

## LONDON FIRE BRIGADE GENDER PAY ACTION PLAN

**Overall, the London Fire Brigade has 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 end of March 2017.

All Staff	Median Hourly Pay				Pay Gap
	Female		Male		
	Hourly Rate	No	Hourly Rate	No	
All Staff	£17.02	738	£16.36	4746	-4.07%

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	£16.73	£18.72	£18.95	£20.34
Male	£16.36	£18.46	£17.51	£21.14
Pay Gap	-2.28%	-1.39%	-8.25%	3.81%

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	£16.36	£16.36	£16.93	£16.99
Male	£16.36	£16.36	£17.11	£16.92
Pay Gap	0.00%	0.00%	1.05%	-0.44%

- 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	£19.36	£18.78	£20.91	£21.24
Male	£21.22	£20.47	£21.91	£23.61
Pay Gap	8.78%	8.26%	4.58%	10.05%

- 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.

<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	£19.13	£19.13	£19.09	£19.42
Male	£19.13	£22.61	£19.81	£22.61
Pay Gap	0.00%	15.39%	3.62%	14.10%

## 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 8.78% for full-time FRS staff and 8.26% 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 full-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-time staff overall, mean female hourly pay is higher than mean male hourly pay.

## Current issues

- 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.
- 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.

7. The key gender diversity issue for the LFB is to increase the representation of women in the operational workforce where women currently comprise just over 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 Inclusion Strategy ('Safer Together') published in 2016.

### **LFB's Inclusion Strategy 2016-26 – 'Safer Together'**

8. In June 2016, the London Fire and Emergency Planning Authority adopted a 10-year Inclusion Strategy ('Safer Together'). The Strategy aims 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.
9. The Strategy, which is supported by a detailed action plan, aims to deliver through the following six strategic objectives:
  - (a) To develop an inclusive culture
  - (b) To provide political and professional leadership to the inclusion agenda
  - (c) To support our colleagues
  - (d) To recruit, retain, develop and promote a diverse workforce
  - (e) To deliver services to diverse communities
  - (f) To use positive purchasing power
10. To ensure consistent delivery of the Inclusion Strategy, the LFB set up an Inclusion Board. This is chaired by the Commissioner and meets quarterly. The Board includes Authority Members, strategic managers, support group representatives, and representatives of the trade unions. The Board has three key roles: to oversee the delivery and periodic review of the action plan; to monitor the outcomes delivered by the strategy; and to be a forum for support groups and representative bodies to engage with strategic managers. The Board has met regularly to discuss the delivery of the action plan.
11. The Inclusion Strategy therefore underpins LFB's gender pay action plan, in particular items (a)-(d) in paragraph 7 above. added impetus has been given to the Inclusion Strategy through the development of the LFB's 'People Plan'.

### **Data transparency**

12. The analysis of workforce, pay and promotions data, including detailed recruitment data, is important in understanding gender issues. Every six months LFB's Resources Committee receives and scrutinises the 'HR Digest' report which includes this data, and this report is published on the LFB website. The HR Digest reports are also submitted to the Inclusion Board. With the forthcoming changes to the LFB's governance arrangements it is envisaged that a similar document will be submitted to the London Fire Commissioner, and that this information will continue to be published on the LFB website. 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.
13. 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.

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

14. The Brigade is committed to working towards an operational firefighter workforce that reflects the rich diversity of the communities we serve. We have a long history of seeking recruits from all sections of the community. Frank Bailey, London's first black firefighter, joined the Brigade in 1955. Now 13 per cent of operational staff are from a BAME background, and a growing number of senior management positions are held by black officers. Application rates have improved so that around a quarter of new appointments are from BAME communities.
15. The first female firefighter, Sue Batten, joined the LFB in 1982 and our Commissioner, Dany Cotton, was amongst the first female recruits. Since the 1980s, the Brigade has consistently sought to attract women to a career in the service, with creative recruitment campaigns and specialist outreach activity. However currently only 7 per cent of operational colleagues (331 individuals) are women.
16. Similarly, the level of applications from women remains stubbornly around 11 per cent and this is our biggest area of concern. In 2016 we commissioned independent research to understand better the perceptions women have of a career as a firefighter. Disappointingly, this showed that the role of a firefighter appeals to few women even when they understand more about the job. Interviewees considered the fire service more dangerous than the other emergency services and, unlike other services, the role of a firefighter is still considered a 'man's job', which is supported by coverage in the media and elsewhere. This note sets out how we are seeking to tackle these stereotypes, but this is a national issue which requires a concerted effort.
17. The ITV documentary last summer on the work of the LFB showed a wider range of our work, although the focus was still largely on fire fighting. However it did reflect more accurately the diversity of the workforce and the role that BAME and female colleagues play. The series generated significant media coverage, including in national newspapers and TV interviews. These interviews were an opportunity to promote the Brigade as a diverse organisation and we ran a recruitment campaign at this time to take advantage of this. Disappointingly the response from women remained at 11 per cent of all candidates.
18. We have commissioned a new attraction campaign which launched on 8<sup>th</sup> March. This specifically targets women and will communicate the range of roles a modern firefighter undertakes under the proposed strapline 'Firefighter: Means So Much More'. Social media tracking will enable us to stay in touch with potential applicants.
19. This work is supported by an outreach team who target local recruitment activity. Their role is to encourage applications for employment from under-represented groups and offer pre application training ahead of the recruitment process. This is focused 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 is 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.
20. We continually review and update our approach to attraction and selection. This includes plans to 'grow our own' through the extension of apprenticeships and the fire cadet scheme.

### **Unconscious bias**

21. The firefighter development programme was reviewed to include inputs relating to unconscious bias. A licensed assessors programme for all those involved in the recruitment, selection and assessment processes is in development and it is anticipated that by summer 2018 all relevant personnel will have received unconscious bias training. Finally, by March 2019 all staff will have received a dedicated unconscious bias training input.

### **Supporting women in the LFB**

22. 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
23. Structured career development enables women to reach their full potential within LFB. Some of the actions in the LFB People Plan in relation to career development which are of relevance to gender pay gap issues are as follows:

Action	Deadline/ Timeframe
Ensure the Organisational Development Strategy's coaching and mentoring elements include a clear focus on defeating unconscious bias	31/03/2018
Encourage all managers to take up coaching and mentoring opportunities provided by the Organisational Development Strategy	Coaches selected Training to take place in Summer 2018
Develop a network of coaches and mentors to provide support for managers, especially when newly promoted	Autumn 2018
Develop a programme of upward mentoring, enabling individuals to share their experiences with senior managers	Autumn 2018
Design career pathways which prepare our staff for promotion	Project underway

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

### Engagement and the Support Groups

25. LFB has six 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
- The Irish Society

26. 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 policy and strategy development. From this year the Brigade has invested in full time administrative support to make the groups more effective and impactful.
27. 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.