Norfolk and Waveney Mind

Private Employer

Gender Pay Gap Report

April 2023

**Foreword**

We're Norfolk and Waveney Mind, your local Mind mental health charity offering an extensive range of mental health services, along with associated training, advice and information.

We offer a wide range of services including 1:1 talking therapies, gardening projects, access to employment services, mental health training and education for businesses, schools and individuals, residential care and support programmes.

We also work in our communities to raise awareness and challenge stigma and discrimination. Our services support young people aged 14-25, adults and carers affected by mental ill health.

As a local Mind, we are an independent charity - we raise our own funds and we have our own Board of Trustees who are responsible for how we’re run.

Being local, we understand our community and tailor our services in response to what people need most.

Being part of the Mind network means we benefit from shared support, knowledge and ideas. Nationally, Mind gives advice and support to anyone who needs it, campaigns to improve services and raise awareness.

We work in partnership with Mind nationally and the other local Minds in our network to deliver high quality services to anyone who needs them.

*Vision*

All people are supported with their mental health to live a life that is meaningful to them.

*Ambition Statement*

No one should have to face poor mental health alone and that with the right support and resources anybody can create a life that feels meaningful to them.

*Our Purpose*

We promote well-being and work to reduce poor mental health and the stigma associated with it.

We support people in their recovery and champion better services for all.

To do this we share our own stories, insights and expertise.

**Mind Quality Mark**

Norfolk and Waveney Mind has been awarded the Mind Quality Mark (MQM). The MQM is a robust quality assurance framework created by Mind, the mental health charity.

MQM sets out the baseline of best practice and legal compliance in all areas of a local Mind's governance and activities. To achieve the MQM, a local Mind must meet or exceed all 24 key standards.

As a Local Mind we undergo a rigorous assessment which includes a thorough appraisal of organisational policies and procedures as well as a visit and interviews with trustees, staff, volunteers and people who use services. MQM is awarded when all standards are fully met.

The MQM provides assurance that local Minds across England and Wales are well-run organisations who meet Mind’s expectations of good practice, and in many cases excel beyond those expectations. It provides assurance that they are healthy, ambitious and strong in providing the highest quality support to people experiencing or at risk of developing mental health problems.

**Our Governance**

We are governed, led and managed to the highest standards, ensuring compliance with quality, legal and safeguarding requirements in accordance with our Memorandum of Association and Articles of Association, Charity Commission and Company law.

8.83% of the workforce chose not to disclose their gender.

**Gender Pay Gap vs Equal Pay**

The Equality & Human Rights commission outlines the differences between these two terms:

Whilst both equal pay and the gender pay gap deal with the disparity of pay women receive in the workplace, they are two different issues:

1. Equal pay means that men and women in the same employment, performing equal work must receive equal pay, as set out in the Equality Act 2010.

2. The gender pay gap is a measure of the difference between men and women’s average earnings across an organisation or the labour market. It is expressed as a percentage of men’s earnings.”

Equal pay is unlawful and gender pay is not. This is due to the cause of a gender pay gap not falling within the direct control of an employer. Norfolk and Waveney Mind ensures it does not engage in any practices that breach equal pay legislation. Gender Equality is an issue that will be tackled by going far beyond legislative compliance. Addressing the Gender Pay Gap is part of this.

**Statutory Information: Bonus Data**

As part of the mandatory reporting process, employers are required to publish the gender pay gap within their bonuses. At Norfolk and Waveney Mind, bonuses are not awarded and therefore it is not possible to report a bonus gender pay gap.

**Gender Breakdown**

**Company Breakdown**

The organisation is highly dominated by female employees

**Percentage of Men and Women in each Hourly Pay Quarter**

**The quartiles are as follows:**

* upper hourly pay quarter
* upper middle hourly pay quarter
* lower middle hourly pay quarter
* lower hourly pay quarter

|  |  |  |
| --- | --- | --- |
|  | **Female** | **Male** |
| * **Quarter 1**
 | 70% | 30% |
| * **Quarter 2**
 | 81% | 19% |
| * **Quarter 3**
 | 84% | 16% |
| * **Quarter 4**
 | 68% | 32% |

**Mean (average) Gender Pay Gap for each Hourly Pay Quarter**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Female** | **Male** | **Difference** | **Percentage** |
| * **Quarter 1**
 | 16.09 | 19.61 | 3.52 | 17.95% |
| * **Quarter 2**
 | 13.14 | 13.09 | -0.05 | -0.38% |
| * **Quarter 3**
 | 11.26 | 11.58 | 0.32 | 2.76% |
| * **Quarter 4**
 | 9.99 | 10.03 | 0.04 | 0.40% |

**Median Gender Pay Gap for each Hourly Pay Quarter**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Female** | **Male** | **Difference** | **Percentage** |
| * **Quarter 1**
 | 15.20 | 16.40 | 1.20 | 7.32% |
| * **Quarter 2**
 | 13.10 | 13.10 | 0 | 0% |
| * **Quarter 3**
 | 11.36 | 11.70 | 0.34 | 2.91% |
| * **Quarter 4**
 | 10.02 | 10.02 | 0 | 0% |

**What may be Influencing the Current Pay Gap?**

Part-time contracts are the most influential to the gender pay gap.

One key driver for the gender pay gap on a national scale is that part-time contracts are more likely to be occupied by women, and these roles tend to be in the lower paid areas of an organisation. Higher paid roles are more likely to be full-time.

Within NWM, there were 167 part-time roles of the data used. 81.44% of these roles were filled by female employees.

**Candidates being attracted to the Charity**

When looking at the numbers of applicants applying for roles within the Organisation, the view is more balanced, supporting the evidence above that any gap within the lower Quartiles is minimal in nature.

The Charity welcomes applicants with Lived Experience and there are a significant number who make an active career change to move into the Mental Health arena. Many of these are female, wanting to work on a part-time basis.

**Action Plan**

Senior Leadership and Upper Quartile is the area with the biggest percentage difference which is 19.95%

**Initiatives that Support Career Development, Talent Identification and Succession Planning**

The Charity previously identified the need for continuous improvement and a performance management process. The opportunity to identify future talent is in process. Identifying talent is working both vertically and horizontally. This has started to be implemented at senior level and is currently being cascaded through the organisaiton.

Due to the Charity’s commitment to employee development a thorough Induction plan for all employees has been implemented and is now in the process of following this up with additional training and development within employees’ roles for vertical and horizontal development.

The charity has formed a cycle that includes career pathing mechanisms as well as informal and formal coaching, mentoring schemes and access to wider learning & development opportunities.

Specific action points will be:

• Our suite of documents that encourage and support goal setting, regular review and discussion of personal development aspirations is being cascaded through the organisation;

• Extend current Learning and Development opportunities to include non-mandatory interventions provided at the time of need, and flexibly;

• Proactively partner with Service Leads and managers to regularly discuss their teams in terms of development;

• To develop a formal career pathing process for each role so people joining the Charity are aware of their personal develop options, if they wish to take them;

Initiatives that support Equality, Diversity and Inclusivity

• Flexible Working: Whilst this happens informally across the organisation, practices are ad hoc and inconsistently applied thus creating a feeling of unfairness within different teams.

*Action*

* The flexible working and home working policies has been reviewed and adaptive ways of working, including hybrid patterns are being tried and tested.
* Managers to be supported in how to manage remote teams;
* Introduce new ways of working as a key USP in recruitment drives – key attraction tool

• Wellbeing: Limited Wellbeing initiatives are provided to staff (e.g. counselling, EAP) but these need to be extended and applied on a wider scale

*Action*

* Promote the services more that are available to staff, i.e. EAP service, Healthcare plans, discount portals etc.
	+ Recognition: Currently, apart from recognising long service with vouchers and certificates, there is no other form of recognition for those who go above and beyond.

*Action*

* Review a voucher scheme that may allow for ad hoc payment to reward additional work over and beyond what is expected – consider a process by which employees can be nominated

• Living Wage: Whilst the Charity is committed to paying the Living Wage, since an increase in September, it is possible some employees have fallen below this level. The charity has now committed to Real Living Wage Employer

*Action*

* Remuneration for employees is assessed on annual basis to make improvement in line with similar organisations,
* Remuneration to be monitored more closely to ensure that the commitment to Real Living Wage does not slip

• Equality & Diversity: Currently provide training as part of induction process. There is no refresher training at present nor any Champions.

*Action*

* Review Equality Policy to ensure fit for purpose;
* Consider a programme of refresher training for staff;
* Monitoring is to be reviewed, updated and implemented