



LONDON FIRE BRIGADE

LFB Gender Pay Gap Report Year Ending March 2019

## LONDON FIRE BRIGADE GENDER PAY GAP REPORT AND 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 London Fire Commissioner, Dany Cotton. The LFB is undertaking a number of initiatives to improve the overall representation of women in the workforce.**

### What is the difference between equal pay and gender pay gap?

Equal pay measures whether men and women are paid the same for performing work of equal value. *The Equality Act gives a right to equal pay between men and women for equal work. 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 gender pay gap is different. It measures the difference between the average pay for all men and women across the Brigade, regardless of their role or seniority. There is a gender pay gap in most organisations which has led to an average gender pay gap of 11.9% in the UK.

### What is the mean and the median?

The mean measures the average pay for a woman against the average for a man.

The median compares the 'middle' pay for a woman with the 'middle' pay for a man 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 gender pay gap details as at the 31 March 2019.

ALL STAFF	Median Hourly Pay Rate				
	Female		Male		Pay Gap
	Hourly Rate	No	Hourly Rate	No	
All Staff	£17.27	836	£16.79	4844	-2.84%

ALL STAFF	Mean Hourly Pay Rate				
	Female		Male		Pay Gap
	Hourly Rate	No	Hourly Rate	No	
All Staff	£19.41	836	£17.77	4844	-8.44%

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)



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Female	£17.04	£19.22	£19.32	£20.14
Male	£16.79	£19.22	£17.71	£22.48
Pay Gap	-1.48%	0.00%	-9.12%	10.40%

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.

<b>Operational</b>	<b>Median Hourly Pay Rate (Full Time)</b>	<b>Median Hourly Pay Rate (Part Time)</b>	<b>Mean Hourly Pay Rate (Full Time)</b>	<b>Mean Hourly Pay Rate (Part Time)</b>
Female	£16.79	£16.79	£16.98	£17.26
Male	£16.79	£16.79	£17.24	£17.12
Pay Gap	0.00%	-0.00%	1.50%	-0.82%

- 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.

<b>FRS</b>	<b>Median Hourly Pay Rate (Full Time)</b>	<b>Median Hourly Pay Rate (Part Time)</b>	<b>Mean Hourly Pay Rate (Full Time)</b>	<b>Mean Hourly Pay Rate (Part Time)</b>
Female	£20.19	£20.57	£21.57	£20.62
Male	£21.89	£21.89	£23.00	£25.42
Pay Gap	7.79%	6.04%	6.22%	18.86%

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



<b>Control</b>	<b>Median Hourly Pay Rate (Full Time)</b>	<b>Median Hourly Pay Rate (Part Time)</b>	<b>Mean Hourly Pay Rate (Full Time)</b>	<b>Mean Hourly Pay Rate (Part Time)</b>
Female	£19.93	£19.93	£19.41	£20.71
Male	£19.69	£19.69	£20.55	£19.69
Pay Gap	-1.23%	-1.21%	5.54%	-5.23%

**Findings**

*Median hourly pay*

- 3. The data shows that overall, for median hourly pay, there is no gender pay gap in favour of men within the 'All Staff' group. In the operational group, 70% of 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 pay gap in favour of men, but a very small gap in favour of women. There is a very small gender pay gap for part time control officers although overall the Control staff group is small (104 in total) so the data can be skewed by individual employees. There is a gender gap in favour of male earnings of 7.79% for full-time FRS staff and 6.04% for part-time FRS staff for median hourly rates.

*Mean hourly pay*

- 4. Using mean hourly pay, there is a gender pay gap in favour of men for full-time staff in each of the three occupational groups taken separately, and a significant gender pay gap for part-time FRS staff of 18.86%. 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.

**Changes since 2017/18**

- 5. There has been significant improvement in some areas since the 2017/18 report. The biggest improvement is seen in the FRS group, with all part time, full time, median and mean pay gaps narrowing, though still existing in favour of men. The median hourly pay gap for full time FRS staff has reduced by over half, from 13.14% to 6.04%, and the mean hourly pay gap for FRS staff reduced from 24.97% to 18.86%. There has been a small increase in the mean hourly pay gap for full time Control staff (from 4.70% to 5.54%) and a small increase in the mean hourly pay for full time Operational staff in favour of men (from 0.91% to 1.50%).

**Summary**

- 6. 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 of -2.84%. 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



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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.

7. 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**

8. 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 (FREP). 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. With effect from 1 April 2018, the individual holding the office of London Fire Commissioner (LFC) is appointed by the Mayor of London and is not an employee of the LFC. However, in the interests of transparency, the LFC, Ms Cotton's pay has been taken into account for the purposes of this report and action plan.
9. 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.
10. LFB publishes a quarterly corporate performance digest 'Our Performance' which includes detailed reporting on gender in relation to recruitment, promotion and retention.

### **Achieving a more representative workforce**

11. The key gender diversity issue for the LFB is to increase the representation of women in the operational workforce, where women currently comprise just 7% of the staff group. The initiatives we are undertaking to address this are set out below.
12. 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 continues to help to shape our recruitment campaign, which targets women and communicates the range of roles a modern firefighter undertakes under the proposed strapline 'Firefighter: Means So Much More'. 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.



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13. 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. Women candidates are provided with support to meet the required standard for 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.
14. 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.
15. 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, 20 women have requested coaching, including two from the GLA. The reasons for coaching are varied but primarily focus on helping people to become more pro-active about their professional development in order for them to navigate their career pathways.
16. 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**

17. 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 women in the LFB**

18. 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
    - Stonewall Leadership Programme: for senior LGBT professionals
    - 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
    - Women to Work programme, in partnership with the Women in the Fire Service Support Group
    - Encouragement of staff to attend the annual, national Women in the Fire Service development weekend at the Fire Service College, in Moreton-upon-Marsh.
19. LFB has eight employee support groups including for women in the fire service, BAME staff and a mental health support network. These groups are open to all staff and supported by the Inclusion Team. They hold regular events to support key initiatives such as International Women's Day and World Menopause day.
20. The Brigade works closely with the Greater London Authority (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. After a pilot in 2018 with one participant, for 2019/20 LFB has selected five women from across the organisation to take part in the second GLA cohort. They will be paired with five senior champions who will support them in their career development.
21. 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 gender equality) from Business in the Community (BITC). 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.
22. The following Leadership development opportunities have 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	Progress
Women's Development Programme	Women 2 Work	The W2W programme aims to empower women, give them confidence and help them achieve more.	20 employees participated in 2018, three from Control, 11 operational and six FRS.
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.	Seven employees participated in 2018.
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.	One employee participated in a pilot programme in 2018, applications closed in June 2019 for the 2019 programme, with five successful applicants.



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23. The Brigade actively promotes flexible and family friendly working practices suited to the role undertaken and work area. We also offer considerable benefits including childcare allowances and interest free loans for childcare fees.

### **Reviewing LFB's Inclusion Strategy**

24. 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. Gender equality forms a large proportion of the aims of the existing strategy, with successes such as the '#FirefightingSexism' campaign influencing the new strategic direction.