

LONDON FIRE BRIGADE ETHNICITY PAY GAP ACTION PLAN

For the overall LFB workforce there is no pay gap for full time median hourly rates, with small pay gaps in favour of white staff for both median hourly rate, part time, and mean hourly rate, full time. There is a pay gap of 18.64% for mean hourly rate, part time, although the relatively small number of BME staff (29) in this group make it more difficult to draw significant inference from this figure.

Pay Gap Analysis

1. The London Fire Brigade (LFB) has published its ethnicity pay gap details as at 31 March 2018.

ALL STAFF	Median Hourly Pay Rate				
	BAME		White		Pay Gap
	Hourly Rate	No	Hourly Rate	No	
All Staff	£16.51	851	£16.51	4550	0.00%

ALL STAFF	Mean Hourly Pay Rate				
	BAME		White		Pay Gap
	Hourly Rate	No	Hourly Rate	No	
All Staff	£17.46	851	£17.98	4550	2.89%

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	£16.51	£17.94	£17.44	£18.14
White	£16.51	£18.85	£17.87	£22.30
Pay Gap	0.00%	4.83%	2.41%	18.64%

2. The data has also been broken down by the three main occupational groups within the LFB:

- a. In the operational staff group (84% of the total workforce) there is no pay gap for full & part time staff by median hourly rate. The majority of this workforce (65%) are in the firefighter role and paid at the same spot rate. The mean hourly rate for part time staff has a pay gap in favour of BAME staff. There is a small pay gap for the full time mean hourly rate.

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	£16.51	£16.51	£16.83	£16.99
White	£16.51	£16.51	£17.25	£16.81
Pay Gap	0.00%	0.00%	2.47%	-1.06%

- b. For the FRS (Fire and Rescue Service) staff group (non uniformed support staff) there are pay gaps across all measures. Although, for the part time measures, it is worth noting that there

are only 23 part time BAME staff compared to 232 BAME staff in the FRS workforce as a whole.

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	£18.81	£18.85	£19.22	£18.34
White	£21.46	£20.78	£22.72	£24.52
Pay Gap	12.35%	9.29%	15.40%	25.19%

- c. Control staff have a median and mean hourly rate pay gap for full time staff (14.71% & 12.14%) and mean hourly rate pay gap for part-time staff of 0.98% in favour of BAME staff. The number of BAME staff in Control is 12 out of a total workforce of 105.

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	£16.47	£19.31	£17.25	£19.31
White	£19.31	£19.31	£19.64	£19.12
Pay Gap	14.71%	0.00%	12.14%	-0.98%

- 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, FRS and Control staff of 1.49%, 10.38% and 6.10% respectively (median) and pay gaps in the top quartile for FRS and Control staff of 11.67% and 14.02% (mean). There are some small pay gaps in the lower quartiles.

Conclusion

- 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.
- The main issues identified are pay gaps within the FRS occupational group and the lack of BAME representation at senior roles across all three occupational groups. It is these areas that LFB will be focussing on going forward. We are working with staff 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 appraisal system and coaching and mentoring provision.

Data transparency

- The analysis of workforce, pay and promotions data, including detailed recruitment data, is important in understanding gender 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 (FREPP). London Assembly members have a continuing interest in the relative performance of GLA bodies on gender and pay, and have asked for this data to be published as part of the Mayor's annual report.

8. Within the People Plan there is a commitment to improve the breadth of diversity-related data available about our workforce through tools such as an annual staff survey.
9. LFB publishes a quarterly corporate performance digest 'Our Performance' which includes detailed reporting on BAME data. LFB will be publishing a quarterly statistical abstract in the coming months which will contain more detail on a variety of people data including BAME detail.

Initiatives

10. The Brigades 10 year Inclusion Strategy 'Safer Together' sets out to create an environment in which every member of staff is able to give of their best and to deliver a diverse workforce at all levels, and in all occupational groups, through recruitment, development and progression and to work with all our staff to create safer and more effective teams. (Strategic Objective 4: Recruit, Retain, Develop and Promote a Diverse Workforce)
11. We will ensure our appointment processes are transparent and closely monitor for any adverse impact. We continually review and update our approach to attraction and selection, using fair, transparent processes with positive action and talent pipeline. This includes plans to 'grow our own' through the extension of apprenticeships and the fire cadet scheme, which is rich with diversity.
12. An outreach team was re-established in 2017, to engage with women and BAME communities, promoting the role of a modern day firefighter. The team support recruitment, targeting local recruitment activity, with a focus on community based activities including station days to promote career opportunities and working with our support groups to develop a buddying system for diversity candidates.
13. Work is underway to introduce a new end-to-end Talent Management Framework. This framework aims to identify and attract new talent from diverse backgrounds, providing clear standards that benchmark individual performance through a robust and transparent appraisal system, and maximises opportunities for those staff that are identified as having high potential. With this the LFB can then identify, attract, and develop future talent through a systematic approach to succession planning.
14. The introduction of a structured Coaching & Mentoring programme is underway, with the emphasis being on creating a network of staff, from all staff groups, who will provide support through the talent management framework and Leadership programmes for staff seeking progression.

Unconscious bias

15. The Brigade is introducing unconscious bias workshops to reduce prejudice and bias in recruitment and promotion processes. Key staff working in these areas will attend a workshop in 2018 followed by a rollout of training to all staff following this.

Engagement and the Support Groups

16. LFB has seven Support Groups as follows:

- Women in the Fire Service
- Lesbian, gay, bisexual and transgender Support Group
- Fairness (support group for BAME staff)
- Asian Fire Service Association
- Staff with disabilities group
- United MINDs (mental health support)
- The Emerald Society

17. The Inclusion Strategy focuses on the importance of the support groups and recognises that they will be key to the delivery of the strategy. They have a high level of access to senior management and are involved in policy and strategy development. A dedicated Inclusion Team, led by the LFB Inclusion Manager now gives full time administrative support to make the groups more effective and impactful.