

Gender Pay Gap 2018/19

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 Hay job evaluation scheme to provide a consistent and objective framework to evaluate

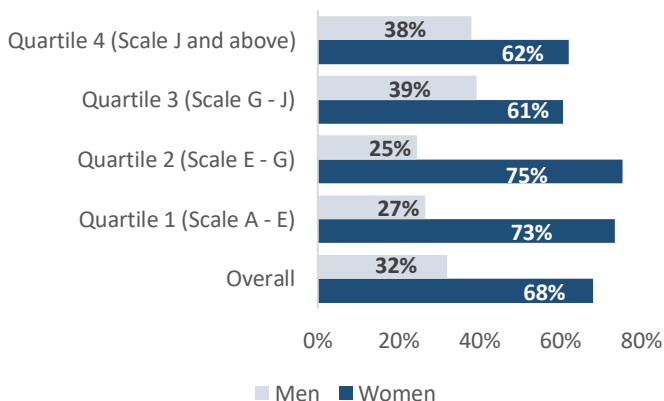
organisational structures and jobs and is gender blind. This ensures that female employees are paid on the same pay grades as men where they do the same job. Men and women also benefit from the same terms and conditions of employment. We are confident that we pay men and women who do the same job equally.

Norfolk County Council's Pay Gap

Our 2018/19 pay gap outcomes are:

2018/19	Mean ave pay (per hour)	Median ave pay (per hour)	Mean bonus pay	Median bonus pay
All	£14.72	£12.94	£494.38	£494.89
Males	£15.63	£14.34	£494.38	£494.89
Females	£14.29	£12.94	£0	£0
Pay gap	8.57%	9.77%	100%	100%

Quartile and Bonus Pay



Mean Bonus Pay gap



Median Bonus Pay Gap

What has changed?

The mean gender pay gap has increased by 1.76% compared to the 2017/18 outcome and the median pay gap has remained broadly steady having increased by 0.07%.

There has been no change in the proportion of men and women employed (32% v 68%). There has however, been an increase in the proportion of men in the at more senior grades in the 3rd and 4th quartiles (1.9 and 1.3 percentage points respectively) coupled with a reduction in men in lower grades in the 1st and 2nd quartiles (1.5 and 1.2 percentage points respectively) and this has impacted on the differential in average pay.

The mean bonus pay gap arises from a bonus scheme which is protected under TUPE. No women are employed in the post which attracts the bonus payment resulting in the mean and median bonus pay gap of 100%. The bonus pay gap is unchanged from 2017/18, but voluntary turnover means that the number of employees receiving the bonus payment has reduced by 60% compared to 2017/18 - 0.09% of male employees receive a bonus.

Where we are doing well

As in the 2017/18 data, the **lowest paid employee** was a man (on the national minimum apprenticeship rate) and the **highest paid**, the Managing Director, was a woman.

There has been a 71% increase in the number of apprenticeships undertaken at NCC. As at May 2018, 55% of apprenticeships were undertaken by male employees, however as new

apprenticeship frameworks have come online, the gender profile has shifted towards the overall gender profile. As at November 2018, 63% of apprenticeships were undertaken by women.

We used creative messaging across a range of media to **encourage women** to apply for Firefighter posts at the Council, traditionally seen as a male occupation. We used images of an NCC female firefighter in advertising; developed a recruitment video and used search marketing and a social media campaign to attract female candidates. In total 14% applications were from women, comprising 17% of those shortlisted and 25% of offers, considerably higher than in previous campaigns.

Women were appointed to 67% of 2nd and 3rd Tier vacancies during 2018/19 (earning £81,972 and above).

A total of 8 employees have taken **shared parental leave** in the last 2 years. To date, men are as likely to take leave as women with requests received from 4 female and 4 male employees.

A new pay structure which will be implemented in April 2019 has been assessed to ensure that there is no inherent gender bias arising from the changes.

Where we have more work to do

Whilst we have looked at the changes between the 2017 and 2018 data sets to try to explain the increase in the gender pay gap, we have not carried out any more detailed investigation to understand any underlying causes or barriers which might exist.

Last years data suggests that women are less likely to progress to more senior roles in the organisation. This may be linked to the predominance of part time roles at lower levels of the organisation. Conversely, this could also be a disincentive to men entering those professions if they are seeking full time work.

2019 Actions

We aspire to have an organisation that is inclusive, recognising 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.

A new **leadership and management development** offer will be launched during 2019, aiming to help establish management and leadership as a career of choice. A professional lead will help shape the development offer, and also map career pathways, identifying a range of ways employees could choose to progress their careers. A core development module will include valuing difference

We will research best practice to understand how successful managers are identified, applying any lessons learnt to make our **recruitment process** more effective.

We will extend our Smarter Working programme to use technology to deploy modern working practices across the organisation enabling a more **flexible and agile approach** to where, when and how employees work

balancing the needs of their customers, team and themselves. This will support a shift away from traditional 9 – 5 office based working to one where some form of flexible working is the norm.

We continue to develop our **Apprenticeships** offer, expanding the range of available roles and professions, with a range of defined future career pathways and routes. We will be launching a new Social Work apprenticeship, and also promoting apprenticeships in science, technology, engineering and maths (STEM) professions. We aim to attract a diverse range of candidates to our apprenticeship opportunities but will tailor our recruitment campaign to target groups which are under-represented in those professions.

Consider the impact of **unconscious bias** in decision making in recruitment promotion and performance. It could be discriminatory when the unconscious bias relates to a protected characteristic.

Review all Council **documentation** to ensure gender neutrality in use of language.

Gather an evidence base to test out the validity of anecdotal evidence about the **potential barriers** to reducing the gender pay gap and inform future action plans.