

Gender Pay Gap Report

March 2024



The NHS People Promise

Summary

NHS Norfolk and Waveney Integrated Care Board (NWICB) is responsible for planning and buying safe, high quality health services. NHS Norfolk and Waveney agreed and administers contracts with hospitals, community services, the mental health trust, GP practices, dentistry, pharmacy, optometry, the ambulance trust, and other organisations who provide care and treatment services, and monitored the performance of the delivery of these services.

As a result of the Health and Care Act 2022, NHS Norfolk and Waveney is responsible for the budget for the whole of the NHS landscape across Norfolk and Waveney.

2023-24 at a glance



The ICS has three overarching goals:

- 1. To make sure that people can live as healthy a life as possible** - Preventing avoidable illness and tackling the root causes of poor health to reduce health inequalities across our area.
- 2. To make sure that you only have to tell your story once** - Services must work better together so that key information doesn't have to be repeated to every health and care professional.
- 3. To make Norfolk and Waveney the best place to work in health and care** – Supporting staff development and wellbeing will improve the working lives of our staff, and mean people get high quality, personalised and compassionate care.

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



This is also aligned with the NHS People Promise to work together to improve the experience of working in the NHS for everyone. As an ICB we are committed to delivering this promise. The support we offer all of our staff in the ICB from our People Services is linked to each of the seven People Promise domains.



NWICB employed 684 employees as of 31 March 2024 and is committed to being an equal opportunities employer and equality and diversity is embedded into everything it does.

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.

As stated above 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 positive and 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 2024 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 2024)

Gender	Headcount	Percentage
Female	520	76%
Male	164	24%
Total	684	100%

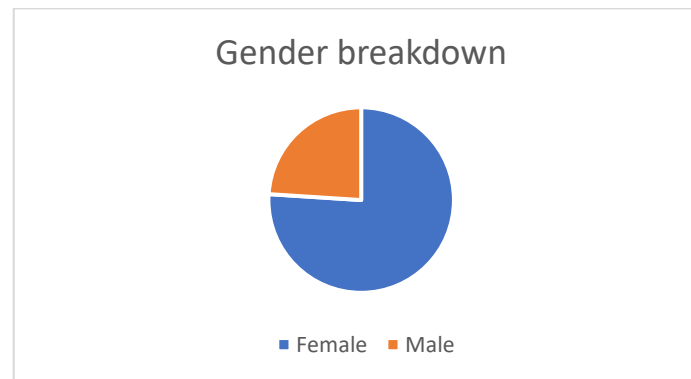


Table 2: Illustrates the % of males and females in each band

% Assignments per band	Gender	
Band	Female	Male
Band 2 - 4	19.47%	5.42%
Band 5	12.02%	8.43%
Band 6	16.79%	10.24%
Band 7	15.84%	17.47%
Band 8	29.01%	44.58%
Band 9 & Non Banded	6.87%	13.86%

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 2024)

Average & Median Hourly Rates		
Gender	Average of Median Hourly Rate	Average of Hourly Rate
Female	22.369	27.262
Male	26.057	41.697
Difference	3.687	14.434
Pay Gap%	14.15%	34.62%

Table 3 details the mean and median hourly pay rates per employee on the snapshot date. Males were paid on average £14.43 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					
Quartile (Q1 - low, Q4 = High)	Female		Male		
	Count	%	Count	%	
1	135.00	87.66%	19.00	12.34%	
2	147.00	83.52%	29.00	16.48%	
3	123.00	71.10%	50.00	28.90%	
4	115.00	63.54%	66.00	36.46%	
Total	520.00		164.00		684.00

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 %	Grand Total
1	26.0%	11.6%	22.5%
2	28.3%	17.7%	25.7%
3	23.7%	30.5%	25.3%
4	22.1%	40.2%	26.5%
Grand Total	100.0%	100.0%	100.0%

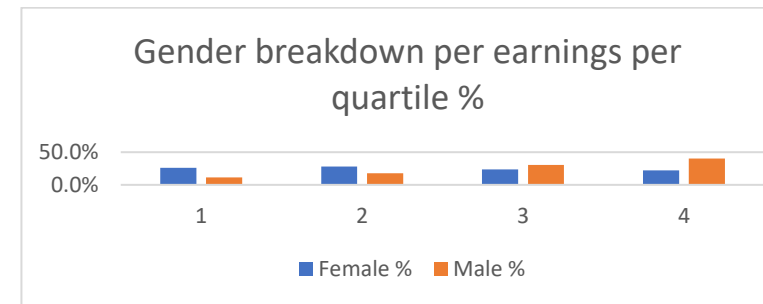


Table 5 illustrates representation of quartile across each gender as a percentage.

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 NWCB doesn't make specific payments in regards of bonuses.

Understanding the ICB's Pay Gap

Male staff earn on average an hourly rate of £14.43 more than their female colleagues. This is also reflected in the median hourly rate of pay illustrating that male colleagues earn £3.69 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. This is in spite of males being significantly less represented across the entire workforce.

Comparison from 2024 report

Through the ICB re structure the female headcount has decreased by 1%, whilst the male headcount has increased by 1%. Over half of male ICB colleagues have an assignment of band 8 and above (including non-banded roles), the gap between those in a band 9 and non-banded roles has decreased by 3.54% since 2023, meaning more females have been successful in gaining those roles.

Although the average hourly rate gap has increased by 2.47% since 2023 for male employees, the gap has decreased in relation to the average median hourly rate by 11.54%.

Action plan to close the Gender Pay Gap

NWICB has a high proportion of female employees. It is therefore important the organisation should be in a position to remove internal barriers to pay parity and provide more noticeable support to our female employees who may be more likely to take on additional caring responsibilities at home.

Our 2023 staff opinion survey, with a response rate of 67% with 489 responses, noted 61.9% of staff were satisfied or, very satisfied with levels of pay. This was a positive difference of 5.76% on the previous year. However, our data has shown that female

employees are more likely to be in lower paid roles and therefore it is important that we remove any barriers to career progression in order this upward trend continues.

Whilst our staff opinion survey (2023) noted 80.7% of those who answered the survey felt there were opportunities for flexible working patterns, (which is an increase of 4.3% on the previous year and an overall increase of 10.4% over the last two years), demonstrating a clear indication this is moving in a positive direction. It is important to ensure there is increased understanding of flexible working options and we seek other opportunities to help to remove barriers in order to promote and support conversations about working patterns and job roles. The legislation introduced on 6th April 2024, provides gives any employee with the right to make a statutory flexible working request from the first day of their employment, this is promoted within the organisation and assists with wellbeing conversations.

49.3% of staff said they would recommend the ICB as a great place of work, which is a significant decrease of 18.66% compared to last year. In order to address this, we will seek further feedback from our leavers at exit interviews to understand how we might make further improvements, this included gaining valuable feedback from our EDI staff engagement group. As a result we have amended our exit interview process. With this in mind, we have recently introduced a Microsoft Survey Form consisting of 13 questions and 3 of which focus on equality, diversity and inclusion:

1. Have you personally experienced violence or aggression at work from patients, service users, their relatives, members of the public or colleagues?
2. Have you personally experienced discrimination at work from patients, service users, their relatives, members of the public or colleagues?
3. Have you personally experienced harassment, bullying or abuse at work from patients, service users, their relatives, members of the public, colleagues or Manager? Addition: If you answered yes to any of the above - Did this contribute to your decision to leave the organisation?

NWICB is rolling out a Management Foundation Programme following the 2023 NHS England launch of a framework outlining the expectations of NHS line managers in relation to people management. ***“How to manage teams, How to manage people”*** We know from our own experience, and from what staff have told us through staff surveys, focus groups and feedback, that the role of the line manager is vital to how we feel at work, and to delivering our services. Managers give direction, help clarify individual and team objectives, and are instrumental in ensuring colleagues feel valued, supported, and cared for at work. One of the modules will cover supporting attendance including flexible working and wellbeing support.

NWICB respects individual experiences (e.g. culture, working styles, background, Ideas) and 86% of said the NWICB had made reasonable adjustments to enable them to carry out their work.

We will continue to seek feedback from our EDI staff network group to further understand our workforce and how we might make further improvements.

70.9% of staff completing the staff opinion survey said they had an appraisal in the last 12 months this is down 2.61% from the national comparator. It is important that we must continue to support career development and identify and manage the talent in our organisation. The Management Foundation Programme will provide core leadership training together with training on Appraisal Skills. There are also internal apprenticeships with the NHS Leadership Academy such as the Chartered Manager Degree with Mary Seacole or Senior Leader with Rosalind Franklin & CIM. We will continue to seek further promotion of leadership programmes for Women.

NWICB continues to support an Inclusive Talent Culture using Scope for Growth framework and using the 'Growth Arc – depth, breadth and stretch' to support employees to reflect and discuss opportunities for personal development.

NWICB regularly reviews People Policies to ensure they remain fair, relevant and supportive of staff needs and boosts morale and job satisfaction. These People Policies support the promotion of a positive and inclusive work environment and values diversity and wellbeing, helping to attract and retain staff. The NWICB have recently revised the Recruitment and Selection Policy to include an extensive question bank with a dedicated section on equalities, diversity and inclusion. 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. There is also further training on Recruitment and Selection, Onboarding and Probation available on the Management Foundation Programme.

NWICB will continue to focus and deliver on our Equality, Diversity and Inclusion Improvement Plans using the data gained from our Workforce Race/ Disability Equality Standards, Public Sector Equality Duty and Equality Delivery System 2 reports.

NWICB will review the 2024 staff opinion survey results once available, in comparison with this gender pay gap report and consider the impact of these results.

The NWICB remains committed to our NHS People Promise to work together to improve the experience of working in the NHS for everyone.