



Gender Pay Gap Statement
“Snapshot Date” 31st March 2019

1. Introduction

- 1.1 This report provides a narrative to support the Borough Council’s gender pay data as at the snapshot date of 31st March 2019.
- 1.2 The “gender pay gap” is the difference between the average (mean and median) pay of men and woman, expressed as a percentage. This is different to “equal pay”, which is concerned with pay differences between men and women who carry out the same or similar jobs or work of equal value.

2. Background

- 2.1 From April 2017 the Equality Act 2010 (Specific Duties and Public Authorities) Regulations require “relevant employers” to publish, on an annual basis, six ‘pay metrics’.
- 2.2 The regulations require the Borough Council to calculate these six metrics in a prescribed way, and to report the results on its website and to the Government Equality Office.
- 1.3 The six pay metrics are as follows. A definition of each metric is provided in Appendix 1:
1. Mean gender pay gap
 2. Median gender pay gap
 3. Mean gender bonus pay gap
 4. Mean gender bonus gap
 5. Proportion of male and female relevant employees who received bonus pay
 6. Proportion of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands
- 2.4 The Borough Council, as a public body, is a “relevant employer” as the organisation employs 250 or more employee on the snapshot date.
- 2.5 It is a requirement that gender pay information be published on the organisation’s web-site and Government Equalities Office website by 31st March each year. Therefore the information captured on the snapshot date of 31st March 2019 (which relates to the 2018/19 year) must be published by 31st March 2020.

- 2.6 Salary data will be based on the snapshot date of 31st March. Bonus data will be based on all bonus payments made in the 12 months up to and including the snapshot date of 31st March.
- 2.7 This report will be presented to the Council's Management Team on an annual basis prior to publication.

3. Key Findings

Detailed pay data for the snapshot date of 31st March 2019 is provided in Appendix 2. A comparison between the data on 31st March 2019, 31st March 2018 and 31st March 2017 is shown in Appendix 3. The key findings are as follows:

- 3.1 Mean gender pay gap - The mean hourly rate for males during the 2018/19 year was -1.2%, compared to 2.1% in 2017/18 and 4.30% in 2016/17. This shows that the mean hourly rate for males is now slightly less than the mean hourly rate for females (i.e. on average, the hourly rate for female employees is greater than the hourly rate of male employees).
- 3.2 Median gender pay gap – The median hourly rate for males during the 2018/19 year was -6.1%, compared -5.1% in 2017/18 and to -3.7% in 2016/17. This shows that the median hourly rate for males remains less than for the median hourly rate for females and in fact, the gap has slightly increased between 2017/18 and 2018/19 years.
- 3.3 The Borough Council does not award bonus payments but believes that the lump sum payments made as part of its performance management scheme would be classed as a bonus payment in accordance with the definitions with the regulations. Information on PrP lump sum payments has been used to calculate the bonus pay gap as follows:

Mean gender bonus pay gap – The mean gender bonus pay for males for 2018/19 is 24.6% compared to 18.3% in 2017/18 and 32.2% in 2016/17. This means that the mean bonus pay for males remains higher than the mean bonus pay for females and that the gap has increased since the 2017/18 year (although remains lower than in the first year of reporting).

Median gender bonus pay gap – The median gender bonus pay for males is 0% (i.e. the mean bonus pay for males is the same as the mean bonus pay for females). This compares to a median bonus pay gap of 0% in 2017/18 and 32.4% in 2016/17.

- 3.4 11.5% of males and 14.5% of females received a bonus payment during the relevant period (compared to 5% of males and 5.2% of females during 2017/18).
- 3.5 The Borough Council employs more females than males. The composition of the workforce by gender for the past three years has remained fairly static:

Year	Male Employees	Female Employees
2017	237 47.4%	263 52.6%
2018	227 47.5%	251 52.5%
2019	241 48.9%	252 51.1%

4. Assessment of Findings

- 4.1 Generally it is expected that organisations will have a positive percentage figure for the calculations for mean and median hourly pay and mean and median bonus pay, as typically female employees have lower pay and bonuses than male employees.
- 4.2 The findings of the 2017/18 gender pay reporting process showed that 10,428 organisations had filed their pay comparison data by the required deadline.

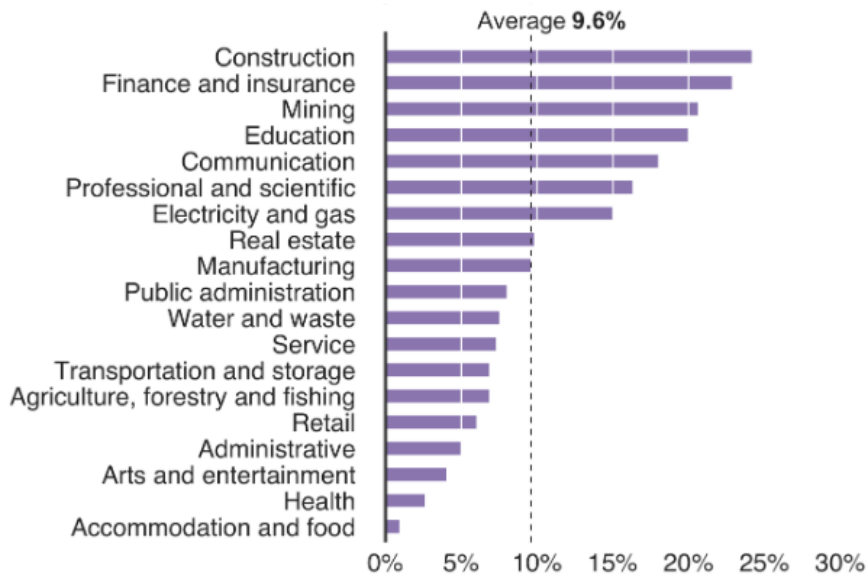
“Across 45% of firms the discrepancy in pay increased in favour of men, while at a further 7% there was no change. Overall, 78% of companies had a pay gap in favour of men, 14% favoured women and the rest reported no difference.” (Source: BBC news article)

The Borough Council’s data for 2017/18 was among those where there was a mean pay gap in favour of males, but that gap had decreased (from 4.3% to 2.1%) and this trend has continued for 2019/20 with the gap now having decreased to -1.2% (i.e. females now earn an average hourly rate that is greater than that earned by males). Our median pay gap has been in favour of females throughout the three years that gender pay data has been collated.

- 4.3 The BBC published the following chart as an analysis of gender pay by sector based on the data submitted for the 2018/19 year:

Every sector pays men more on average

Median hourly pay gap by sector*



*Note: Only includes sectors where at least 10 companies reported

Companies that reported on gov.uk by 00.01 Friday 5 April 2019



The Borough Council's median pay gap for 2017/18 (i.e. the data reported by 31st March 2019) was -5.1% so well below the national average of 9.6% and the average indicated for the public administration sector (approximately 8% from the above chart). Again, this trend has continued with our 2018/19 pay data, which shows our median pay gap has now increased to -6.1%

- 4.4 It has been possible to compare this Council's data with those of the other local authorities in Norfolk. A comparison of mean and median pay data for the 2017/18 year is summarised below:

Employer Name	Mean Gross Hourly Pay Gap (%)	Median gross Hourly Pay Gap (%)
Breckland District Council	13.1	23.9
Great Yarmouth Borough Council	15	17.9
Kings Lynn & West Norfolk	2.1	-5.1
Norfolk County Council	8.6	9.8
North Norfolk District Council	11.1	15.1
Norwich City Council	3	-0.2
South Norfolk Council	-4.3	-13.6

These figures show the BCKL&WN is one of only three local authorities in Norfolk reporting a negative figure for median hourly pay. We know that our both our mean and median hourly pay figures are now a negative figure, so it will be interesting to compare our 2018/19 data with other Norfolk authorities,

However, we must be cautious of drawing any conclusions from these comparisons, as each authority will have a different mix of services retained in-house/outsourced and therefore the overall composition of the workforce in each authority will be varied.

- 4.5 The negative percentage figure reported by the Council for median pay is unusual. Typically this result is found where there are a large number of employees paid on the same pay grade and/same hourly rate. Our 2018/19 data is comparable to that from the 2016/17 and 2017/18 years, upon which we have previously undertaken more detailed analysis to inform our understanding of the data. These figures are heavily influenced by the Public Open Space team, comprising of employees working in street cleansing and grounds maintenance services.
- 4.6 As the Borough Council's 'bonus payments' are unique to its own performance management scheme, and there is no information available as to what constitutes the bonus payments paid by other employers, it is not relevant to compare the Borough Council's mean and median gender bonus pay gaps to those of other organisations. We know that the results for this indicator are influenced by long serving employees who have reached the top of their pay grade, and understand the factors which contribute to this profile. Over time, this will change, but only through employee turnover, so the data for this indicator is not something that the Council can influence.
- 4.7 The Council's overall profile is that 48.9% of employees are males and 51.1% are females. The proportion of male and female full-pay relevant employees in each quartile pay band is broadly similar. It should be noted that the opportunity to change the distribution of males and females in each quartile, particularly of females in the upper quartile, will be dependent on relevant vacancies arising, and female applicants being identified as the most suitable candidate as a result of standard recruitment and selection procedures.

5. Actions Arising from Findings

Since the deadline for submitting the first set of gender pay gap data, the Government Equalities Office has published guidance to help organisations reduce the gap and improve gender equality in organisations (https://gender-pay-gap.service.gov.uk/public/assets/pdf/Evidence-based_actions_for_employers.pdf) . This guidance is evidence based and aims to help employers take actions which are likely to improve the recruitment and progression of women, thus reducing the gender pay gap.

Within the guidance, the following actions are listed as being effective:

- Including multiple women in shortlists for recruitment and promotion
- Using skills based assessment task in recruitment
- Using structured interviews for recruitment and promotion
- Encouraging salary negotiation by showing salary ranges
- Introducing transparency to promotion, pay and reward processes
- Appointing diversity managers and/or diversity task forces

The Council has ensured the use of structured interviews in all recruitment and promotion interviews for many years. In addition, for many years the Personnel team has actively encouraged, and worked with, Managers to include the use of task based assessments wherever possible as part of a recruitment and selection process. Job vacancies are usually advertised with a salary range, we monitor recruitment, selection and reward processes and have an active equalities working group within the organisation.

In light of the Government's guidance a review of the other recommended actions against current practice has been undertaken and this resulted in the actions identified in the 2018/19 action plan. Progress against these actions, together with new actions identified as a result of this report, are outlined in the action plan found in Appendix 4.

6. Conclusions

The Council is committed to providing equality of opportunity as an employer and is pleased that its mean and median gender pay gaps on the snapshot date of 31st March 2019 are significantly lower than the national averages reporting for 2018.

This third annual analysis of the Council's gender pay gap data does not identify any particular areas of concern. The figures as at 31st March 2019 represent an improvement in the data reported on 31st March 2018. Turnover within the organisation is relatively low, and therefore changes are incremental as leavers are replaced by new employees.

The Council's data as at 31st March 2018 also compares favourably with other local authorities in Norfolk.

Our recruitment, selection, appointment and reward process are well embedded within the organisation and consistently applied, contributing to the achievement of the data outlined in this report. Continued application of these procedures, with further developments and enhancements where identified, will enable this position to be maintained, and further improved, going forward.

Appendix 1

Definition of the Six Pay Metrics

The regulations require a relevant employer to publish six 'pay metrics':

1. **Mean gender pay gap** – the difference between the mean hour rate of pay of male full-pay relevant employees and that of female full-pay relevant employees, expressed as a percentage of the male mean
2. **Median gender pay gap** – the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees, expressed as a percentage of the male median
3. **Mean gender bonus pay gap** – the difference between the mean bonus pay paid to male relevant employees and that of female relevant employees, expressed as a percentage of the male mean
4. **Median gender bonus pay gap** – the difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees, expressed as a percentage of the male median
5. Proportion of male and female relevant employees **who received bonus pay** – comparing metrics 4 and 5 will indicate who much more likely it is for male/female employees to receive bonus payments
6. Proportion of male and female full-pay **relevant employees in the lower, lower middle, upper middle and upper quartile pay bands** (NB. The quartile bands are calculated by dividing the workforce into four equal parts, not, for example, using an organisations pay grades)

Appendix 2

Detailed Pay Data

Salary information based on snapshot date of 31st March 2019

Bonus information based on 12 months up to and including snapshot date.

Gender Pay Gap	Mean Gross Hourly Pay	Median Gross Hourly Pay
Males	£13.51	£11.59
Females	£13.67	£12.30
% Difference	-1.2%	-6.1%

Gender Bonus Pay Gap	Mean Gross Bonus Pay	Median Gross Bonus Pay
Males	£377.01	£145.44
Females	£284.21	£145.44
% Difference	24.6%	0%

Proportion of Employees Paid Bonus Pay	
Males	11.5%
Females	14.5%

Quartile Data	Male	Female	Total
Lower	73 58.9%	51 41.1%	124
Middle Lower	55 44.7%	68 55.3%	123
Middle Upper	49 39.8%	74 60.2%	123
Upper	64 52%	59 48%	123
Total	241 48.9%	252 51.1%	493

Appendix 3

Comparison of Pay Data for 2017, 2018 and 2019

Salary information based on snapshot dates of 31st March 2017, 31st March 2018 and 31st March 2019
 Bonus information based on 12 months up to and including snapshot date.

Gender Pay Gap	Mean Gross Hourly Pay			Median Gross Hourly Pay		
	2017	2018	2019	2017	2018	2019
Males	£13.40	£13.50	£13.51	£11.25	£11.37	£11.59
Females	£12.82	£13.21	£13.67	£11.67	£11.95	£12.30
% Difference	4.30%	2.1%	-1.2%	-3.7%	-5.1%	-6.1%

Gender Bonus Pay Gap	Mean Gross Bonus Pay			Median Gross Bonus Pay		
	2017	2018	2019	2017	2018	2019
Males	£226.16	£353.58	£377.01	£202.59	£138.58	£145.44
Females	£153.41	£288.75	£284.21	£136.93	£138.58	£145.44
% Difference	32.2%	18.3%	24.6%	32.4%	0%	0%

Proportion of Employees Paid Bonus Pay			
	2017	2018	2019
Males	9.7%	5%	11.5%
Females	12.17%	5.2%	14.5%

Quartile Data	Male			Female			Total		
	2017	2018	2019	2017	2018	2019	2017	2018	2019
Lower	70 56%	66 55%	73 58.9%	55 44%	54 45%	51 41.1%	125	120	124
Middle Lower	54 43.2%	54 45%	55 44.7%	71 56.8%	66 55%	68 55.3%	125	120	123
Middle Upper	47 37.6%	46 38.7%	49 39.8%	78 62.4%	73 61.3%	74 60.2%	125	119	123
Upper	66 52.8%	61 51.3%	64 52%	59 47.2%	58 48.7%	59 48%	125	119	123
Total	237 47.4%	227 47.5%	241 48.9%	263 52.6%	251 52.5%	252 51.1%	500	479	493

Appendix 4

Progress on Actions Identified in the 2018/19 Action Plan:

Action	Responsible Officer(s)	Progress
<p>Review current recruitment processes in light of the Government Equalities Office guidance.</p> <p>Identify any potential enhancements to existing procedures and develop an action plan to implement changes (for both the Council and Alive Management Ltd).</p>	Policy, Performance and Personnel Manager & Personnel Officer	The 2018/19 action plan was developed based on this guidance. Further actions within the plan arose from this assessment.
Undertake a period of monitoring the make-up of selection panels and review findings	Personnel Officer	Monitoring has been undertaken throughout 2019. There are no particular trends or concerns identified.
Work with Managers in Public Open Space to encourage more female applications for vacancies in this area of work	Personnel Officer	Work with Public Open Space Managers is ongoing. This has included working with the DWP through the Jobs for West Norfolk campaign.
Continue to support gender issues via the Equality working group	Policy, Performance and Personnel Manager	Ongoing. Both Council and Alive West Norfolk Managers attend this working group
Analyse the proportion of female employees in the lower quartile of the Alive Management Ltd data to identify if there are any reasons for the distribution of females in this quartile.	Payroll and Systems Officer, Policy, Performance and Personnel Manager and Personnel Officer	The review of data demonstrated that the range of jobs falling within this quartile are traditionally roles undertaken by more females than males, for example, cleaning, catering and receptionist roles. Alive employs significantly more females than males, and there is a consistent distribution of female employees within all quartiles
Report findings/progress with the above actions in the 2019 gender	Policy, Performance and	Provided via this update.

pay gap statements for the Borough Council and Alive Management Limited	Personnel Manager	
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Actions Identified For 2019/2020:

Action	Responsible Officer(s)	Deadline
Continue to monitor the make-up of selection panels to enable ongoing monitoring and to look for trends/changes in findings.	Personnel Officer	March 2021
Continue to work with Managers in Public Open Space to encourage more female applications for vacancies in this area of work.	Personnel Officer	March 2021
Report findings of Gender Pay Gap reporting to the Equalities Working Group	Assistant Director Central Services	Spring 2020
Implement new and refresher equalities training for Managers	Assistant Director Central Services / Personnel Officer	December 2020
Review the arrangements for and distribution of commission paid to employees within Alive West Norfolk	Personnel Officer	Summer 2020
Report on findings/progress with these actions in the 2020 gender pay gap statements for the Borough Council and Alive West Norfolk.	Assistant Director Central Services / Personnel Officer	March 2021