



Gender Pay Gap Report 2023

1. Purpose of the report

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 gender blind job evaluation scheme to provide a consistent and objective framework to evaluate organisational structures and jobs. 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.

In 2018 new legislation took effect, requiring all employers with 250+ employees to annually publish their Gender Pay Gap by the end of each financial year.

This is the seventh cycle of reporting under this legislative regime. This report sets out the position in respect of NCC's gender pay gap as at 31 March 2023 and compares against our position at the same point in 2022. The contents of this report form the formal report that will be published and submitted to the national reporting repository.

2. Scope of the legislation and report

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 applies to local authorities and other public bodies. Publicly funded schools are required to submit their own reports, so employees in council-maintained schools are not in scope of this report. However, as part of our governance role we have received assurance from those settings that they will be making reports.

A wide definition of employee is used for the purposes of this legislation and includes:

- employees (those with a contract of employment)
- workers and agency workers (those with a contract to do work or provide services)
- some self-employed people (where they personally have to perform the work)

The calculations are made from the March 2023 payroll as the public sector "snapshot" date of the 31 March 2023 falls into this period. Employers must then submit and publish their data within 12 months.

The regulations allow for data to be excluded from the return where it isn't held and where it isn't reasonably practicable to get it. Agency workers, self-employed people and retained firefighters are excluded from the 2023 report as we either do not hold any or hold insufficient data on the individuals to enable us to report accurately.

The regulations define pay to include basic pay, all types of paid leave, shift or other allowances. It does not include overtime, expenses, salary sacrifice, benefits in kind, redundancy pay or tax credits. Employees on reduced pay due to sick or maternity leave are out of scope.

It is important to note the gender pay gap reporting differs from Equal Pay legislation requirements. Gender pay gap calculations and conclusions relate to the aggregated pay across all employees and the distribution of those employees across the whole salary range. Any gap does not imply inequality in the grading of the roles being fulfilled.

Equal pay legislation requires that there is no difference in the rate of pay for a female undertaking like work, work rated as equivalent or work of equal value to that paid to a male employee. In order that we comply with Equal Pay Guidance, Norfolk County Council use accredited grading schemes for all roles.

The 2023 data captures the pay details of 7,873 NCC pay records of which 71% are female and 29% are male.

As with previous reports we have not included analysis by NCC grade, for the following reasons:

- Gender pay gap reporting legislation does not require analysis or reporting by grade.
- The numbers in some grades can be quite small, leading to a risk of skewed results.
- NCC utilises a number of pay and grading structures making comparison more complex e.g., NHS, Fire, Teaching and other employees who have either joined us via TUPE, or through joint working with other stakeholders and are within the NCC 19 payroll data extract.

3. 2023 Gender pay gap reporting outcomes

Overall Gender pay gap outcome

Gender	Mean average hourly pay	Median average hourly pay	Mean bonus pay	Median bonus pay
All	£17.38	£15.25	£1592.83	£1000
Males	£18.36	£16.58	£1455.75	£1000
Females	£16.98	£15.25	£1648.10	£1000
Pay gap	7.5% ↓	8.0% ↓	-13.2%	0%

The mean hourly rate is the average hourly wage across the entire organisation – so the mean gender pay gap is a measure of the difference between women’s mean hourly wage and men’s mean hourly wage.

The median hourly rate is calculated by ranking all employees from the highest paid to the lowest paid and taking the hourly wage of the person in the middle – so the median gender pay gap is the difference between women’s median hourly wage (the middle-paid woman) and men’s median hourly wage (the middle-paid man).

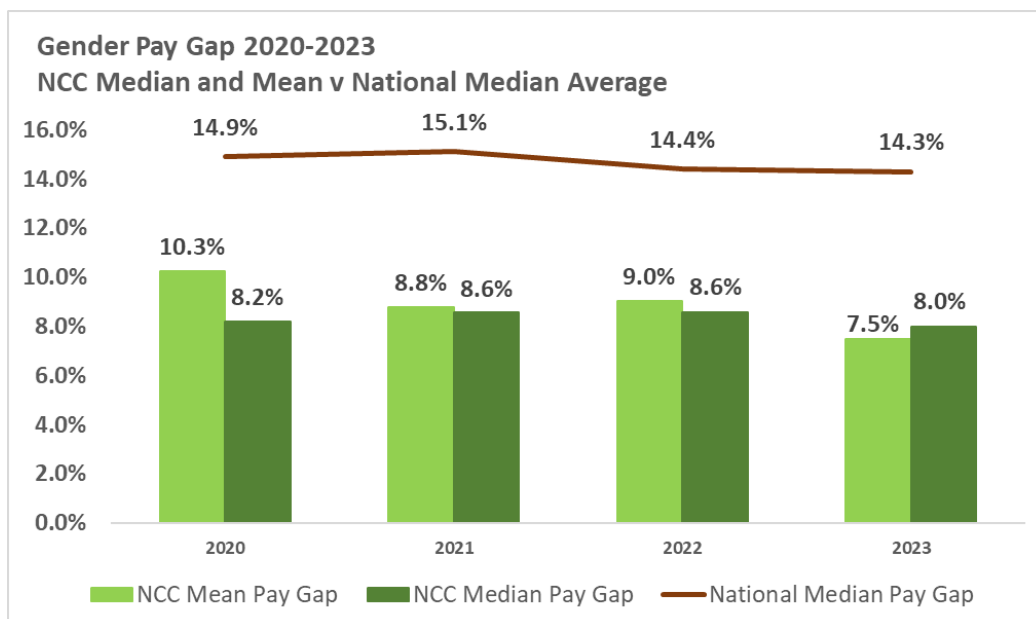
Gender pay gap comparison

Pay Gap	2020	2021	2022	2023
NCC Mean Pay Gap	10.3%	8.8%	9.0%	7.5%
NCC Median Pay Gap	8.2%	8.6%	8.6%	8.0%
National Median Pay Gap	14.9%	15.1%	14.4%	14.3%

The mean gender pay gap has decreased by 1.5% from the 2022 position to 7.5%. In other words, when comparing mean hourly rates, a women earned 92.5p for every £1 that men earned, compared to 91p for every £1 that men earned in 2022.

The median pay gap has decreased by 0.6%, from 8.6% in 2022 to 8.0% in 2023. In other words, when comparing median hourly rates, a women earned 92p for every £1 that men earned, compared to 91.4p for every £1 that men earned in 2022.

This is significantly better than the National gender pay gap of 14.3% ([ONS 2023 figures](#)) where women earn 85.7p for every £1 that men earn. Therefore, NCC continues to perform well against the national data.

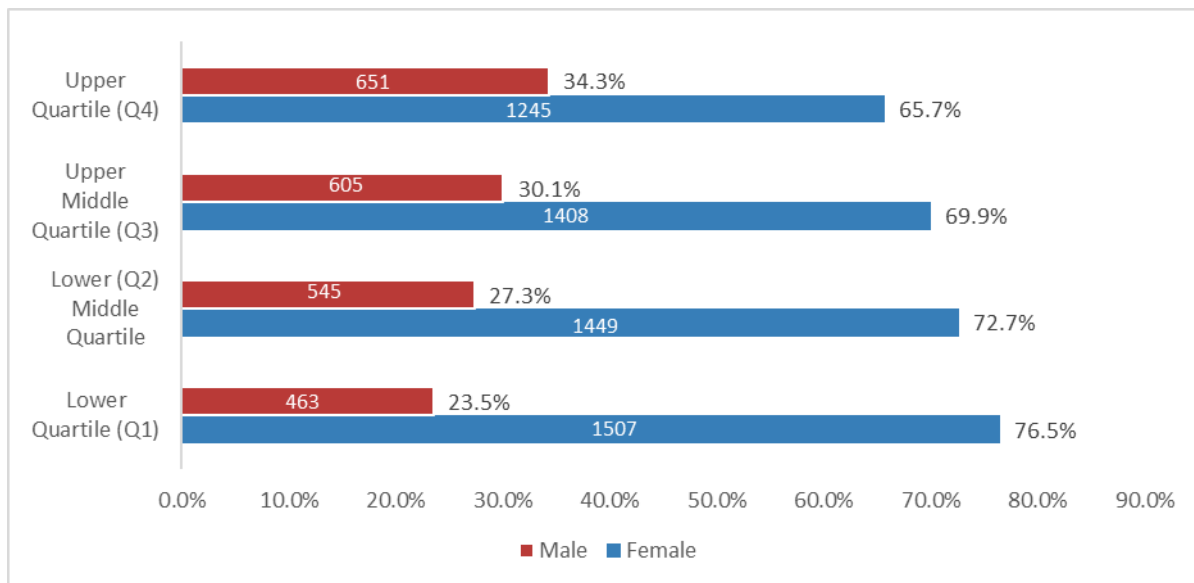


3.1 Bonus Pay

Bonus pay is defined in the Regulations as any remuneration relating to profit sharing, productivity, performance, incentive, or commission. NCC does not provide bonuses in the traditional sense, but we are able to make recognition payments in accordance with our policy for additional responsibility and exceptional commitment or effort. A very small number of other payments were also made in relation hard to recruit social worker roles. These have all been included in the bonus section of pay. The mean bonus pay gap is -13.2% and the median bonus pay gap is 0%. There were 133 females (2.4%) and 42 males (1.9%) in receipt of a bonus payments within the year with females receiving an average of £1,648 against an average of £1,456 for males. 77% of the bonus payments were made to social care related roles. The median bonus pay was £1,000 for both males and females (ranging from £500 to £2000).

This is the first year that NCC have reported bonus pay gap figures since 2019. Following the implementation of a new People and Finance System (oracle) in 2022, this has enabled us to systematically measure such payments through refinements in the data set. The payments include recognition payments and new Social Work loyalty payments that were introduced in December 2022.

3.2 Quartile data



Pay quartiles are calculated by splitting all employees in an organisation into four groups according to their level of pay. Looking at the percentage proportion of women in each quartile gives an indication of women’s representation at different levels of the organisation.

The above chart identifies the proportion of male and female employees in each quartile for the data snapshot period in March 2023, so 7,873 records split into four quartiles.

Of the employees in the upper quartile 65.7% are female. A decrease of 2.1% from 67.8% in March 2022.

Quartile	2022 Male	2023 Male	Change Male	2022 Female	2023 Female	Change Female
Lower	21.8%	23.5%	1.7% ↑	78.2%	76.5%	-1.7% ↓
Lower Middle	22.6%	27.3%	4.7% ↑	77.4%	72.7%	-4.7% ↓
Upper Middle	36.6%	30.1%	-6.5% ↓	63.4%	69.9%	+6.5% ↑
Upper	32.2%	34.3%	2.1% ↑	67.8%	65.7%	-2.1% ↓

The above table illustrates the change in Male/Female proportions within each of the quartiles.

Proportions of females in the lower, lower middle and upper quartiles have decreased against corresponding increases for males, with the largest change in the lower middle quartile. In the upper middle quartile, proportions of females have increased by 6.5% against a corresponding decrease for males.

4. Factors affecting the NCC gender pay gap position

The factors affecting our gender pay gap include:

- The gender composition of our workforce: despite having good representation of women in senior and higher paid roles, we have a higher number of women working in lower graded roles which adversely impacts the average pay of women employed by the authority.
- The 2022/23 Green Book pay award (affecting around 80% of NCC employees) was retrospectively awarded in December 2022 following final agreement in November 2022. This was a flat figure across all grades, which resulted in a higher percentage increase to lower salaries, where a higher population of women are working. See Quartile Data Changes table in para 3.2.
- 28% of the NCC workforce are below 0.8fte and so classed as part time. 85% of this part time workforce are female, with the remaining 15% male. The number of roles that are part time has increased from the 2022 figure of 25%. The percentage of the workforce who are female has decreased from the 2022 figure of 87%. Part time roles have a lower hourly median value which can impact on the overall pay gap. This is also recognised in the national report (ONS 2023 figures).
- In April 2022, a new People and Finance System (oracle) was implemented. As a result, this year’s data has been based on the new system configuration and using an inbuilt system report for UK Gender Pay Gap reporting. This brings with it greater consistency in approach and comparability with other organisations. With any new approach to data collection there will be some changes to the way in which data is reported, and therefore comparisons with a previous reporting system may vary slightly. Differences include the way in

which employees are allocated to each quartile (where they straddle 2 quartiles) and the way in which joiners and leavers are calculated when they join or leave mid-month. These may have some impact in the data and associated changes.

Where we are performing well

- We continue to monitor our employment offer to ensure that we can offer life friendly careers, enabling employees to balance the needs of their customers, team, and themselves including offering flexible and hybrid working in the majority of our roles. This enables more employees to flex their working day and find a balance between home and working lives. Over the last few years, there has been an increase in the average FTE, which indicates that increased flexible working options have enabled part time employees to increase their hours.
- We also support the workforce through a range of other policies, guidance and support - including maternity, adoption, surrogacy, fostering, unpaid carers (a role that is often taken on by women) and menopause. We also provide wellbeing support through a team of wellbeing advisers, support lines and many online discussions channels (including menopause and 5 ways to wellbeing).
- In 2023, we were successful in our renewal as a Carer Tick Friendly employer.
- Our learning and development offer supports our employees across the organisation – including our mandatory Equality in the Workplace e-learning, Equality Act 2010 and Equality impact assessments.
- As part of our Equality, Diversity and Inclusion People Plan, we continue to include EDI panels in our recruitment process for roles over 70k.
- We have a number of Employee Networks, as part of our wider Equality Diversity and Inclusion Workforce Strategy. The networks provide a welcoming, safe space for employees with a shared characteristic to connect with each other and to discuss the workforce experience, also providing a route to and feed this directly into the EDI Strategic Action Group which is attended by the Director for People and the Chief Executive. Our Carers Network in particular, has one of the highest membership numbers, of which is mostly attended by women.
- The Chief Executive also invites all employees to an EDI conversation twice a year. These regular events aim to create a transparent environment where colleagues can engage in open dialogue, share experiences, and influence the approach and work undertaken across our organisation – and with our service delivery partners.

Where we have more work to do

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

Whilst we have a good understanding of factors that influence our gender pay gap results (see section 4) and the positive impact of the steps we have taken so far, we need to continue to develop and analyse our data to improve our deeper understanding of any trends, underlying causes or barriers which might exist. This includes making full use of increased workforce analytics as our new integrated HR and Finance system embeds further.

During the reporting period, we continued to work through our Equality Diversity and Inclusion People Plan. Whilst the actions encompassed within that plan do not exclusively relate to reducing the gender pay gap, in delivering against these we believe they will contribute to overall improvements in promoting a greater gender balance at all levels of the organisation.

Examples include:

- Continued development of our Employer Value Proposition and approach to recruitment to increase the diversity of candidates and make NCC an attractive place to work.
- Continued development and promotion of our learning and development offer to improve employee awareness and influence behaviours that match our values and ambitions.
- Continued exploration of EDI data and reporting following the implementation of the new People and Finance System (oracle).