

Gender Pay Gap Report

including comparative summary (2018 vs 2017)



Snapshot date: 31 March 2018

First Published: February 2019

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Equal Pay is being paid equally for the same/similar work ✓

Pay Gap is the difference in the average pay between two groups

1. Introduction

All organisations within the United Kingdom with more than 250 employees have been required since April 2017 to publish details of their gender pay gap. The specific requirements of the Equality Act 2010 Act (Gender Pay Gap Regulations) 2017 are to publish information for the six specific measures detailed in this report.

NHS Arden & GEM (A&GEM) Commissioning Support Unit (CSU) was established on 1 April 2013 along with 23 CSUs in the country following on from 162 predecessor organisations: Strategic Health Authorities (SHAs); Primary Care Trusts (PCTs) and the Department of Health.

Employees work from bases across England with the main hubs being Leicester, Lincolnshire, Birmingham, Derbyshire, Northampton, Warwick, Mansfield, Norfolk & Essex.

As at the 31 March 2018 the organisation had 777 employees. The organisation is predominately female, making up 61% of the workforce receiving full pay, which is slightly lower than 2017.

In order to meet the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, Arden & GEM CSU is required to calculate and publish the following information:

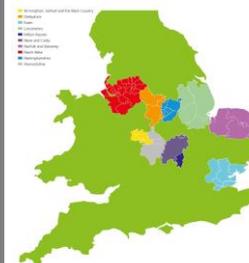
- 1) The mean gender pay gap
- 2) The median gender pay gap
- 3) The mean bonus gender pay gap
- 4) The median bonus gender pay gap
- 5) The proportion of males receiving a bonus payment
- 6) The proportion of females receiving a bonus payment
- 7) The proportion of males and females in each quartile pay band
- 8) A written statement, authorised by an appropriate senior person, which confirms the accuracy of the calculations.

2018 vs 2017

CCG
In housing /
realignment

WORKFORCE
29% ↓

New offices in
Norfolk and Essex



61%

Female staff
(64% in 2017)

1. Introduction (continued...)

Gender profile split of A&GEM workforce

- Male 39%
- Female 61%

Remuneration Policy

- 98% of 777 employees are on NHS Agenda for Change (AfC) pay grades ranging from Band 2 to Band 9. The AfC job evaluation system allocates posts, in accordance with responsibility to set pay bands. As employees successfully develop their skills and knowledge they progress in annual increments up to the maximum of their pay band.
- The framework for the remuneration of senior managers and directors is set by the Department of Health through the Executive and Senior Managers (ESM) pay framework for arm's length bodies. 0.9% of 777 employees are engaged as ESM's with a further 0.4% of employees on Medical pay scales. The remaining 0.7% consists of apprenticeships.
- Employees are governed by HM Treasury's pay remit and are subject to current public sector pay rules and pay restraint.

2018 vs 2017

2018
39% / 61%
VS
36% / 64%
2017

**Agenda
for change**
(Bands 2 – 9) %
LARGELY UNCHANGED

ESM %
LARGELY UNCHANGED

**Medical
pay scales %**
LARGELY UNCHANGED

**Lay members and
apprenticeships %**
LARGELY UNCHANGED

2. What is our gender pay gap?

A&GEM recognises that it does have a gender gap.

Gender pay gap	2017 %	2018%
1. Mean gender pay gap - Ordinary pay	14.8	12.2
2. Median gender pay gap - Ordinary pay	10.9	10.9

- Based on the Government's methodology A&GEM has a mean gender pay gap of 12.2% a reduction of 2.5% on 2017. This is calculated as the percentage difference between the average hourly salary for men and the average hourly salary for women.
- The median gender pay gap remains 10.9% and is calculated as the percentage difference between the mid-point hourly salary for men and the mid-point hourly salary for women.
- This means our average male salary (mean or median) is (higher) than our average female salary.

2018 vs 2017

Mean
gender pay gap



NARROWING

Median
gender pay gap
UNCHANGED

3. What is our bonus gender pay gap?

A&GEM does not have a bonus gender pay gap.

- A&GEM since its inception has not paid bonuses to its employees, even though there has been an option, for senior managers and directors in the terms and conditions and as part of Executive and Senior Managers pay arrangements.
- There is no scope for bonus payments within the Agenda for Change terms and conditions of service.
- As a result, there are no males or females in receipt of bonus payments.

2018 vs 2017



A&GEM
do not pay
bonuses

POLICY
REMAINS
UNCHANGED

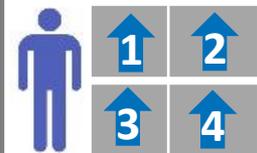
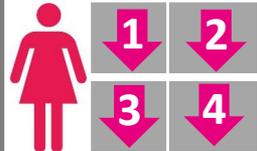
4. What proportion of males and females are in each pay quartile?

Quartile	Female	Male	Female %	Male %
1	136.00	53.00	71.96	28.04
2	112.00	87.00	56.28	43.72
3	116.00	66.00	63.74	36.26
4	106.00	101.00	51.21	48.79

Number of employees | Q1 = Low, Q4 = High

- 72% of employees in the lower quartile are female, compared to 51% in the upper quartile. As 61% of 777 employees are female, this demonstrates that a significant driver for the pay gap is a consequence of having a lower proportion of women in higher pay band. This may be down to a change in the workforce mix, showing a slight deterioration over the last 12 month period, influenced also by customers in-housing clinical services which are predominantly female nursing roles.
- The table below further demonstrates that we whilst we have more women in lower banded roles; this is broadly in proportion to the gender split across the organisation up to Band 8d. Additionally the disparity seen in the very senior salaries (those above band 8d & 9) relate to very small numbers of staff. (See Table 1 on next slide (7))

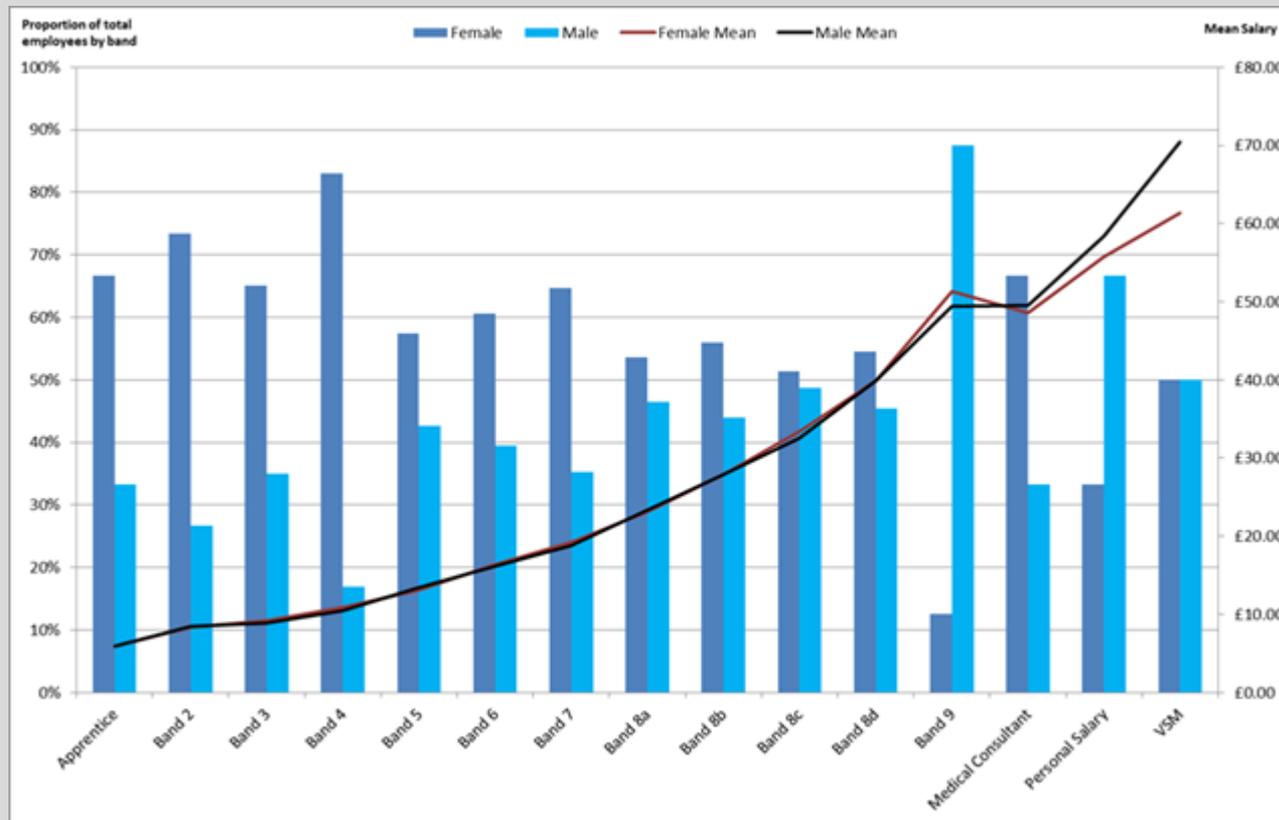
2018 vs 2017



Direction of
m/f % change
of pay per
quartile
2018 compared to 2017

4. What proportion of males and females are in each pay quartile? (continued...)

Contribution of pay bands to the mean pay gap



2018 vs 2017

More women in lower banded roles continues to broadly reflect A&GEMs gender split



Table 1: Proportion of employees, split by gender and band

5. What are we doing currently to close the gap?

In order to reduce the gender pay gap, it is recommended that organisations focus on the following activities (Managing gender pay reporting ACAS/GEO, 2017):

- Developing the evidence base
- Ensure related policies and practices are up to date
- Train and support line managers
- Manage family-friendly leave successfully
- Make the most of flexible working
- Encourage and review career and talent development
- Minimise any negative impact from pay systems
- Consider taking positive action

2018 vs 2017

Continued
FOCUS
throughout
2018

acas
working for everyone



5. What are we doing currently to close the gap? (continued...)

Arden & GEM CSU have undertaken work to understand what is driving our gender pay gap, this includes the following:

- Undertaken a detailed analysis of the gender gap by additional factors such as: Age, Length of service and directorates/functions
- Review of related policies and practices to ensure they are up to date (e.g. on flexible working, bullying & harassment, talent management and people development)
- Provide training and support to line managers (e.g. in fair recruitment, promotion and positive action)
- Make staff aware of flexible working opportunities (ensuring it is equally available at the upper quartile pay bands)
- Ensuring that coaching and mentoring programmes are available for all staff across the organisation
- Developed our local Staff Engagement Forums and introduced internal forums for staff – The Voice
- Developed internal opportunities for employee development and secondments and increased use of matrix working
- Offering senior and line management development programmes for all managers, including utilisation of the apprenticeship levy

2018 vs 2017

PROPOSED

in

2017

ACTIONED

in

2018



5. What are we doing currently to close the gap? (continued...)

The following additional responses would require more in-depth planning and so should follow from a more detailed evidence base, guiding the prioritisation of our actions:

- Encourage and review career and talent development (challenging working practices and cultures which discourage women or men from working flexibly)
- Developing our Staff Networks (Women's, Disability and Wellbeing, BME, LGBT+, Carers)
- Currently reviewing our recruitment processes to focus more on the promotion of competency and values based interviews
- Reporting on gender and other diversity data to the Executive team on a quarterly basis

2018 vs 2017

PROPOSED

in

2017

ACTIONED

in

2018



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