

LONDON FIRE BRIGADE GENDER PAY GAP ACTION PLAN

Overall, the London Fire Brigade continues to have pay differentials in favour of women for median pay rates, for both full and part time staff. The two most highly paid individuals in the LFB are both women, one being the Commissioner, Dany Cotton. The LFB is undertaking a number of initiatives to improve the overall representation of women in the workforce.

Pay gap analysis

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

ALL STAFF	Median Hourly Pay Rate				
	Female		Male		Pay Gap
	Hourly Rate	No	Hourly Rate	No	
All Staff	£17.31	788	£16.51	4683	-4.62%

ALL STAFF	Mean Hourly Pay Rate				
	Female		Male		Pay Gap
	Hourly Rate	No	Hourly Rate	No	
All Staff	£19.15	788	£17.69	4683	-7.66%

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)
Female	£16.95	£18.85	£18.99	£20.43
Male	£16.51	£18.85	£17.62	£23.05
Pay Gap	-2.67%	0.00%	-7.80%	11.37%

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

- a) *Operational*: These are firefighters and operational managers. They make up 84% of the workforce. Their terms and conditions are negotiated nationally, and salaries are determined in accordance with role, with no reference to gender or any other personal characteristic.

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)
Female	£16.51	£16.51	£17.05	£16.96
Male	£16.51	£16.51	£17.20	£16.77
Pay Gap	0.00%	0.00%	0.91%	-1.10%

- b) *FRS (Fire and Rescue staff)*: These are non-uniformed support staff. They make up 14% of the workforce. Their terms and conditions are negotiated locally, and salaries are determined through a job evaluation system (Gauge), with no reference to gender or any other personal characteristic.

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)
Female	£19.78	£18.87	£20.91	£21.23
Male	£21.46	£21.35	£22.27	£26.53
Pay Gap	8.49%	13.14%	6.50%	24.97%

- c) *Control*: These are 999 call handlers and their managers. They make up 2% of the workforce. Their terms and conditions are negotiated locally, and salaries are determined in accordance with role, with no reference to gender or any other personal characteristic.

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)
Female	£19.31	£19.31	£19.15	£19.09
Male	£19.31	£19.70	£20.05	£19.70
Pay Gap	0.00%	2.02%	4.70%	3.23%

Findings

- The data shows that overall, for median hourly pay, there is no gender pay gap in favour of men within the 'All Staff' group. 69% of staff in the operational group, and over 50% of all staff, are in the firefighter role, and so firefighter pay is the median hourly pay both for men and women for operational staff. Amongst Control staff there is no gender pay gap for median hourly pay for full time staff. There is a gender pay gap for part time control officers although overall the Control staff group is small (102 in total) so the data can be skewed by individual employees. There is a gender gap in favour of male earnings of 8.49% for full-time FRS staff and 13.14% for part-time FRS staff for median hourly rates.
- Using mean hourly pay, there is a gender pay gap for full-time staff in each of the three occupational groups taken separately, and a gender pay gap for part-time staff for FRS and Control staff. For the 'All staff' group, for both full-time and part-time staff, there is a gender pay gap in favour of female pay. The reason for this is that mean hourly pay is lowest in the operational group which is predominantly male, and therefore for full- and part-time staff overall, mean female hourly pay is higher than mean male hourly pay.

Summary

5. Overall, the London Fire Brigade has no pay differential in favour of men for median pay rates, for both full and part time staff. There is a small pay differential in favour of female pay. LFB has a good track record in terms of women's representation at Board level. Over last 15 years, apart from one six month period, there have always been two women in the most senior Director-level group which has comprised either four or five executives. Dany Cotton, the London Fire Commissioner who took up her post on 1 January 2017 is the first woman Fire Commissioner in the UK, and from 1 April 2017 the two highest paid LFB employees are women.
6. However, the above tables show that there are pay gaps across all occupational groups in respect of the mean hourly pay rate (full-time), and for FRS staff in respect of median pay rates. This should be addressed by increasing women's representation at the high earner tiers across all occupational groups.

Data transparency

7. 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 (FREPC). 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 gender. LFB will be publishing a quarterly statistical abstract in the coming months which will contain more detail on a variety of people data including gender data.

Achieving a more representative workforce

10. The key gender diversity issue for the LFB is to increase the representation of women in the operational workforce where women currently comprise 7% of the staff group. The initiatives we are undertaking to address this are set out below. This work is undertaken within the context of the Brigade's 10 year Inclusion Strategy ('Safer Together') published in 2016, which underpins LFB's gender pay action plan, through 4 of its 6 strategic objectives. Added impetus has also been given to the Inclusion Strategy through the development of the LFB's 'People Plan'.
11. A number of initiatives are being developed to improve the representation of women within the LFB. In 2017 research was commissioned to understand the barriers women face and what they look for in an occupation. This research helped to shape our previous recruitment campaign, which targeted women and communicates the range of roles a modern firefighter undertakes under the proposed strapline 'Firefighter: Means So Much More'. In 2019 we aim to build 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.

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. A similar approach will be used to support women candidates to meet the required standard for physical tests, offering one to one coaching and support, so that women who show an interest in the role are not dissuaded.
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. The emphasis is on creating a network of staff, from all staff groups, who will assist with providing support to staff new to the organisation; those staff progressing via the previously mentioned talent management framework and Leadership programmes.
15. 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.

Unconscious bias

16. 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.

Supporting women in the LFB

17. LFB provides significant support for internal career progression including:
 - 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.
 - A sponsorship scheme for qualification learning
 - A range of leadership and management development programmes at all levels, including
 - NHS Blood and Transplant Service Reach Higher Programme: strategic development programme for diverse leaders in the public sector
 - Stonewall Leadership Programme: for senior LGBT professionals
 - Disability Rights UK Leadership Academy Programme – Disability Rights UK: designed to understand leadership styles; influencing others and having a positive impact
 - Springboard development programme: designed for women from all backgrounds, ages and stages of their lives who are new to leadership/management roles
 - Navigator development programme: designed for men from all backgrounds, ages and stages of their lives who are new to leadership/management roles

- Executive Leadership Programme, replacing the LFB/Babcock programme with the Fire and Rescue Service Executive Leadership Programme: for leaders who have faced real challenges within their organisations
- Encouragement of staff to attend the annual, national Women in the Fire Service development weekend at the Fire Service College, in Moreton-upon-Marsh. This also provides great networking opportunities.
- Support Groups: holding events to support International Women's Day and World Menopause day

18. The Brigade works closely with the GLA, supporting the Mayor's 'Behind Every Great City' campaign, by sitting on the working group for the women in leadership sponsorship initiative, 'Our Time'. This seeks to support women across the functional bodies into more prominent positions and roles.

19. The following Leadership development opportunities have also been piloted by women in the last 12-18months. These are initial opportunities and will form part of a wider programme for Talent and Leadership development.

Title	Provider	Brief Description
Women's Development Programme	Women 2 Work	The W2W programme aims to empower women, give them confidence and help them achieve more.
Women's Development Programme	Springboard	A woman's only programme which aims to improve women's confidence, make them more open to change, be more positive and give them more purpose.
Our Time	GLA	A mayoral pilot initiative to pair high performing women with champions at a senior level who will broaden their network and give them access to contacts and opportunities that will assist their career.

20. The Brigade promotes flexible and family friendly working practices suited to the role undertaken and work area.

Engagement and the Support Groups

21. 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

22. 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.

23. In respect of gender pay issues, the key Support Group is Women in the Fire Service (WFS) one of whose aims is to seek to remove barriers in the way of women reaching their full potential within LFB.