



Gender Pay Gap 2020/21 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](#).

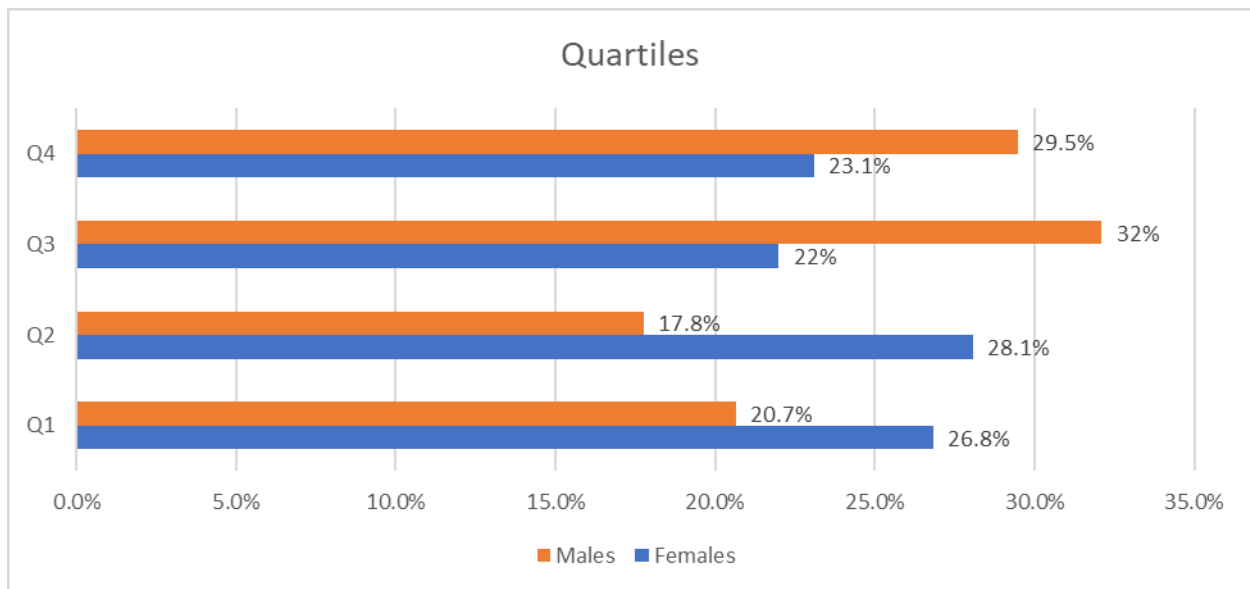
We use the Korn Ferry job evaluation scheme to provide a consistent and objective framework to evaluate organisational structures and jobs and is gender blind. This ensures that female employees are paid on the same pay grades as men where they do the same job. Men and women also benefit from the same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

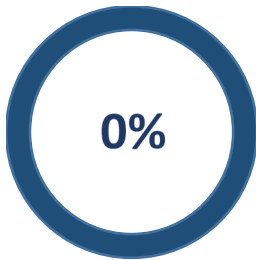
2020/21	Mean ave. pay (per hour)	Median ave. pay (per hour)	Mean bonus pay	Median bonus pay
All	£15.14	£13.64	£0	£0
Males	£16.19	£14.46	£0	£0
Females	£14.69	£13.37	£0	£0
Pay gap	10.25%	8.15%	0%	0%

Quartile and Bonus Pay

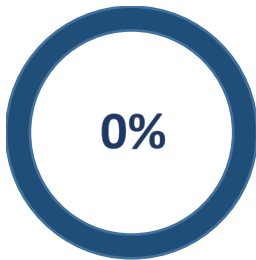




Mean bonus pay gap



Median bonus pay gap



What has changed?

The mean gender pay gap has increased by 1.25% compared to the 2019/20 outcome, however the median pay gap has increased by 2.75%.

There are two main factors that have led to the increase in 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.
- National trends -The Office for National Statistics in their “Gender pay gap in the UK: 2019” found that women over 40 years are more likely to work in lower-paid occupations and, compared with younger women, are less likely to work as managers, directors or senior officials nationally. 68% of our workforce is female and 66% are aged over 40, showing that NCC reflects these national trends
- The increase in the number of women employed in the upper quartile continues to increase (up a further 1.8% compared to an increase of 0.9% in the previous year report), however there have also been larger increases at the lower and lower middle quartiles

Where we are doing well

The data over the past few years has suggested that women are less likely to progress to more senior roles in the organisation. The data for 2019/20 indicates that this has changed, with a **consistent increase** in the proportion of women in 4th Quartile. The impact of this however has not resulted in a reduction in the gender pay gap as the proportion females in the lower Quartiles has also increased

We continue to use creative messaging across a range of media to **encourage women** to apply for Firefighter posts at the Council, traditionally seen as a male occupation. In addition, we now actively review wording of our **recruitment adverts** to ensure that we avoid wording that research has shown is more likely to attract male candidates than female ones.

We launched the Norfolk Development Academy, incorporating a new **programme for managers** during 2019. The aim of the NDA is to help establish management and leadership as a career of choice and includes coaching and mentoring to support our current and potential leaders and managers.

We have considerably increased our ability to work flexibly over the past 18 months and have expanded our Smarter Working programme, introducing new technology and updating our policies and procedures to ensure that we can offer life friendly careers, enabling employees to balance the needs of their customers, team and themselves.

Research has shown that women are more likely to have caring responsibilities than men and we have implemented a range of initiatives to **support carers**. Previously we have launched the Carers Charter, together with a new Carers Policy, to help employees balance their career with their caring responsibilities. Since the last report we have now been awarded the **Carer Friendly tick award** and launched a **Carers Advisory Network**, as part of our wider Equality Diversity and Inclusion Workforce Strategy. This enables employees with caring responsibilities to discuss ideas and suggestions directly with the Director for People and head of Paid Service.

We have also significantly improved our data and reporting, enabling to enable us to track progress, with regular reporting to our Advisory and Employee networks, together with the EDI Performance Board

Where we have more work to do

Whilst we have a good understanding of the reason for the small increase in our Gender Pay Gap, we need to continue to develop our data to gain a better understanding of any underlying causes or barriers which might exist.

We also need to ensure that we offer more opportunities for flexible working in senior roles and ensure that we take into account research that indicates that men are more likely to ask for a higher starting salary than women when developing our recruitment guidance.

We also need 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, including providing more support for women going through the menopause

2021 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**, developing and launching a Leadership programme and increasing the number of coaches and mentor 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)
- Research best practice to understand how successful managers are identified, applying any lessons learnt to make our **recruitment process** more effective. We will also implement the recommendation of a working group made of a diverse group of employees who reviewed our recruitment and onboarding processes to **increase inclusivity** and encourage a more diverse range of candidates, including increasing diversity at senior levels.
- 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.
- Expand our **Apprenticeships** offer including offering **Level 7 Leadership** qualifications. We always aim to attract a diverse range of candidates to our apprenticeship opportunities but where necessary, will tailor our recruitment campaigns to target groups which are under-represented in those professions.
- Continue to review our **policies and procedures** to ensure gender neutrality in use of language.