



LONDON FIRE BRIGADE

LONDON FIRE BRIGADE Ethnicity Pay Gap Report as at 31 March 2019 and Action Plan

For the overall LFB workforce there is no pay gap for full and part-time median hourly rates, with small pay gaps in favour of white staff for full and part-time mean hourly rates. These overall gaps have reduced significantly since 2018. There is a pay gap of 13.14 per cent for mean hourly rate, part time, although the relatively small number of BAME staff (35) in this group make it more difficult to draw significant inference from this figure.

What is the difference between equal pay and ethnicity pay gap?

Equal pay measures whether BAME and white staff are paid the same for performing work of equal value. We have robust processes in place to ensure we pay our people fairly, including job evaluation and a standardised approach to job grading and reward.

The ethnicity pay gap is different. It measures the difference between the average pay for all BAME and white staff across the Brigade, regardless of their role or seniority.

It is not currently a legal requirement in the UK to report on ethnicity pay gaps (unlike gender pay gap reporting which is a legal requirement for organisations of over 250 employees).

What is the mean and the median?

The mean measures the average pay for a BAME staff member against that of a white staff member.

The median compares the 'middle' pay for a BAME staff member with the 'middle' pay for a white staff member when all values are distributed from low to high. The median is less affected by outliers than the mean. We report on both median and mean data in this report.

Pay Gap Analysis

1. The London Fire Brigade (LFB) has published its ethnicity pay gap details as at 31 March 2019.

ALL STAFF	Median Hourly Pay Rate				
	BAME		White		Pay Gap
	Hourly Rate	No	Hourly Rate	No	
All Staff	£16.79	881	£16.79	4719	0.00%

ALL STAFF	Mean Hourly Pay Rate				
	BAME		White		Pay Gap
	Hourly Rate	No	Hourly Rate	No	
All Staff	£17.79	881	£18.06	4719	1.51%

ALL STAFF	Median Hourly Pay Rate (Full Time)	Median Hourly Pay Rate (Part Time)	Mean Hourly Pay Rate (Full Time)	Mean Hourly Pay Rate (Part Time)
BAME	£16.79	£19.22	£17.75	£18.90
White	£16.79	£19.22	£17.97	£21.76
Pay Gap	0.00%	0.00%	1.23%	13.14%

2. The data has also been broken down by the three main occupational groups within the LFB:
- a. In the operational staff group (84 per cent of the total workforce) there is no pay gap for full & part time staff by median hourly rate. The majority of this workforce (70 per cent) are in the firefighter role and paid at the same spot rate. There is a small pay gap for the full time mean hourly rate which has narrowed since 2018.

Operational	Median Hourly Pay Rate (Full Time)	Median Hourly Pay Rate (Part Time)	Mean Hourly Pay Rate (Full Time)	Mean Hourly Pay Rate (Part Time)
BAME	£16.79	£16.79	£17.03	£17.18
White	£16.79	£16.79	£17.26	£17.17
Pay Gap	0.00%	0.00%	1.35%	-0.02%

- b. For the FRS (Fire and Rescue Service) staff group (non-uniformed support staff) there are pay gaps across all measures. It is worth noting that there are only 26 part time BAME staff out of the 232 BAME staff in the FRS workforce as a whole. Since 2018 there has been a significant narrowing of the mean part time hourly rate gap between BAME and white staff, and a small reduction in the median full-time hourly pay rate gap. There has however been a very small increase in both the median part time hourly pay rate gap and the mean full-time hourly pay rate gap.

FRS	Median Hourly Pay Rate (Full Time)	Median Hourly Pay Rate (Part Time)	Mean Hourly Pay Rate (Full Time)	Mean Hourly Pay Rate (Part Time)
BAME	£19.22	£19.22	£19.74	£19.23
White	£21.89	£21.28	£23.50	£23.59
Pay Gap	12.19%	9.67%	16.00%	18.51%

- c. Control staff have a median and mean hourly rate pay gap for full time staff (12.59 per cent & 11.12 per cent) although this has narrowed since 2018. There is a mean hourly rate pay gap for part-time staff of 19.21 per cent in favour of BAME staff, and a median hourly rate pay gap for part time staff of 23.11 per cent in favour of BAME staff. The number of BAME staff in Control is 12 out of a total workforce of 104.

Control	Median Hourly Pay Rate (Full Time)	Median Hourly Pay Rate (Part Time)	Mean Hourly Pay Rate (Full Time)	Mean Hourly Pay Rate (Part Time)
BAME	£17.21	£24.24	£17.72	£24.24
White	£19.69	£19.69	£19.94	£20.33
Pay Gap	12.59%	-23.11%	11.12%	-19.21%

- When looking at the distribution by £10,000 increments there are very few BAME staff in the higher salary ranges.
- In line with the £10,000 increment data the quartile data shows the same trends with pay gaps in the top quartile for Operational staff (1.57 per cent) and FRS staff (5.59 per cent) in favour of white staff and 5.48 per cent in Control in favour of BAME staff (median).
- There are pay gaps in the top quartile for Operational staff of 1.41 per cent in favour of BAME staff (mean) and in FRS and Control there are gaps of 9.21 per cent and 3.4 per cent (mean) in favour of white staff respectively.
- There are some very small pay gaps in the lower quartiles, however there is a significant gap in favour of BAME staff in the median hourly pay of quartile 1 Operational staff of 19.47 per cent.

Findings

Median hourly pay

- The data shows that overall, for median hourly pay, there is no ethnicity pay gap in favour of white staff within the 'All Staff' group. In the operational group, 70 per cent of staff are in the firefighter role, and so firefighter pay is the median hourly pay both for BAME and white staff. Amongst Control staff there is a pay gap in favour of white staff in hourly pay for full time staff of 12.59 per cent. However, there a gap in favour of BAME staff for median hourly rate for part time

staff of 23.11 per cent. The Control staff group is small (104 in total) so the data can be skewed by individual employees.

8. For FRS staff there is a pay gap in favour of white staff using median hourly rate for full time staff of 12.19 per cent, and similarly a pay gap in favour of white staff when using median hourly rate for full time staff of 9.67 per cent (which has increased since 2018).

Mean hourly pay

9. Overall, there is a very small gap in favour of white staff of 1.51 per cent. In the operational staff group there is a 1.35 per cent gap when comparing mean hourly pay for full time staff. In Control, for mean hourly pay for full time staff there is a pay gap in favour of white staff of 11.12 per cent, however for mean hourly pay for part time staff there is a significant gap in favour of BAME staff of 19.21 per cent (which has increased since 2018).
10. For FRS staff there is a pay gap in both mean hourly pay rates for full and part time staff (of 16 per cent and 18.51 per cent respectively).

Changes since 2017/18

11. There have been some significant areas of improvement since the previous ethnicity pay gap report. The median hourly pay gap for part time staff in favour of white staff has been eliminated (reducing from 4.83 per cent to 0.00 per cent) and there has been reductions in the mean hourly rate pay gap for staff in both full and part time roles (for full time staff this has reduced from 2.41 per cent to 1.23 per cent and for part time it has reduced from 18.64 per cent to 13.14 per cent).
12. Although there is still a significant pay gap in the FRS staff group for mean hourly part time pay, this has reduced from over 25 per cent to 18.51 per cent, and the median hourly full time pay gaps have narrowed for both FRS and Control staff groups.
13. In terms of higher salary ranges, the pay gap in the median hourly pay of the top quartile of FRS staff has narrowed significantly from 10.38 per cent to 5.59 per cent in favour of white staff. In Control, the mean hourly rate pay gap has also reduced significantly from 14.02 per cent to 3.4 per cent in the top quartile.
14. There have been some very small increases in pay gaps across FRS and Control staff groups since 2018. The median hourly rate for part time FRS staff now has a gap in favour of white staff of 9.67 per cent (up from 9.29 per cent) and the mean hourly rate for full time FRS staff has a gap in favour of white staff of 16 per cent (up from 15.4 per cent). It should also be noted that there is an increase in the pay gap in favour of part time BAME staff in Control, from 0 per cent to 23.11 per cent in median hourly pay, and from 0.98 per cent to 19.21 per cent in mean hourly pay.

Summary

15. Operational and control staff pay is role-based and determined with reference to national agreements. FRS staff pay is determined locally by the grade of post occupied. The grade is assessed using a job evaluation system.
16. The main issues identified are pay gaps within the FRS and Control occupational groups and the lack of BAME representation at senior roles across all three occupational groups. It is these areas that LFB continues to focus on. We are working with staff groups including Trade Unions and LFB BAME Support Groups to identify and provide opportunity for progression for all staff, promoting diversity and tackling bias in recruitment processes. Our workforce is mainly operational, however the introduction of talent management to identify potential will apply equally to the FRS occupational group and will be underpinned by a new behavioural framework, appraisal system and coaching and mentoring provision.

Data transparency

17. The analysis of workforce, pay and promotions data, including detailed recruitment data, is important in understanding issues. Following recent governance changes in April 2018, data on diversity will be submitted to the London Fire Commissioner and this may be scrutinised by the Fire, Resilience and Emergency Planning Committee (FREPC). London Assembly members have a continuing interest in the relative performance of GLA bodies on ethnicity and pay, and have asked for this data to be published as part of the Mayor's annual report.
18. LFB has a number of strategies, referenced within the London Safety Plan, that together form an organisation-wide people plan. These include an Inclusion Strategy, Development and Training Strategy and Corporate Wellbeing Plan. These strategies each have specific outcomes to deliver relating to our commitment to improve the breadth of diversity-related data available about our workforce. This includes tools such as an annual staff survey, regular workforce monitoring across recruitment, promotion and retention, and pulse surveys to gauge staff satisfaction with accompanying action plans.
19. LFB publishes a quarterly corporate performance digest 'Our Performance' which includes detailed reporting on ethnicity in relation to recruitment, promotion and retention. [Our Performance 2018/19 is [here](#)]

Achieving a more representative workforce

20. The key ethnicity diversity challenge for the LFB is to increase the representation of BAME staff in the operational workforce where they currently comprise just 13.1 per cent of the staff group. The initiatives we are undertaking to address this are set out below.
21. A number of initiatives are being developed to improve the representation of BAME staff within the LFB. In 2017 research was commissioned to understand the barriers BAME communities face and what they look for in an occupation. This research continues to help to shape our recruitment campaign, which targets underrepresented communities and supports them to understand the range of roles a modern firefighter undertake. In 2019 we are building on this research, widening our talent pool through local initiatives, apprenticeships and Fire Cadet

pathways. We will promote and raise awareness of progression opportunities, professional qualifications and technical opportunities to attract talent, with a focus on women and BAME communities.

22. An Outreach Team was re-established in 2017 to engage with under-represented groups (women, LGBT and BAME communities) to promote the role of a modern-day firefighter. The team support recruitment through attendance at targeted community-based activities such as career fairs and cultural festivals across diverse boroughs of London. The team also deliver bi-weekly career information days to raise awareness and challenge stereotypes about the role as well as promote development opportunities. Candidates are provided with support to meet the required standard such as physical tests, through one to one coaching. Following recommendations from research, the team also work closely with local career and employment partners to encourage them to promote the role to their service users.
23. Work is underway to introduce a new end-to-end Talent Management Framework. This framework aims to identify and attract talent from diverse backgrounds, providing clear standards that benchmark individual performance through a robust and transparent appraisal system, and maximises opportunities for all. With this the LFB can then identify, attract, and develop talent through a systematic approach to succession planning. In early 2020 we will be introducing a revised Behavioural Framework, designed to enable a consistent and structured approach to talent development across all staff groups.
24. In 2019 we launched a structured Coaching and Mentoring programme across the Brigade. This has created a network of staff, from all staff groups, who assist with providing support to staff from all grades. Since the start of the programme, we have had 26 members of staff requesting coaching, 9 of whom are from BAME. The reasons for coaching are varied but primarily focus on helping them to become more pro-active about their professional development in order for them to navigate their career pathways.
25. We use fair and transparent processes in relation to attraction and selection, with a positive action and talent pipeline. In 2019/2020 we will be revising our FRS and Control Recruitment Policy in consultation with our staff groups and representative bodies. This is in addition to our plans to 'grow our own' through apprenticeships and the fire cadet scheme.

Unconscious bias

26. The Brigade piloted Unconscious Bias training in early 2019 and are currently securing a provider to continue this programme. The Inclusion Team are also working with the Recruitment Team to develop guidance and support for assessors and hiring managers, ensuring all recruiting staff are briefed in non-discrimination and unconscious bias during the recruitment process

Supporting BAME staff in the LFB

27. LFB provides support for internal career progression. This includes provision of a range of career development learning and development opportunities, including management development and personal skills training. All LFB training is provided by Babcock, and the full Course Guide of training courses is available on hotwire, the LFB intranet. We offer a sponsorship scheme for qualification learning and a range of leadership and management development programmes at all levels.

28. LFB has eight employee support groups including for BAME FRS staff ('Fairness'), and BAME operational staff ('B&EMM' Network). These groups are open to all staff and supported by the Inclusion Team. They hold regular events to support key initiatives such as Black History Month and form an integral part of policy development through consultation and staff groups such as the Equality Forum (made up of trade unions, support groups and senior leadership teams).
29. We submit annually to the GLA Diversity and Inclusion Action Standard, developed by the Mayor of London to standardise inclusion good practice across all organisations in the GLA group. This enables us to share good practice and challenges across the group, including an annual group moderation meeting. In 2019 LFB's submission will be externally verified and we will receive objective feedback on our submission (which includes significant criteria relating to race equality) from an external accreditation body. In July 2019 we also signed up to the Mayor of London's 'Good Work Standard', an accreditation framework which has fair pay practices as its core objectives.

Reviewing LFB's Inclusion Strategy

30. In June 2019 the Brigade appointed two Equality Managers to join the existing Inclusion Team at the Brigade. This is reflective of a renewed commitment to equality and inclusion from across senior leadership teams at LFB. The Inclusion Team have begun a comprehensive exercise of reviewing the 'Safer Together 2016-2026' Inclusion Strategy, undertaking a gap analysis and risk assessment of key areas of the strategy in order to propose improvements. This work will be undertaken in consultation with key staff groups, support networks, representative bodies and external expertise.

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Document produced by LFB People Services Department.

The London Fire Commissioner (LFC) is the fire and rescue authority for London, and the LFC runs the London Fire Brigade.