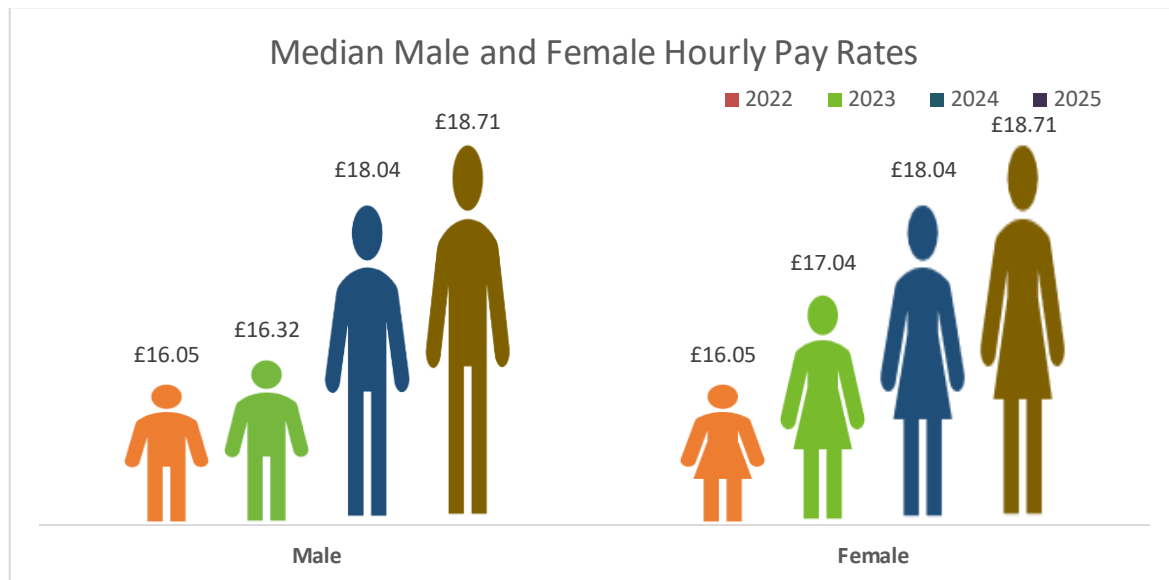
Median percentage difference and hourly rate of pay



14. As at 31 March 2025 the median hourly rate of pay for men (£18.71) was the same as for women. This gives Oxfordshire County Council a median gender pay gap of 0%, which is substantially less than the national public sector median pay gap which is 13.1% (*Annual Survey of Hours and Earnings, Office for National Statistics*), demonstrating our commitment to closing the gap.

15. This shows a continuation from 2024, where the median gender pay gap was also 0%.

16. The figures for 2022, 2023, 2024 and 2025 are as follows, showing an equal increase for both male and females of £2.66 per hour over four years.

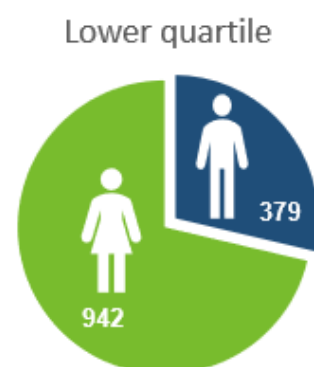


Proportion of men and women receiving bonuses

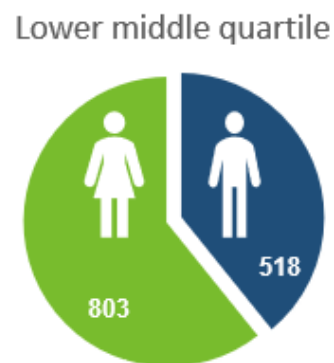
16. Oxfordshire County Council does not operate any performance-related pay or bonus schemes and therefore has no bonus gender pay gap.

Pay quartiles

17. Oxfordshire County Council employed relevant employees ¹ as of 31 March 2025 which equates to 1,321 employees per pay quartile. The gender split per quartile as at 31 March 2025 is detailed below and serves as a useful benchmark to determine progression through the pay scales.

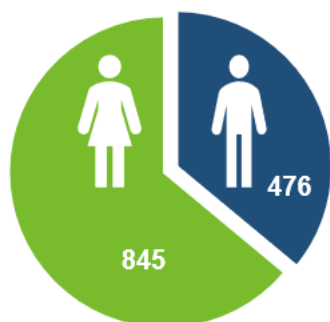


Men 28.69%
Women 71.31%



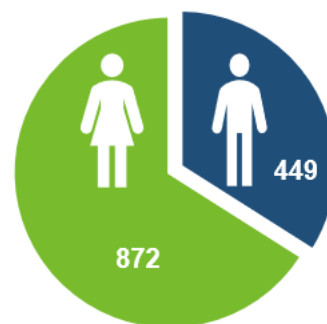
Men 39.21%
Women 60.79%

Upper middle quartile



Men 36.03%
Women 63.97%

Upper quartile



Men 33.99%
Women 66.01%

18. The hourly rates that represent each quartile are as follows:

- Lower - relates to the hourly rates of £13.6 - £17.10
- Lower middle - relates to the hourly rates of £17.10
- Upper middle - relates to the hourly rates of £20.90 - £29.80
- - £20.90
- Upper - relates to the hourly rates of £29.80 and above

19. There are slightly more females in the lower and lower middle quartiles, and slightly fewer in the upper and upper middle quartiles compared to 2024.

20. The lower quartile has seen a 0.89% decrease of females since 2024, with 71.3% of the lower quartile being female – this is not reflective of the total workforce where 65.5% of the total workforce are female.

21. Since 2024, the percentage of females in the lower middle quartile has increased by 3.29%, while the percentage of males in the top two quartiles has remained unchanged.

22. In the lower quartile the roles occupied are mainly administration, support worker roles in adult and children's social care, passenger assistants and customer service. For some of these functions there has previously been no obvious career progression route to higher earnings levels. However, through the ongoing organisation redesign program, which saw the introduction of career families, the council continues to seek and promote opportunities for employees to develop and progress. The council also provides opportunities for employees to undertake apprenticeships and functional skills Maths and English whilst in employment with the Council to support their ongoing career development.

23. At the senior management level, 54.5% of the Extended Leadership Team

which includes directors, deputy directors, and assistant directors are women, while 45.5% are men. Although this represents a relatively balanced distribution, it does not correspond to the composition of the total workforce, of which two thirds are women. Positively, there has been a 9% increase in female leadership compared to 2024.

Commitment

24. We are committed to the principles of equality, diversity, fairness and inclusion and our approach to people management should not put any group at a disadvantage. Regardless of identity or background, everyone deserves to be able to develop their skills and talents to meet their full potential, work in a safe, supportive and inclusive environment, be fairly rewarded and recognised for the work they do and have the opportunity to have their say on matters that affect them. We are also committed to achieving a diverse workforce that fully reflects our community.
25. We will continue to explore our inclusion initiatives, particularly where there are any barriers for women to progress into higher paid roles, or roles where they are under-represented.
26. Flexible, agile working and family-friendly policies will assist Oxfordshire County Council to attract and retain staff in a competitive job market and in a geographical area with low unemployment.

August 2025

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Ethnicity Pay Gap 2025

Introduction

At Oxfordshire County Council we are committed to increasing the diversity of our workforce and addressing any barriers to progression for colleagues from an ethnic minority background.

Calculating the ethnicity pay gap

Unlike the gender pay gap, we are not yet legally required to publish our ethnicity pay gap, however, we have taken the important step to be transparent about our ethnicity pay gap and have calculated it using the same methodology set out in the Government regulations for calculating our gender pay gap, using the same snapshot date of 31st March 2025.

The details included in this report are:

- Mean ethnicity pay gap in hourly pay;
- Median ethnicity pay gap in hourly pay;
- Proportion of White, Black, Asian and Ethnic Minority employees in each pay quartile.

We do not pay bonuses, so the mean and median bonus pay gap have not been included.

Median and Mean

We look at both the mean and the median measures. The mean difference is the difference in average hourly pay, adding all pay rates together and dividing by the total number of people. The median difference is the difference in hourly pay between the middle paid White employee and the middle-paid Black, Asian and Ethnic minority employees (the person at the mid-point if you were to line all employees up). The median is the most representative measure of an 'average' employee as it negates high and low outliers in a data set that would normally skew the mean.

Relevant Employees

A relevant employee is an employee that received full pay (not reduced to parental leave pay or sick pay, for example) as at the snapshot of data on 31 March 2024.

Workforce profile

At the time of reporting (31 March 2025), Oxfordshire County Council had 5284 relevant employees; of which 92.35% had told us their ethnicity. This is a significant proportion of our employees, and we recognise that this percentage enables us to develop a good insight into our employee population. There is still some work to do to close the gap, but this is a very good response rate for an organisation of our size. The remaining 7.65% of relevant employees have either chosen not to tell us their ethnicity or we do not have data about them. This is an improvement from our first reporting period of 2020 at which point 8.5% of relevant employees did not disclose their ethnicity – this group has not been included in this report. We continue to encourage our employees to disclose this information to support ongoing EDI initiatives.

Ethnicity Data

White (British, Irish, Eastern European, Other)	Black (Caribbean, African, Mixed, Other)	Asian (Indian, Pakistani, Bangladeshi, Chinese, Mixed, Other)	Other Ethnicity
88.07%	4.26%	4.27%	3.4%

In total, the percentage of employees reporting as Black, Asian or Ethnic Minority is 11.93%. This represents an increase from 10.37% in 2024.

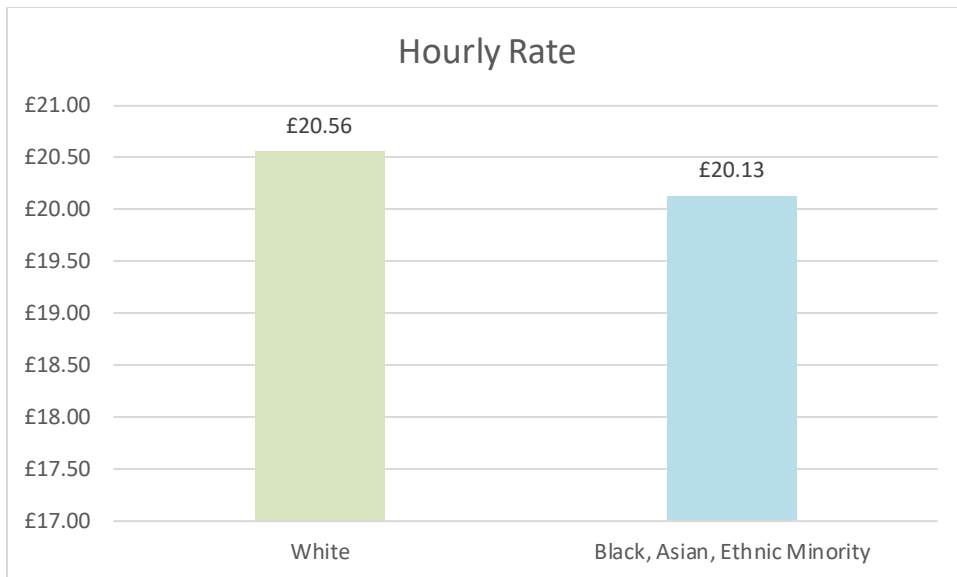
The number of relevant employees reporting as Black, Asian, Mixed or ethnic minority has increased by 31.8% since 31 March 2020 (first reporting period), from 397 to 582.

Ethnicity pay gap as at 31 March 2025

Mean hourly pay

The mean pay gap between employees from White ethnic backgrounds and Black, Asian and minority ethnic backgrounds saw a reduction in March 2025, when the percentage difference in mean hourly rate was 2.11% (43p per hour). This is an improvement from 2024.

In March 2024 the difference was 2.59%. This demonstrates our efforts to close this gap have been effective, and we continue to work towards further reducing this gap.



Median hourly pay

The percentage difference in median hourly rate saw an increase in March 2025 when it was 2.51% (47p per hour). This figure was 0% in March 2024.

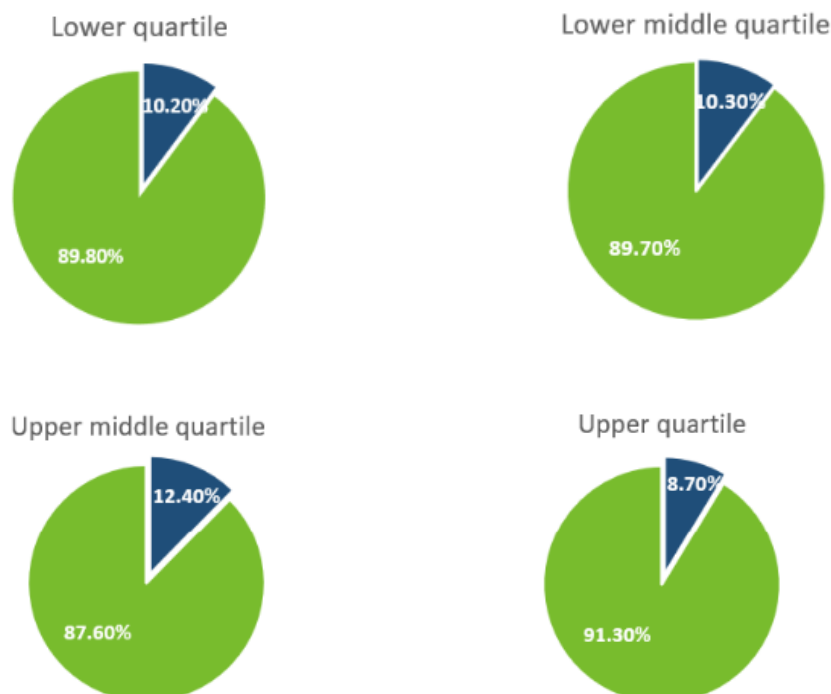
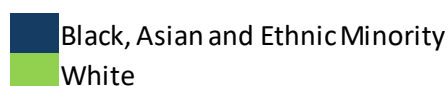
The percentage difference has decreased since the first reporting period in March 2020 where the difference was 5.5% (82p per hour). This demonstrates the gap is reducing overall.



Pay quartiles

The quartile information is calculated by listing all salaries from highest to lowest and then splitting that information into four equal quarters to determine the percentage of White and Black, Asian and ethnic minority employees in each quartile.

Proportion of White and Black, Asian and ethnic minority employees by pay quartile:



The hourly rates that represent each quartile are as follows:

- Lower - relates to the hourly rates up to £14.16
- Lower middle - relates to the hourly rates of £14.16 – 18.04
- Upper middle - relates to the hourly rates of £18.04 - £22.49
- Upper - relates to the hourly rates of £22.49 and above

The highest proportion of Black, Asian, and ethnic minority employees continues to be seen within the upper middle pay quartile, where the percentage increased from 12.4% in March 2024 to 14.80% in March 2025. Detailed analysis suggests that this trend relates to the concentration of Social Worker, Occupational Therapist and Children's and Early Help Practitioner roles in this quartile, both of which employ a significant proportion of Black, Asian, and ethnic minority staff.

Within the upper quartile, the proportion of Black, Asian, and ethnic minority employees rose from 8.7% in March 2024 to 10.39% in March 2025. Likewise, in the lower quartile, there was an increase from 10.2% in March 2024 to 10.57% in March 2025. This is in part linked to the Tier 1-4 organisation redesign programme and alignment of roles and pay.

The proportion of Black, Asian, and ethnic minority employees in the lower middle quartile has shown consistent growth, rising from 8.7% in March 2022 to 9.5% in March 2023, 10.7% in March 2024, and reaching 12.49% in March 2025. It is

noteworthy that adults' and children's social care positions at this level continue to be filled by a higher proportion of Black, Asian, and ethnic minority staff.

Commitment

We are committed to the principles of equality, diversity, fairness and inclusion and our approach to people management should not put any group at a disadvantage. Regardless of identity or background, everyone deserves to be able to develop their skills and talents to meet their full potential, work in a safe, supportive and inclusive environment, be fairly rewarded and recognised for the work they do and have the opportunity to have their say on matters that affect them. We are also committed to achieving a diverse workforce that fully reflects our community.

Our work to improve our approach to equalities, inclusion and diversity is underway. Some of the initial actions taken so far in 2024 and 2025 include:

- Continue to deliver unconscious bias training to managers
- Signed up to RACE Equality Code
- Signed up to Anti-Racism Charter
- Improved EDI steering group
- Recruiting to EDI specific positions
- Extended and expanded Reciprocal Mentoring scheme

We are committed to working with all employees to ensure effective career conversations with managers are consistently taking place as well as recognition of the work they do for staff networks outside of their day jobs through our managing for performance framework (12:3:2). Skills obtained through network activities should be recognised with opportunities to use these skills in other aspects of their role.

The council is also focusing on how to develop career pathways, in particular enabling progression from roles in the lower quartile to the lower middle quartile as well as how to increase representation of Black, Asian and ethnic minority employees in senior management roles.

August 2025

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