

## Gender Pay Gap 2021/22 Narrative

Norfolk County Council is committed to accountability, transparency, equity and fairness in pay, reward and remuneration. Our approach to pay and reward is set out in our annual [Pay Policy Statement](#).

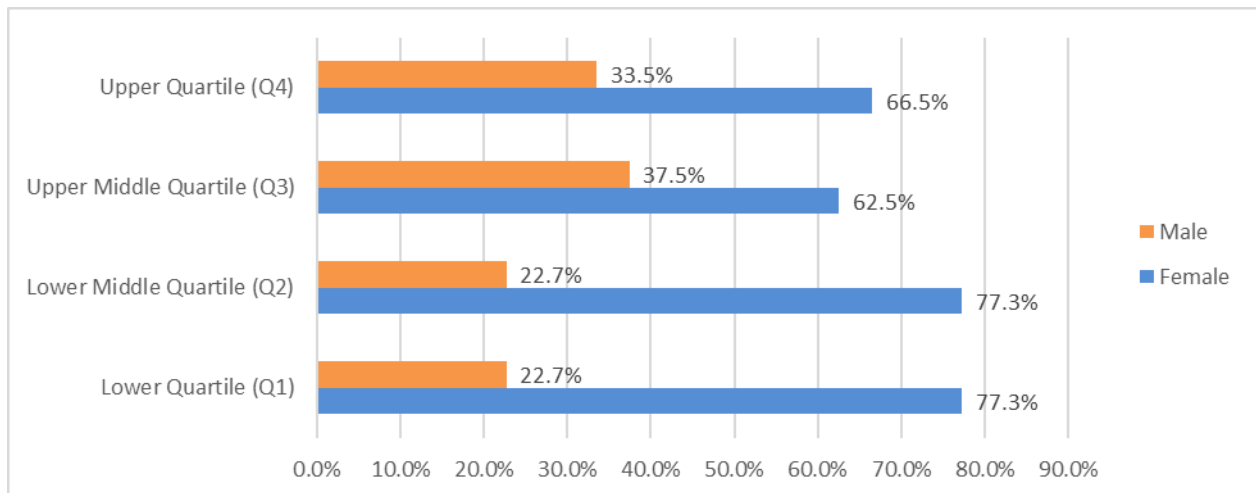
We use the Korn Ferry job evaluation scheme to provide a consistent and objective framework to evaluate organisational structures and jobs and is gender blind. This ensures that female employees are paid on the same pay grades as men where they do the same job. Men and women also benefit from the same terms and conditions of employment. We are confident that we pay men and women who do the same or equivalent jobs equally.

## Norfolk County Council's Pay Gap

Our 2020/21 pay gap outcomes are:

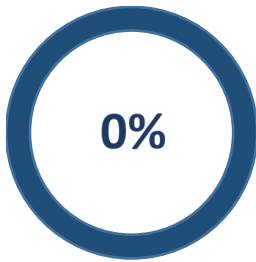
2021/22	Mean ave. pay (per hour)	Median ave. pay (per hour)	Mean bonus pay	Median bonus pay
All	£15.70	£14.02	£0	£0
Males	£16.74	£15.33	£0	£0
Females	£15.27	£14.02	£0	£0
Pay gap	8.78%	8.57%	0%	0%

## Quartile and Bonus Pay

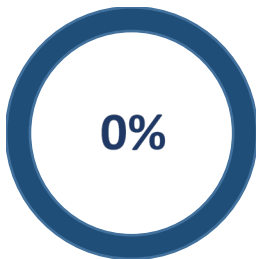


The above table identifies the proportion of male and female staff in each quartile for the data snapshot period at March 2021, so 7,593 records split into four quartiles. Of the 1,898 employees in the Upper quartile 66.5% of those are female.

### Mean bonus pay gap



### Median bonus pay gap



### What has changed?

The mean gender pay gap in has decreased by 1.5% to 8.8% taking us back to pre-covid rates in 2019, however the median pay gap has increased by 0.4% to 8.6%.

### The factors affecting our gender pay gap

- The gender composition of our workforce; we have a high population of women working in lower graded roles which, despite having a high population of women in senior and higher paid roles, adversely impacts the average pay of women employed by the authority.
- The decreased mean pay gap can be attributed to an increase in the proportion of female to male employees across the top two quartiles. It is also worth noting that unlike the previous year the Green Book Pay Award (affecting around 80% of NCC staff) was a flat figure across all grades as well as Senior Officer grades P to S, so would not have influenced any change in the pay gap. See Quartile Data Changes table in para 4.3.
- As a consequence of COVID, staffing levels in the lower paid care delivery services increased. Traditionally these care sector roles attract more female applicants. The consequence of increasing female headcount in these lower graded roles has driven the median pay gap slightly upwards.
- The statistical decreases reflect the national downward trend reported by the Office for National Statistics in their “Gender pay gap in the UK: 2021 report”
- “In 2021, the gap among full-time employees was 7.9%, up from 7.0% in 2020. This is still below the gap of 9.0% before the coronavirus (COVID-19) pandemic in 2019, and so the downward trend is continuing.”
- “The National gender pay gap is higher for all employees than it is for full-time employees or part-time employees. This is because women fill more part-time jobs, which in comparison with full-time jobs have lower hourly median pay.”

- 70.9% of the Councils workforce are female and of this 19% are below 0.8fte and so classed as part time. Whereas 29.1% of the Councils workforce are male with only 3.5% of this group classed as part time.

### **Where we are doing well**

It is encouraging we continue to have an increase in the proportion of Females in the upper two quartiles, suggesting our work to improve the gender pay gap is having a positive impact.

The impact of this has resulted in a 1.5% reduction in the gender pay gap but is directly affected by the proportional increase of females in the lower Quartile by 2.0% points.

We continue to use creative messaging across a range of media to encourage women to apply for posts at the Council and we have been awarded the 'Innovation In Recruitment Award' for our campaign to attract women Firefighters into a role that has been traditionally seen as a male occupation.

We offer flexible working and advertise roles where we are able to actively support hybrid working (a mix of office and remote working) and we continue to monitor our employment offer through the Smarter Working Programme and Career Families development work to ensure that we can offer life friendly careers, enabling employees to balance the needs of their customers, team and themselves.

We have set up a number of Employee Advisory Networks, as part of our wider Equality Diversity and Inclusion Workforce Strategy. This enables employees with protected characteristics to discuss ideas and suggestions to improve working life at the Council and feed this directly into the EDI Performance Board which is attended by the Director for People and Head of Paid Service.

We have introduced a working policy to support for women going through the menopause.

### **Where we have more work to do**

Whilst we have a good understanding of the reason for the decrease in our Gender Pay Gap, we need to continue to develop and analyse our data to improve our understanding of any trends, underlying causes or barriers which might exist.

We also need to make use of increase workforce analytics from the introduction of the new integrated Hr & Finance system in 2022

We need to continue to take more action to increase the diversity of candidates for senior roles in the organisation and take positive action such as mentoring and coaching and developing tailored development programmes for women in leadership.

## 2022 Actions

We aspire to have an organisation that is inclusive, values difference and recognises the unique and diverse contribution of all employees, where staff can develop and progress, irrespective of gender or other protected characteristics.

Whilst the actions set out below are not exclusively available to women, we will monitor and evidence the impact they have in promoting a greater gender balance at all levels of the organisation.

- Continue to expand the Norfolk Development Academy offer, developing and launching a Women's Leadership programme and increasing the number of coaches and mentors that we can provide to support colleagues with their career development.
- Develop an Advisory Network for Women. This could include subgroups for current or aspiring female leaders and women who are going through the menopause (there is research that indicates that peri menopausal and menopausal symptoms lead to large numbers of women leaving the workforce globally)
- Continue to expand our Smarter Working programme encouraging a more flexible and agile approach to where, when and how employees work, moving away from traditional 9 – 5 office-based working to one where some form of flexible working is the norm.
- Continue to develop our Leadership Apprenticeship Offers at Levels 3, 5 and 7. Through our apprenticeship strategy use the NCC levy strategically to provide apprenticeships that support the Council to encourage social mobility, attract, retain and develop a skilled and diverse workforce Embedding apprenticeships into our services' workforce plans and creating recruitment/outreach campaigns will ensure our offers are targeted to groups which are under-represented.
- Continue to review our policies and procedures to ensure gender neutrality in use of language.