



Norfolk and Waveney
Integrated Care Board

Gender Pay Gap Report

March 2024

Gender Pay Gap Reporting

Summary

NHS Norfolk and Waveney Integrated Care Board (NWICB) plans and buys healthcare services for our local population. We are accountable for the performance and finances of the NHS across Norfolk and Waveney – a total budget of £2 billion a year. Known as NHS Norfolk and Waveney, the organisation works with local people, health and care professionals, and partner organisations to improve the health and wellbeing of our population.

The organisation is part of the [Norfolk and Waveney Integrated Care System](#). A system dedicated to working with partners in local government, the voluntary sector and others and helping the NHS to support broader social and economic development and to tackle inequalities in health outcomes.

NWICB employed 735 employees as at 31 March 2023 and is committed to being an equal opportunities employer and equality and diversity is embedded into everything it does.

NWICB organisational values were co-created through a collaborative process with our staff.

When the CCG became an ICB in July 2022 our values were reviewed, and it was agreed they still represented how we wanted to live our values through everything we do. Connected to; each other, the work we do, a common purpose, our partners across the system and always to our patients/public. At all times being respectful, inclusive and embracing new ways of working by being innovative and continually improving.



Gender Pay Gap Analysis

Requirements

In accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, employers with 250 or more employees are required to publish Gender Pay Gap calculations no later than 30 March each year.

The gender pay gap is not the same as equal pay, it's the difference between the average pay of all men compared to the average pay of all women. In an organisation which adheres to structured pay grades and equal pay the Gender Pay Gap will highlight variances between genders if there's a proportional difference in the distribution of the workforce across the grades.

The legislation requires an employer to publish six calculations:

1. Average gender pay gap as a mean average
2. Average gender pay gap as a median average
3. Average bonus gender pay gap as a mean average
4. Average bonus gender pay gap as a median average
5. Proportion of males receiving a bonus payment and proportion of females receiving a bonus payment
6. Proportion of males and females when divided into four groups ordered from lowest to highest pay.

The information must be published on both the employer's website and on a designated government website. An employer should then use that information to help understand any underlying causes for their gender pay gap and take suitable steps to minimise it.

Gender pay reporting is different to equal pay; equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. The gender pay gap shows the difference in the average pay between all men and women in a workforce based on hourly pay. It takes account of mean and median averages, as well as 'bonus' payments. Clinical Excellence Awards, payable to medical Consultants, are classed as bonus payments for gender pay reporting purposes, however this is not applicable to the ICB.

Within the NHS, excluding Very Senior Managers (VSM), pay scales are set nationally and terms and conditions prescribe pay arrangements on appointment. Jobs for all staff on Agenda for Change (all staff excluding medical and VSM) are subject to NHS Job Evaluation to determine appropriate pay bandings. This therefore has a significant impact on preventing gender related pay discrepancies.

Technical Information - Employee's to Include

For **ordinary pay**, only 'Full Pay Relevant Employees' are to be included. A 'Full Pay Relevant Employee' is any employee who is employed on the snapshot date of 31st March 2023 and who is paid their usual full basic pay during the relevant pay period. If employees are being paid less than their usual basic pay rate, or nil, during the relevant pay period as a result of being on leave, then they are not a 'full pay relevant employee'. It does not matter whether any leave is taken during the relevant pay period – what matters is whether the pay is reduced during that relevant pay period due to the leave.

If an employee is paid less than their usual basic pay or piecework rate during the relevant pay period for reasons other than leave (for example because they have been on strike), they still count as a full-pay relevant employee.

For bonus pay all employees should be included

Table 1: Gender breakdown (snapshot as at 31 March 2023)

| Gender | Headcount | Percentage |
|--------|-----------|------------|
| Female | 565 | 77% |
| Male | 170 | 23% |
| Total | 735 | 100% |

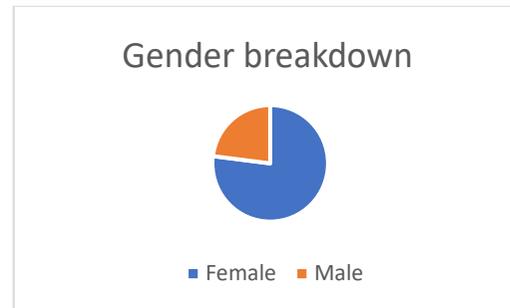


Table 2: Illustrates the % of males and females in each band

| % Assignments per band | Gender | Gender |
|------------------------|--------|--------|
| Band | Female | Male |
| Band 2 - 4 | 22.61% | 5.11% |
| Band 5 | 10.61% | 7.95% |
| Band 6 | 16.35% | 8.52% |
| Band 7 | 15.48% | 15.91% |
| Band 8 | 27.30% | 44.32% |
| Band 9 & Non Banded | 7.65% | 18.18% |

Table 2 highlights that over half of male ICB colleagues have an assignment of band 8 and above (including non-banded roles)

Table 3: Average Rates of Pay – by gender (snapshot date 31 March 2023)

| Average & Median Hourly Rates | | |
|-------------------------------|-------------------------------|------------------------|
| Gender | Average of Median Hourly Rate | Average of Hourly Rate |
| Female | 20.7569 | 27.2112 |
| Male | 27.9318 | 40.1055 |
| Difference | 7.1749 | 12.8943 |
| Pay Gap% | 25.69% | 32.15% |

Table 3 details the mean and median hourly pay rates per employee on the snapshot date. Males were paid on average £12.89 more than females. This indicates that the average pay for males is higher than females and highlights the middle value is also higher than the females.

Table 4: Gender breakdown of employees in each quartile

| Number of Employees by Gender & Quartile | | | | | |
|--|---------------|--------|---------------|--------|---------------|
| | Female | | Male | | |
| Quartile (Q1 - low, Q4 = High) | Count | % | Count | % | |
| 1 | 164.00 | 89.62% | 19.00 | 10.38% | |
| 2 | 153.00 | 83.61% | 30.00 | 16.39% | |
| 3 | 130.00 | 73.45% | 47.00 | 26.55% | |
| 4 | 118.00 | 61.46% | 74.00 | 38.54% | |
| Total | 565.00 | | 170.00 | | 735.00 |

Table 4 shows the distribution of the workforce broken into quartiles with all employees ranked according to the hourly earnings and split into 4 quartiles.

Table 5 and Table 6 illustrates the same data in graph format.

| Quartile | Female % | Male % |
|--------------|-------------|-------------|
| 1 | 29% | 11% |
| 2 | 27% | 18% |
| 3 | 23% | 28% |
| 4 | 21% | 43% |
| Total | 100% | 100% |

Table 5 illustrates representation of quartile across each gender as a %

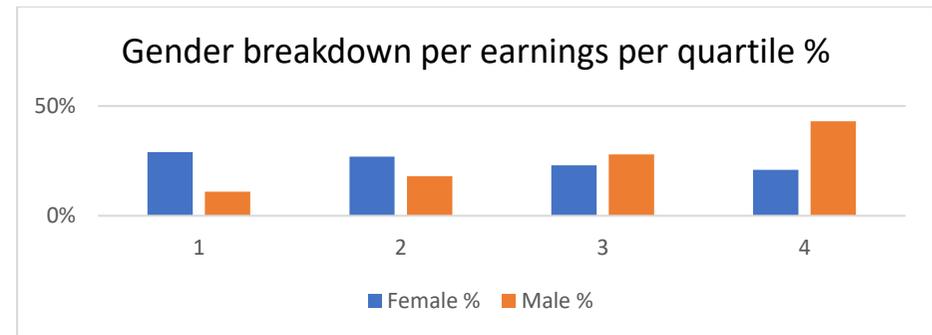


Table 6 illustrates representation of quartile across each gender as a %

Ordinary pay

All NHS staff are aligned to Agenda for Change they all receive equal pay for undertaking equal roles. There can be a slight variation within each banding depending on the pay step progression.

Bonus pay analysis

The Norfolk and Waveney ICB doesn't make specific payments in regards of bonuses.

Understanding the ICB's Pay Gap

Male staff earn on average a hourly rate of £12.89 more than their female colleagues. This is also reflected in the median hourly rate of pay illustrating that male colleagues earn £7.17 more.

Whilst the ICB employs more female staff the percentage of males holding more senior roles from band 7, 8 and 9 is greater than their female colleagues, in spite of this underrepresentation in the total workforce.

We are unable to make comparisons from previous years however, we hope to do this in future years enabling us to monitor and close the gender pay gap.

Action plan to close the Gender Pay Gap

The NWICB has a high proportion of female employees and should be in a position to remove internal barriers to pay parity and more noticeable support our female employees who may be more likely to take on additional caring responsibilities at home and voluntary roles in the workplace. Our data has shown that female employees are more likely to be in lower paid roles and it is important that we remove any barriers to career progression. Our 2022 staff opinion survey, with a response rate of 67.9% with 424 responses, noted 56.1% were happy with level of pay against the national comparator of 51.2%. However, this was a negative difference of 4.5% on the previous year.

Whilst our staff opinion survey (2022) noted 76.4% of those who answered the survey felt there were opportunities for flexible working patterns, an increase of 6.1% from the previous year, although -2.4% below the national comparator. It is important to ensure there is increased understanding of flexible working options and opportunities to help to remove barriers, to promote and support conversations about working patterns and job roles.

67.9% of staff said they would recommend the ICB as place of work and 89.4% said the ICB had made reasonable adjustments to enable them to carry out their work.

71.8% of staff completing the staff opinion survey said that had an appraisal in the last 12 months this is -6.7% from the national comparator. It is important that we must continue to support career development and identify and manage the talent in our organisation with core leadership training and education and consider further promotion of leadership programmes for Women.

The NW ICB is currently undergoing a large-scale re-organisation however, we will continue to work on de-biasing recruitment to ensure that our recruitment processes are robust and fit for purpose whether this be recruiting internally or externally to the organisation.

We will continue to focus and deliver on our Equality, Diversity and Inclusion Plans and our Executive Management Team and remain committed to implementing the Improving Staff Equity through partnership working (NHS Employers). We will use the data gained from our WRES, WDES and PSED action plans to form part of our EDI Improvement plans and achieve the 6 high impact objectives.

We will also seek feedback from our leavers at exit interviews to understand how we might make further improvements and seek feedback from our EDI staff engagement group.

To review the 2023 staff opinion survey results once available, in light of this gender pay gap report and consider the impact of these results.

The NW ICB continues to be committed to our NHS People Promise to work together to improve the experience of working in the NHS for everyone.