



**DORSET & WILTSHIRE  
FIRE AND RESCUE  
AUTHORITY**

Item 20/07

MEETING	Dorset & Wiltshire Fire and Rescue Authority
DATE OF MEETING	12 February 2020
SUBJECT OF THE REPORT	Gender Pay Gap Report 2019
STATUS OF REPORT	For open publication
PURPOSE OF REPORT	For discussion and approval
EXECUTIVE SUMMARY	<p>The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 came into force on 31 March 2017. These regulations impose a legal obligation for employers with 250 or more employees, to publish gender pay gap details by 30 March each year and to highlight the difference in gross pay and bonus payments made to female, as compared with male employees.</p> <p>This is the third year of publication and again our pay gap is below the national average.</p> <p>The Service has clear pay structure arrangements which provide for equal pay for both men and women across the roles throughout the organisation, and therefore in this regard does not have a pay issue within the Service. However, it is recognised that, like all fire and rescue services, the Service employees have an imbalance of male and female staff in some of the different occupational staff groups and at different levels/ranks. This is therefore the main reason for the gender pay gap.</p> <p>The Service has plans in place to address the bridging of this gender imbalance through the Authority’s corporate target on diversity and a range of other initiatives. The Service continues to make good progress in this regard.</p>

RISK ASSESSMENT	Failure to report against these regulations may lead to reputational damage to the Authority.
COMMUNITY IMPACT ASSESSMENT	None for the purposes of this report.
BUDGET IMPLICATIONS	None for the purposes of this report.
RECOMMENDATION	Members are asked to: 1. Note the contents of this report.
BACKGROUND PAPERS	The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 can be found <a href="#">here</a>
APPENDICES	Appendix A - Gender Pay Gap Report 2019
REPORT ORIGINATOR AND CONTACT	Name: Jenny Long, Director of People Services Email: <a href="mailto:jenny.long@dwfire.org.uk">jenny.long@dwfire.org.uk</a> Tel no: 01722 691311

## 1. Introduction

- 1.1 This report outlines the Authority's requirements associated with complying with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, which came into force on 31 March 2017. It outlines the factors contributing to the gender pay gap and the key initiatives being taken forward to help bridge this gap.
- 1.2 It is helpful to state from the outset that gender pay reporting is a different requirement to carrying out an equal pay audit - it is not a review of equal pay for equal work, rather it compares hourly rates of pay and any bonuses staff may receive by gender, seeking to expose any imbalance.

## 2. About the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017

- 2.1 The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 came into force on 31 March 2017 (the Act). The Act requires employers with 250 or more employees to publish gender pay gap details by 30 March each year and highlight the difference in gross pay and bonus payments made to female, as compared with male employees, and promote gender diversity in the workplace.
- 2.2 Under the regulations, the following calculations are required to be carried out:
- the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
  - the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
  - the proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands
  - the difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees
  - the difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees
  - the proportions of male and female relevant employees who were paid bonus pay.
- 2.3 The only payment that could be deemed as a bonus in relation to this exercise is the Continuous Professional Development (CPD) payment. As this payment, which is paid to wholetime, on-call and fire control staff, is based on time served after reaching competence in role rather than being gender related. No separate analysis has been provided. The CPD payment has been included in the hourly pay calculation.

- 2.4 The Gender Pay Gap report at Appendix A is the document that we will be submitting for publication on the gender pay gap reporting <https://www.gov.uk/guidance/gender-pay-gap-reporting-overview>. The data in the report is based on pay records for qualifying individuals at the 'snapshot' date of 31 March 2019. The figures set out in the report were calculated using the standard methodologies set out in the regulations. The data has been broken down by both full and part time staff and by the four different staff groups employed by the Authority.

### 3. About our workforce

- 3.1 Like all fire and rescue services, our workforce is predominantly male (81.3%). The operational workforce (excluding Fire Control) is 95% male. Operational and control staff are 8% female and 92% male. Corporate staff are 51.1% female and 48.9% male.
- 3.2 The Service has the following staff groups:
- *Wholetime staff* – these are full time firefighters and operational managers. Their terms and conditions are negotiated nationally, and their salaries are determined in accordance with the role, with no reference to gender or any other personal characteristic. Firefighters are paid on an incremental firefighter competence-based pay scale, starting as a trainee, progressing to development after their initial training is complete, and then competent once their development has been completed and verified.
  - *On-call staff* – these are our firefighters and operational managers whose primary employment is outside of the Service. Again, their terms and conditions are negotiated nationally, and salaries are determined according to the role, with no reference to gender or any other personal characteristics. The Service has many fire stations that are operated under a salaried scheme that has been negotiated locally, based on the national pay elements.
  - *Fire Control* – These are our emergency call handlers and their managers. Their terms and conditions are also negotiated nationally, and salaries are determined in accordance with the role, with no reference to gender or any other personal characteristics.
  - *Corporate staff* – These are our non-uniformed staff who support those in the other staff groups to provide the effective delivery of our frontline services. They also provide fire safety and prevention support. They are both full time and part time. Again, their terms and conditions are negotiated nationally, and salaries are determined in accordance with the role, with no reference to gender or any other personal characteristics.

- 3.3 The nationally agreed terms and conditions ensure that we are paying the same salary to roles of equal value for all our staff regardless of gender.
- 3.4 The “high” quartile salary band is dominated by male staff, meaning they are the highest earners in the organisation. In contrast, a much larger proportion of female staff are found in the lower quartile salary band compared to the other bandings. This can be explained to some extent by the fact that the majority of females employed within the Service are corporate staff, on “Green Book” terms and conditions which generally offer lower rates of pay. In contrast, operational, “Grey Book” posts remain dominated by male staff that are paid at a significantly higher rate from entry (firefighter) level through to strategic level (brigade manager).
- 3.5 Female staff can mostly be found in the “low” quartile of pay scales. However, there is a larger proportion of male staff compared to female staff in this quartile, due to the high representation of men in the organisation as a whole and particularly in the cohort for firefighters working the on-call duty system.
- 3.6 In wholetime and on-call staff, which are both dominated by men, there are more staff in the lower quartiles on development rates of pay. This is as a result of the focus on recruitment in these staff groups.
- 3.7 For corporate staff, there are broadly the same number of males and females however there is a gender pay gap; part of the reason for this is the high number of women in part time roles. There are significantly more females than males in the lower quartile and similar numbers of males and female in the two middle quartiles. The proportion of females in the upper quartile has increased and as a result for the first time there is a negative gender pay gap in the upper quartile for corporate staff.
- 3.8 In terms of fire control staff - it is interesting to note that there is a negative pay gap where females are paid more than males, this is due to the larger numbers of women than men, with no male watch managers. However, given Fire Control make up just 3.6% of the workforce, this does not have a big impact on overall picture.
- 3.9 We are confident that the gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather the gender pay gap is the result of the roles in which men and women work within the organisation and the salaries that these roles attract.

#### **4. Comparison between March 2017, March 2018 and March 2019**

- 4.1 The table below sets out a comparison between the mean and median hourly pay rate in 2017, 2018 and 2019. As a reminder for Members:

- The mean is the total amount of the hourly pay divided by the number of employees

- The median is the mid-point value for the individual(s) between the lowest and highest hourly pay

4.2 This data indicates that whilst the number of women working for the Service has slightly increased, predominantly in corporate roles, they are still in the lower and low mid quartile, whilst male employees, the total number of which have decreased, dominate the upper mid and upper quartiles. In addition, there are more operational staff in the lower quartiles who are on development rates of pay. This has resulted in the mean hourly rate pay gap increasing slightly from 10.38% to 10.81%.

	Mean Hourly Pay Rate 2017	Mean Hourly Pay Rate 2018	Mean Hourly Pay Rate 2019	Difference % 2018/2019	Median Hourly Pay Rate 2017	Median Hourly Pay Rate 2018	Median Hourly Pay Rate 2019	Difference % 2018/2019
All Staff	£14.81	£15.22	£16.02	4.99%	£14.07	£14.27	£15.66	8.88%
Female	£13.94	£13.89	£14.59	4.80%	£12.41	£13.45	£13.62	1.25%
Male	£14.99	£15.50	£16.36	5.26%	£14.08	£14.48	£15.56	6.94%
Pay Gap	7.00%	10.38%	10.81%		11.86%	7.11%	12.46%	

## 5. Progress against initiatives to address gender pay gap

5.1 The Service has several key initiatives in place to help bridge this gap including:

5.1.1 Recruitment processes to help rebalance workforce composition:

- *Agreed a corporate target* to increase the diversity of our operational workforce, by ensuring that 20% of recruitment is from under-represented groups

At September 2018, 18.2% of new starters in our operational workforce were from under-represented groups.

- *Encouraging more female applicants to the Service.*

Our positive action campaign “#BeOneOfUs” was launched in October 2017 and was designed for females and other people from under-represented groups to consider a career as an operational firefighter. As part of the campaign six “have a go” sessions were held across the Service area which gave potential applicants the opportunity to try out the practical tests and ask questions of serving female firefighters. The standards for entry being the same for men and women. This campaign resulted in our highest number of female applicants.

Positive action initiatives to increase the diversity of our on-call workforce utilise both our #BeOneOfUs branding and the national ‘Need More’ campaign.

We are also working with the British Army and Wiltshire Police, sharing good practice in recruitment, selection and diversity initiatives.

- *Apprenticeships*

We have made good progress on our approach to apprenticeships as a means of providing development and progression opportunities within the Service.

The table below sets out an age and gender breakdown of staff who are undertaking apprenticeships (as at January 2020). This figure includes new starters, whose recruit training course is an apprenticeship programme as well as existing staff who are undertaking apprenticeships for development purposes.

It is pleasing to note that 64% of our apprentices are female.

	Male	Female	Total
18-24 years old	1	4	5
25-34 years old	2	3	5
35-44 years old	2	0	2
45-54 years old	0	2	2
<b>Total</b>	<b>5</b>	<b>9</b>	<b>14</b>

### 5.1.2 Continuing to retain and develop female members of staff:

- *Female networks*

The Service is active in national and local networks to support females working within the fire and rescue sector. Regular meetings take place with representatives from women’s networks in order to identify and resolve any potential barriers that could prevent females joining and remaining within the service.

- *Established training programmes for managers and staff about equality, diversity and inclusion*

In October 2018 we held a successful menopause conference in partnership with Devon and Cornwall Police and Dorset Police. This resulted in the creation of an employee advocate group as well as providing more information to staff.

During the course of 2019, the Inclusion Manager visited all wholetime watches to discuss diversity and inclusion issues in depth and the role they need to play going forward.

- *Reviewing and improving workplace facilities for women to help provide a welcoming and supportive environment*

The Service is ensuring that stations and workplaces are suitable for female members of staff. The Service has addressed uniform and personal protective equipment needs in the past and will continue to do so as they arise.

- *Ensuring our structure provides opportunities for succession planning and talent management*

When we review our structure to ensure it continues to deliver an effective service to our communities, we will ensure due consideration is given to talent management and succession planning opportunities.

#### 5.1.3 Embedding equality within key plans and processes to help ensure that it is thought about from the outset:

- *Service Delivery Plan*

Our Service Delivery Plan sets out our equality and inclusion priorities. Inclusion activities are mainstreamed and embedded across the work of all directorates and is not viewed as an isolated function.

- *Increased Flexibility*

We have a positive suite of HR procedures in place and have delivered a programme of smarter working to support the attraction, progression and retention of female staff. We continue to review our procedures to ensure there is a healthy balance between organisation and individual needs.

## 6. Summary and next steps

- 6.1 The Service is not in a unique position with regards to its workforce composition. Whilst the gender pay gap has increased slightly due to newly recruited staff on development rates of pay, there are many initiatives and processes in place to both help address this balance and to better support the retention and attraction of more females to the Service. These are all included within the Service Delivery plan and are monitored by senior management and Authority Members through the Finance & Audit Committee.

February 2020

# Gender Pay Report 2019

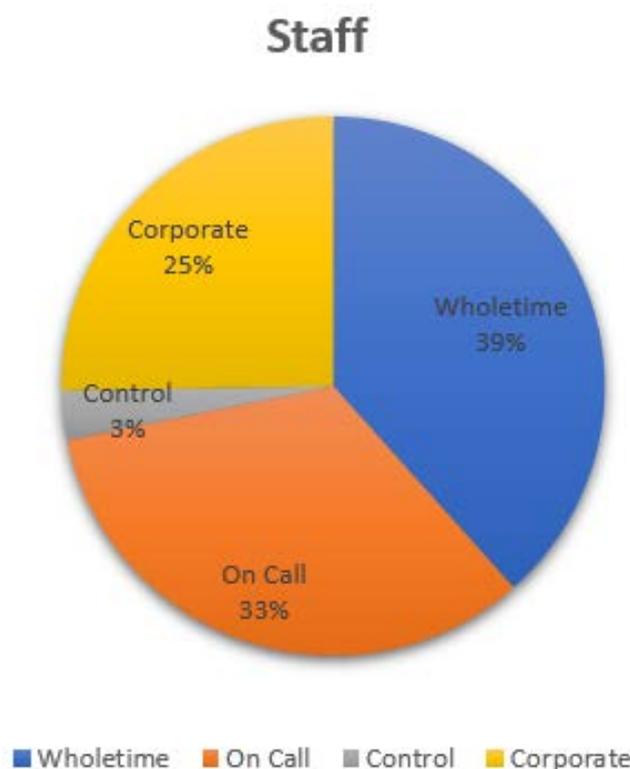
## 1. Introduction

- 1.1. The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 came into force on 31 March 2017. They require employers with 250 or more employees to publish gender pay gap details, highlighting the difference in gross pay and bonus payments made to female, as compared with male employees. The data in this report for the Dorset & Wiltshire Fire and Rescue Service is based on pay records for qualifying individuals as at 31 March 2019. The data has been broken down by both full and part time staff and by the four different staff groups that the Service employ who each have distinctive terms and conditions:
- a) **Wholetime operational:** These are full time firefighters and operational managers. Their terms and conditions are negotiated nationally, and salaries are determined in accordance with the role, with no reference to gender or any other personal characteristic. Firefighters are paid on an incremental competence-based pay scale starting as a trainee, progressing to development after the initial training is complete and then competent once the development programme has been successfully completed and verified
  - b) **On-call operational:** These are on call firefighters and operational managers whose primary employment is outside the organisation. Again, their terms and conditions are negotiated nationally, and salaries are determined in accordance with the role, with no reference to gender or any other personal characteristic. The Service does have certain stations that are operated under a salaried scheme negotiated locally based on the National Joint Council (NJC) pay elements
  - c) **Fire Control:** These are the emergency call handlers. Again, their terms and conditions are negotiated nationally, and salaries are determined in accordance with the role, with no reference to gender or any other personal characteristic
  - d) **Corporate staff:** These are non-uniformed support staff who are both full and part time. Again, their terms and conditions are negotiated nationally, and salaries are determined in accordance with the role, with no reference to gender or any other personal characteristic.

- 1.2. The nationally agreed terms and conditions ensure that we are paying the same salary to roles of equal value for all our staff. However, this does not translate when looking at the mean and mode hourly pay rates due to the predominantly male operational workforce.
- 1.3. The total number of staff included in the calculations was 1,114, the breakdown of which is set out at Table 1. 38 staff were not included in the calculation as they did not fulfil the required reporting criteria in that they were not in receipt of full pay (for example they were on sick leave or maternity leave). A further 194 staff were on-call salaried staff whose pay arrangements differ to the majority of our on-call staff. For completeness a mean and median table for these on-call salaried staff is included at Table 3b, but further calculations have not been undertaken as it is felt that they show a significantly distorted picture.

Staff Group	Female Employees	% Female Employees	Male Employees	% Male Employees
Wholetime	29	6.8	398	91.0
On-call	10	2.8	362	97.2
Fire Control	25	75.8	8	24.2
Corporate	145	51.1	137	48.9
<b>Total</b>	<b>209</b>	<b>18.7</b>	<b>905</b>	<b>81.3</b>

**Table 1: Gender by staff group**



## 2. Gender Pay Gap Summary

2.1 The requirement is to report the average pay using two calculations, mean and median (Tables 2 & 3a).

- **The mean** is the total amount of the hourly pay divided by the number of employees
- **The median** is the mid-point value for the individual(s) between the lowest and highest hourly pay

	Mean Hourly Pay Rate	Median Hourly Pay Rate
All Staff	£16.02	£15.66
Female	£14.59	£13.62
Male	£16.36	£15.56
Pay Gap	10.81%	12.46%

**Table 2: Mean hourly pay rate by gender**

Wholetime	Mean Hourly Pay Rate	Median Hourly Pay Rate
Wholetime (all staff)	£17.25	£14.23
Female	£16.53	£14.35
Male	£17.27	£15.69
Pay Gap	4.28%	8.54%
On-call	Mean Hourly Pay Rate	Median Hourly Pay Rate
On-call (all staff)	£15.76	£15.66
Female	£13.71	£12.06
Male	£15.82	£15.67
Pay Gap	13.33%	23.03%

**Table 3a: Mean hourly pay by operational staff group**

2.2 Due to the way on-call personnel are paid, the retaining fee element of hourly paid retained staff has been discounted for the hourly pay calculations as this would not give a true reflection of the actual pay for duties performed. As this element of pay is not gender specific, the removal from the calculation had no bearing on the final results. Continuing Professional Development (CPD), disturbance fees and other allowances have been included along with the standard hourly paid duties.

2.3 As set out in paragraph 1.3 of this appendix, 194 on-call staff are salaried rather than pay-as-you-go; which means the makeup of their pay is based on a pre-defined amount per grade and then based on the actual number of hours available

cover provided per week. These staff have not been included within the on-call staff group, due to these differing pay arrangements, but for increased transparency the mean and median hourly pay rates for these members of staff are set out in Table 3b below.

On Call	Mean Hourly Pay Rate	Median Hourly Pay Rate
On-call (salaried staff)	£1.73	£1.74
Female	£1.52	£1.37
Male	£1.73	£1.74
<b>Pay Gap</b>	<b>12.13%</b>	<b>21.26%</b>

**Table 3b: Mean hourly pay by on call salaried staff**

2.4 Table 4 below references the salary payable based on being available to work 24/7, i.e. 168 hours per week, and an individual’s actual salary is defined from this point, e.g. a competent firefighter providing 90 hours cover per week would receive an annual salary of £15,308 x 90 ÷ 168 = £8,200 per annum. If this is then broken down to an hourly rate based on the 90 hours it would equate to only £1.74 per hour, but the majority of this would be for being available to work as opposed to the actual hours worked. As stated previously, the rates of pay are agreed locally but aligned to the NJC pay grades and there is no variation in pay between female and male employees.

Operational	Maximum Annual Salary	Hourly Rate
Firefighter Trainee	£11,481	£1.32
Firefighter Development	£11,966	£1.37
Firefighter Competent	£15,308	£1.74
Crew Manager	£16,970	£1.94
Watch Manager A	£17,820	£2.03
Watch Manager B	£18,978	£2.16
Fire Control	Mean Hourly Pay Rate	Median Hourly Pay Rate
Control (all staff)	£15.21	£14.68
Female	£15.40	£15.00
Male	£14.55	£13.96
<b>Pay Gap</b>	<b>-5.84%</b>	<b>-7.44%</b>

**Table 4: Mean hourly rate**

Corporate	Mean Hourly Pay Rate Overall	Mean Hourly Pay Rate Full Time	Mean Hourly Pay Rate Part Time	Median Hourly Pay Rate Overall	Median Hourly Pay Rate Full Time	Median Hourly Pay Rate Part Time
Corporate	£14.67	£14.62	£14.79	£13.20	£13.72	£12.78
Female	£14.21	£13.86	£14.74	£12.78	£12.78	£12.64
Male	£15.15	£15.17	£14.99	£14.72	£14.63	£15.13

Table 4: Mean hourly rate – continued from previous page

### 3. Quartile summary

- 3.1 The quartile data has been calculated in accordance with the methodology as set out in the Mandatory Gender Pay Gap Reporting document (tables 5 - 8). It recommends that employers need to calculate their quartile data by dividing the workforce into four equal sized groups. These four groups will be separated according to the hourly pay rate, starting from the lowest paid to the highest.

All Staff	Mean Hourly Pay				
	Female		Male		Pay Gap
	Hourly Rate	Number	Hourly Rate	Number	
Lower Quartile	£11.60	109	£11.88	170	2.36%
Lower Mid Quartile	£14.39	28	£14.49	251	0.69%
Upper Mid Quartile	£16.03	33	£16.27	246	1.47%
Upper Quartile	£19.72	38	£21.58	239	8.61%

Table 5: Mean Hourly Pay by quartile by gender

Wholetime	Mean Hourly Pay				
	Female		Male		Pay Gap
	Hourly Rate	Number	Hourly Rate	Number	
Lower Quartile	£13.66	13	£13.86	94	1.44%
Lower Mid Quartile	£14.56	5	£14.59	102	0.20%
Upper Mid Quartile	£16.82	5	£16.53	101	1.45%
Upper Quartile	£24.16	6	£23.84	101	5.53%
On-call	Female		Male		Pay Gap
	Hourly Rate	Number	Hourly Rate	Number	
Lower Quartile	£11.38	6	£11.87	87	4.12%
Lower Mid Quartile	N/A	0	£14.99	93	N/A
Upper Mid Quartile	£15.87	3	£16.56	90	4.16%
Upper Quartile	£19.57	1	£19.64	92	0.35%
Fire Control	Female		Male		Pay Gap
	Hourly Rate	Number	Hourly Rate	Number	
Lower Quartile	£12.93	5	£11.07	4	-16.80%
Lower Mid Quartile	£13.71	6	£14.68	2	6.60%
Upper Mid Quartile	£15.75	7	£14.89	1	-5.77%
Upper Quartile	£18.32	7	£27.86	1	34.24%

Table 6: Mean Hourly Pay by quartile by staff group

Corporate	Female		Male		Pay Gap
	Hourly Rate	Number	Hourly Rate	Number	
Lower Quartile	£10.37	46	£10.71	25	3.17%
Lower Mid Quartile	£12.40	40	£12.35	30	-0.40%
Upper Mid Quartile	£15.13	27	£15.16	43	0.20%
Upper Quartile	£21.20	32	£20.15	39	-5.21%

Table 6: Mean Hourly Pay by quartile by staff group – continued

Median Hourly Pay					
All Staff	Female		Male		Pay Gap
	Hourly Rate	Number	Hourly Rate	Number	
Lower Quartile	£11.61	109	£11.73	170	1.02%
Lower Mid Quartile	£14.35	28	£14.34	251	-0.07%
Upper Mid Quartile	£15.94	33	£16.05	246	0.68%
Upper Quartile	£19.72	38	£19.92	239	1.00%

Table 7: Median Hourly Pay by quartile by gender

Median Hourly Pay					
Wholetime	Female		Male		Pay Gap
	Hourly Rate	Number	Hourly Rate	Number	
Lower Quartile	£14.08	13	£14.26	95	1.26%
Lower Mid Quartile	£14.52	5	£14.52	102	0.0%
Upper Mid Quartile	£17.32	5	£16.13	102	-7.37%
Upper Quartile	£21.64	6	£24.12	98	10.28%
On-call	Female		Male		Pay Gap
	Hourly Rate	Number	Hourly Rate	Number	
Lower Quartile	£11.17	6	£11.72	87	4.69%
Lower Mid Quartile	-	0	£15.01	93	N/A
Upper Mid Quartile	£15.83	3	£16.45	90	3.77%
Upper Quartile	£18.72	1	£18.91	92	1.00%
Fire Control	Female		Male		Pay Gap
	Hourly Rate	Number	Hourly Rate	Number	
Lower Quartile	£13.24	5	£10.35	4	-27.92%
Lower Mid Quartile	£13.56	6	£14.68	2	7.62%
Upper Mid Quartile	£15.02	7	£14.89	1	-0.87%
Upper Quartile	£16.76	7	£27.86	1	-56.56%

Table 8: Mean Hourly Pay by quartile by staff group

Corporate	Female		Male		Pay Gap
	Hourly Rate	Number	Hourly Rate	Number	
Lower Quartile	£10.27	46	£10.65	25	3.56%
Lower Mid Quartile	£12.37	40	£12.41	30	0.32%
Upper Mid Quartile	£15.46	27	£15.50	43	0.26%
Upper Quartile	£18.74	32	£18.26	39	-2.62%

Table 8: Mean Hourly Pay by quartile by staff group - continued

#### 4. Grade Summary

Wholetime	Mean Hourly Pay by Role				
	Female		Male		Pay Gap
	Hourly Rate	Number	Hourly Rate	Number	
Firefighter Dev	£11.02	2	£11.61	10	5.08%
Firefighter	£14.79	17	£14.52	198	-1.86%
Crew Manager	£16.89	4	£16.37	67	-3.17%
Watch Manager	£18.89	4	£18.62	70	-1.45%
Station Manager	-	0	£23.80	36	-
Group Manager	£27.86	1	£27.86	9	-
Area Manager	£34.98	1	£34.98	4	-
ACFO	-	0	£46.88	3	-
CFO	-	0	£67.18	1	-

Table 9: Mean Hourly Pay by role

- 4.1 Gender pay is analysed below in relation to the Service's grading structure. The level of analysis can provide a more in-depth look at the distribution of pay across the organisation.

On-call	Mean hourly rate by role				
	Female		Male		Pay Gap
	Hourly Rate	Number	Hourly Rate	Number	
Firefighter Trainee		0	£11.35	1	-
Firefighter Dev	£11.38	6	£11.70	79	2.73%
Firefighter	£15.75	2	£15.96	164	1.32%
Crew Manager	£15.94	2	£16.55	79	3.68%
Watch Manager	-	0	£19.59	39	-
Fire Control	Female		Male		Pay Gap
	Hourly Rate	Number	Hourly Rate	Number	
Firefighter Dev	-	0	£10.35	3	-
Firefighter	£13.22	10	£14.06	2	5.97%
Crew Manager	£14.94	5	£14.68	2	-1.77%
Watch Manager	£16.74	7	-	0	-
Station Manager	£20.42	3	-	0	-
Group Manager B	-	0	£27.86	1	-

**Table 10: Mean Hourly Pay by role**

Corporate	Female		Male		Pay Gap
	Hourly Rate	Number	Hourly Rate	Number	
Grade A	£9.16	1	£8.36	-	-
Grade B	£9.98	18	£9.93	4	-0.50%
Grade C	£10.93	27	£11.24	25	2.76%
Grade D	£12.37	36	£12.88	30	3.95%
Grade E	£13.56	16	£15.08	16	10.08%
Grade F	£15.99	20	£16.37	33	2.32%
Grade G	£18.01	12	£17.99	10	-0.11%
Grade H	£19.82	9	£21.45	6	7.60%
Grade I	£21.18	1	£21.68	2	2.30%
Grade J	£26.54	4	£26.41	1	-0.49%
Director	£43.15	1	£44.29	2	2.57%

Table 10: Mean Hourly Pay by role - continued

## 5. Bonuses

- 5.1 The only payments deemed as a bonus in relation to this exercise is for CPD. As this payment is based on time served after reaching competence in role, rather than being gender related, no separate analysis is provided as the amount has been included in the hourly pay calculation.

**Comparison 2018 v 2019**

Staff Group	Female Employees 2018	Female Employees 2019	Difference %	Male Employees 2018	Male Employees 2019	Difference %
Wholetime	25	29	13.79%	407	398	-2.01%
On-call	9	10	10%	401	362	-10.77%
Fire Control	28	25	-12.0%	6	8	16.66%
Corporate	141	145	2.75%	140	137	-2.19%
Total	203	209	2.40%	954	905	-5.18%

**Mean & Median Hourly Pay Comparison**

	Mean Hourly Pay Rate 2018	Mean Hourly Pay Rate 2019	Difference %	Median Hourly Pay Rate 2018	Median Hourly Pay Rate 2019	Difference %
All Staff	£15.22	£16.02	4.99%	£14.27	£15.66	8.87%
Female	£13.89	£14.59	4.80%	£13.45	£13.62	1.24%
Male	£15.50	£16.36	5.25%	£14.48	£15.56	6.94%
Pay Gap	10.38%	10.81%		7.11%	12.46%	

**Quartile Pay Comparison by Gender**

	Female			Male		
	Hourly Rate 2018	Hourly Rate 2019	Diff %	Hourly Rate 2018	Hourly Rate 2019	Diff %
Lower Quartile	£11.13	£11.60	4.05%	£11.22	£11.88	5.55%
Lower Mid Quartile	£13.88	£14.39	3.54%	£13.97	£14.49	3.59%
Upper Mid Quartile	£15.32	£16.03	4.43%	£15.40	£16.27	5.34%
Upper Quartile	£19.84	£19.72	-0.61%	£20.43	£21.58	5.33%

**6. What is the Service doing to address the gender pay gap?**

6.1 The Service has several key initiatives in place to help bridge this gap including:

6.1.1 Recruitment processes to help rebalance workforce composition:

- *Agreed a corporate target* to increase the diversity of our operational workforce, by ensuring that 20% of recruitment is from under-represented groups

At September 2018, 18.2% of new starters in our operational workforce were from under-represented groups.

- *Encouraging more female applicants to the Service.*

Our positive action campaign “#BeOneOfUs” was launched in October 2017 and was designed for females and other people from under-represented groups to consider a career as an operational firefighter. As part of the campaign, six “have a go” sessions were held across the Service area which gave potential applicants the opportunity to try out the practical tests and ask questions of serving female firefighters. The standards for entry being the same for men and women. This campaign resulted in our highest number of female applicants.

Positive action initiatives to increase the diversity of our on-call workforce utilises both our #BeOneOfUs branding and the national ‘Need More’ campaign.

- *Apprenticeships*

We have made good progress on our approach to apprenticeships as a means of providing development and progression opportunities within the Service.

The table below sets out an age and gender breakdown of staff who are undertaking apprenticeships (as at January 2020). This figure includes new starters whose recruit training course is an apprenticeship programme, as well as existing staff who are undertaking apprenticeships for development purposes. It is pleasing to note that 64% of our apprentices are female.

	Male	Female	Total
18-24 years old	1	4	5
25-34 years old	2	3	5
35-44 years old	2	0	2
45-54 years old	0	2	2
<b>Total</b>	<b>5</b>	<b>9</b>	<b>14</b>

### 6.1.2 Continuing to retain and develop female members of staff:

- *Female networks*

The Service is active in national and local networks to support females working within the fire and rescue sector. Regular meetings take place with representatives from women's networks in order to identify and resolve any potential barriers that could prevent females joining and remaining within the service.

- *Established training programmes for managers and staff about equality, diversity and inclusion*

In October 2018 we held a successful menopause conference in partnership with Devon and Cornwall Police and Dorset Police. This resulted in the creation of an employee advocate group as well as providing more information to staff.

During the course of 2019, the Inclusion Manager visited all wholetime watches to discuss diversity and inclusion issues.

- *Reviewing and improving workplace facilities for women to help provide a welcoming and supportive environment*

The Service is ensuring, through its integrated property asset management planning, that stations and workplaces are suitable for female members of staff. The Service has addressed uniform and personal protective equipment needs in the past and will continue to do so as they arise.

- *Ensuring our structure provides opportunities for succession planning and talent management*

When we review our structure to ensure it continues to deliver an effective service to our communities, we will ensure due consideration is given to talent management and succession planning opportunities.

### 6.1.3 Embedding equality within key plans and processes to help ensure that it is thought about from the outset:

- *Service Delivery Plan*

Our Service Delivery Plan sets out our equality and inclusion priorities. Inclusion activities are mainstreamed and embedded across the work of all directorates and is not viewed as an isolated function.

- *Increased Flexibility and Smarter Working*

We have a positive suite of HR procedures in place and have delivered a programme of smarter working to support the attraction, progression and retention of female staff. We continue to review our procedures to ensure there is a healthy balance between organisation and individual needs.