



# **Gender Pay Gap Report**

## **2017**

Diversity & Inclusion and HR Services

Devon & Somerset  
Fire & Rescue Service

March 2018



# DSFRS Gender Pay Gap Report

## Contents

<b>1. Introduction</b>	<b>4</b>
<b>2. Methodology</b>	<b>4</b>
2.1 Pay within the Service	4
2.2 Employee's Working Hours	5
2.3 Hourly Pay	6
2.4 Bonus pay	6
<b>3. Results and key issues</b>	<b>7</b>
3.1 Gender Pay Gap	7
3.2 Pay by quartiles: hourly pay quartiles	7
3.3 Key Issues	7
<b>4. Where is the Gap coming from?</b>	<b>7</b>
4.1 Factors influencing the Gender Pay Gap	7
4.2 Equal Pay	7
4.3 Occupational Segregation in the Service	8
4.4 Flexible working in the Service	10
4.5 Total workforce Gender Pay Gap	11
<b>5. Action Plan to reduce the Gender Pay Gap</b>	<b>11</b>

**References**

**ACAS guidance**

## Document Control

### Purpose

The purpose of this report is to provide a narrative for the Gender Pay Gap results published by Devon & Somerset Fire & Rescue Service (DSFRS) on the [www.gender-pay-gap.service.gov.uk](http://www.gender-pay-gap.service.gov.uk) to meet the requirements of the Equality Act 2010, Public Sector Equality Duty. The results on the website will be linked to this report published on Devon & Somerset Fire & Rescue Service (DSFRS) intranet and internet site.

### Distribution List

Executive Board  
HRMD Members Committee  
Diversity & Inclusion Strategic Steering Group  
Public sharing for Government & DSFRS Website

Devon and Somerset Fire and Rescue Service (the Service) believe in equal treatment for all and this includes equal employment opportunities and equal treatment for all employees within the Service. The Service is an equal pay employer based upon recent measurement of men and women in the same employment, performing equal work, with equal responsibilities, receiving equal pay using nationally established pay scales ('Grey book', 'Gold book' and 'Green book') as identified within our Equal Pay Audit 2017.

The Service is working to actively reflect the communities we serve in all areas of inclusion and diversity and although a recent recruitment campaign of whole time firefighters resulted in 33% of Wholetime new entrants being female, more work remains to be done to ensure equality for all, to increase the number of uniformed female staff from the current 4% of roles and to ensure that the Service fully reflects the communities it serves. This report sets out a calculation of average difference in pay between male and female employees and sections 4 and 5 ('Where is the Gap coming from?' and 'Action Plan to Reduce Gender Pay Gap') demonstrate that the Service is committed to doing everything possible to understand, reduce and eradicate the Gender Pay Gap.

### Declaration

I can confirm that the data included within our Gender Pay Gap Report is accurate and has been calculated according to the requirements of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

Glenn Askew  
Chief Fire Officer



Sara Randall Johnson  
Chair of Fire Authority





# Devon & Somerset Fire & Rescue Service Gender Pay Report

## 1. Introduction

New legislation, in force since April 2017, in relation to the Equality Act 2010 (Gender Pay Gap Information, Specific Duties and Public Authorities) requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees. Reports are required to be on the employer’s website for 3 years.

*“Gender pay gap reporting is an incredibly important step forward, because if companies are transparent about gender pay and the root causes behind any gap, they can find the solutions they need to build businesses that work for their employees and reflect the communities they serve.”*

Helen Rose, Chief Operating Officer, TSB

The pay gap is the percentage difference between average hourly earnings for men and women. There are six calculations and the results must be published on the Devon & Somerset Fire & Rescue Service (“the Service”) website and a government website within 12 months of the data point (31 March each year). The calculations are:

<b>Mean gender pay gap</b>	The difference between the mean hourly rate of pay of male employees and that of female employees as a percentage of the male mean hourly rate.
<b>Median gender pay gap</b>	The difference between the median hourly rate of pay of male employees and that of female employees as a percentage of the male median hourly rate.
<b>Mean bonus gap</b>	The difference between the mean bonus pay paid to male employees and that paid to female employees as a percentage of the male mean bonus.
<b>Median bonus gap</b>	The difference between the median bonus pay paid to male employees and that paid to female employees as a percentage of the male median bonus.
<b>Bonus proportions</b>	The proportions of male and female relevant employees who were paid a bonus during the relevant period.
<b>Quartile pay bands</b>	The proportions of male and female employees in the lower, lower middle, upper middle and upper quartile pay bands.

## 2. Methodology

### 2.1 Pay within the Service

In the UK, various nationally agreed schemes of pay and conditions apply to all Fire and Rescue Services. There are the following categories of staff terms and conditions within the Service:

**Uniformed Staff:** This includes Whole-time and On-call staff and also the Control Room uniformed staff. The remuneration levels for these staff are subject to national negotiation as



contained in the Scheme of Conditions of Service of the National Joint Council for Local Authority Fire & Rescue Services which is known as the “Grey Book”. Any other remuneration is subject to local agreement.

**Support Staff:** This category is the non-uniformed employees who support our Operational Service. The Scheme of Conditions of Service for these employees is set out within the National Joint Council for Local Government Services known as the “Green Book”.

**Executive Board Officers (including Chief Fire Officer):** The Executive Board is a mix of uniformed Brigade Managers and non-uniformed Officers who are the Directors of the Service. The salary structure for Brigade Managers and other Executive Board members has previously been determined by the Authority and is subject to annual reviews in accordance with the Constitution and Scheme of Conditions of Service of the National Joint Council for Brigade Managers of Local Authorities’ Fire Brigades which is known as the “Gold Book”.

Grey Book posts within the Service are classified according to national role maps, in line with guidance contained in various circulars published by the National Joint Council for Local Authority Fire & Rescue Services. Green Book posts are evaluated using the Greater London Provincial Council Job Evaluation Scheme which was specifically designed for local authorities.

The job evaluation scheme for Green Book employees and national role maps for Grey Book employees provide assurance within the pay scales, i.e. men and women are paid equally for the work they do within the scales and within national conditions of service.

Through undertaking an Equal Pay Audit, we are confident that men and women are paid equally for the work they do under the nationally approved (and union agreed) systems. Consequently, the emphasis in this report is on an analysis of the number of men and women in various categories who are in particular salary grades.

## 2.2 Employee’s working hours

As part of the Grey Book, On-call Firefighters, i.e. those who respond from home or primary employment or from the local vicinity of the Fire Station, are paid an On-call fee or ‘Retainer’ fee which 10% of the full-time basic annual salary. This Retainer is for the staff to be available to attend emergency incidents occurring within agreed periods of the week. When attending emergency incidents or training then they are remunerated with an hourly rate of pay in accordance with the role they performed and at the same rate as Wholetime Firefighters who are full-time but have a shift working pattern.

Within The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, Schedule 1, Section 7, Employee’s working hours in a week, paragraph (8) states:

*(8) In this paragraph, “working hours”-*

*(a) includes hours when an employee is available, and required to be available, at or near a place of work for the purposes of working unless the employee is at home, and (b) excludes any hours for which an employee is entitled to overtime pay.*

In considering this for our On-call staff who are available near to their station this will include hours when the employee is at home. However in Schedule 1, Section 2 Duty to publish annual information relating to pay, paragraph (3) states:

*(3) In compiling the information required by sub-paragraph (1), a relevant public authority is not required to include data relating to a relevant employee if-*

*(a) the employee is employed under a contract personally to do work, and*

*(b) the public authority does not have, and it is not reasonably practicable for the public authority to obtain, the data.*

In terms of On-call staff, the Service does not hold data on the location from where the employee is providing availability from ie whether it is in their home. For this reason, the Service has not including the Retainer as part of the calculation of On-call hourly pay. All other payments that On-call staff receive have been taken into account in the calculation of hourly pay.

The Service also has 10 out of 70 On-call stations that are paid a salary based on historic levels of emergency incidents. The salary includes an On-call Retainer fee but again, the Service does not hold data on the location from where the employee is providing availability and for this reason, these staff have not been included in the calculation of hourly pay.

The Service employs Flexi-duty Officers who are full-time employees but will respond to Emergency Incidents to provide Incident Command. This could be during normal business hours or during periods outside of the normal day ie evenings and weekends. For these staff, they receive a 20% allowance for providing positive working hours and standby cover. For the calculation of hourly pay, the 20% allowance has been included. The same principle has been used for other Support Staff who also provide standby cover.

The Service has a Training Allowance paid for required additional hours and these hours are incorporated into the working hours.

### **2.3 Hourly Pay**

All data for the purpose of the Gender Pay Gap calculations has been extracted from the HR system 'Workforce', the availability system 'Gartan' (both used within the Service) and the payroll system 'Prism' (used by the external payroll provider). The data provided by the Service's Human Resources Department was anonymised and analysed using Microsoft Excel 2013. Data is correct as of **31/03/2017**.

Employees included in the calculations are Full Time workers, Part Time workers (with job sharers counting as two), Casual workers and Consultants if they personally perform the work. Pay covers all elements of normal remuneration (i.e. sick pay, annual leave pay, maternity pay, flexible shift pay) and car allowance. Not included are benefits in kind e.g. child care vouchers and other salary sacrifice schemes, expenses, overtime and redundancy payments.

The Service has used a reference period of March for staff with normal working hours and anyone who was not employed for the whole of March or were on unpaid leave or maternity leave in the reference period have been excluded.

For On-call staff, where weekly hours can be variable, the pay and working hours are based on the average of a three month period i.e. January-March 2017 preceding the snapshot date. Any On-call staff who were not employed for the whole of January-March 2017 or were on unpaid leave or maternity leave in the reference period have been excluded. Any On-call staff whose derived "annualised" hours were less than 104, i.e. minimum annual hours for On-call staff were also excluded.

### **2.4 Bonus pay**

The Service does not offer a bonus scheme therefore this calculation has not been performed. Additional Responsibility Allowances (ARAs) and Continuous Professional Development (CPD) payments are included in ordinary pay.



### 3. Results and key issues

#### 3.1 Gender Pay Gap

Mean pay for the Service shows a gap in favour of men of 11%, against a gap across the UK of men earning 18.1% more than women in April 2016 - Office for National Statistics (ONS). The median pay gap indicates there is a pay disparity in typical rates of pay between males and females of 8.2%.

All Staff	Male	Female	Gap £	Gap %
Mean hourly rate	£15.60	£13.89	£1.71	11%
Median hourly rate	£15.00	£13.77	£1.23	8.2%

#### 3.2 Pay by quartiles: hourly pay quartiles

24.5% of people in the lower pay quartile are female with the percentage declining going up the quartiles to only 3% in the upper quartile.

Quartile	Male	Female
Lower	75.8%	24.2%
Lower Middle	93.0%	7.0%
Upper Middle	92.6%	7.4%
Upper	90.5%	9.5%

Also see Figure 3 in section 4.5.

#### 3.2 Key issues

The key issues identified as contributors to the current Gender Pay Gap are:

- women are under-represented in senior operational roles;
- women are under-represented in all uniformed roles other than in Control;
- the majority of Green Book posts in the lowest two grades are women;
- Women are under-represented in all quartiles due to the low percentage of females in the overall workforce.
- Occupational segregation remains a feature of the Fire and Rescue labour market:

### 4. Where is the Gap coming from?

#### 4.1 General factors influencing an organisational Gender Pay Gap

Various factors, including occupational segregation, flexible working and discrimination (Equal Pay), impact on the Gender Pay Gap within organisations nationwide and the impact of each factor depends on the nature of the organisation.

#### 4.2 Equal Pay

The Service is committed to achieving a diverse workforce. Providing equal pay for equal work is central to the concept of rewarding people fairly for what they do. The Service is confident that it is paying the same salary for equivalent roles. Determining the pay of Service employees is done through national collective bargaining for all staff.

The Service's pay system covers Green Book, Grey Book and Gold Book grades/roles and pay scales. The Green Book grades range from administrative to managerial level (2-11). Grey Book roles include Firefighter to Area Manager. Gold Book covers the roles above Area Manager. The level of responsibility varies between different roles and all roles have been evaluated to determine the appropriate pay grade.



Each Green Book grade has a set pay range with pay increments in between grades. Staff are expected to move through the pay range for their grade until they reach the top of the grade. Consequently, the longer someone has been in a grade the more they will earn (subject to the maximum of the grade) irrespective of their gender.

The Service is therefore confident that the identified gender pay gap does not stem from paying males and females differently for the same or equivalent work (i.e. discrimination). Rather, it is a result of the roles in which males and females work within the Service and the salaries these roles attract. This is known as occupational segregation (see paragraph 4.3).

The Service carries out Equal Pay Audits. A report has been published on data extracted at the same time as the data required of the Gender Pay Gap report (31 March 2017).

### 4.3 Occupational Segregation in the Service

Occupational segregation is defined as the distribution of workers across and within occupations, based upon demographic characteristics, most often gender. The nature of occupations in the Service, and as a result the male/female distribution, varies between staff groups and this is explained below.

#### Wholetime

The uniformed element of the workforce of the Service consisted mainly of male staff who occupy 96% of roles. Of the 4% women in the On Call and Wholetime staff groups, none occupied any of the higher paid roles i.e. Group Manager and above.

Wholetime	Male	Female	Gap £	Gap %
Mean hourly rate	£17.12	£15.12	£2.00	11.7%
Median hourly rate	£15.24	£14.07	£1.17	7.7%

There were no Wholetime women in the highest grades, with none above Station Manager and slightly fewer, proportionately, than men at Watch Manager (20% of the 20 Wholetime women compared to 22% of the 547 men). 55% of the women were at Firefighter level, compared to 46% of the men.

As many allowances are linked to roles of Watch Manager and above, many women did not receive them as part of their terms & conditions, which reduced their average hourly rate in comparison to their male colleagues.

#### On Call

On Call	Male	Female	Gap £	Gap %
Mean hourly rate	£14.99	£14.51	£0.48	3.2%
Median hourly rate	£15.04	£14.96	£0.08	0.6%

Within the On Call staff group, of the 1,091 men, 8% were Watch Managers, 18% were Crew Managers and 74% were Firefighters. Of the 48 women, none were Watch Managers, 17% were Crew Managers and 83% were Firefighters.

There are 3 role levels within the On Call staff group (Wholetime has 8 role levels), which limits the difference between pay for the highest role and the lowest role. Allowances paid in this duty system often relate to additional responsibilities and are available to all roles.

As a result of these differences in relation to the Wholetime terms & conditions, the Gender Pay Gap within the On Call staff group is 3.2% (mean) and 0.6% (median).

The low percentage of women in the uniformed part of the workforce is a matter of national attention. Research shows that many women in the community don't consider joining the uniformed fire & rescue service for various reasons, including that it is a male-dominated environment and a perception that the work is too physical or too dangerous.

### Control

Control	Male	Female	Gap £	Gap %
Mean hourly rate	£14.68	£14.83	-£0.15	-1.0%
Median hourly rate	£14.49	£14.24	£0.25	1.7%

There is less segregation in what is generally perceived as “men’s work versus women’s work” within the Green Book and Control staff groups where the roles are, in the main, more office based. This is reflected in the percentages of men and women in those roles, i.e. 46% of Green Book and 76% of Control staff were female.

There were no men in the highest grades in Control, with 1 female Group Manager and 3 female Station Managers. Compared to the overall ratio of women to men in control, there were proportionately fewer women than men at Watch Manager and Crew Manager. 48% of the 29 Control women are at Firefighter level, compared to 22% of the 9 men.

The higher roles in Control (Station and Group Manager), as with the Wholetime staff group, also attract flexibility allowances. As there were no men in those roles, the pay gap in this staff group is in favour of women, i.e. -1.0% (mean) and 1.7% (median).

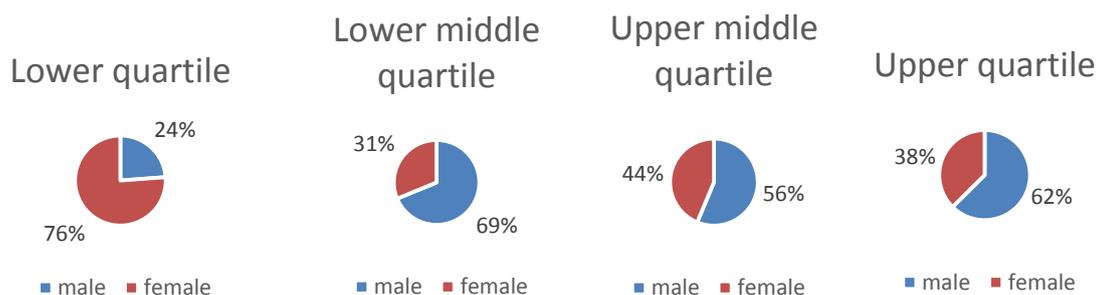
### Green Book staff

Green Book	Male	Female	Gap £	Gap %
Mean hourly rate	£16.00	£13.91	£2.09	13.1%
Median hourly rate	£14.30	£12.00	£2.30	16.1%

Overall there were 121 women in Green Book (Support, non-uniformed) roles and 137 men. Whilst women were well represented amongst this staff group, there were many more women than men in the most junior posts, grades 2 and 3, with most of the women in clerical or administrative posts and most of the men in caretaking or technician roles. There were significantly more men than women in most of the middle grades (grades 4, 5, 7 and 8, though not 6), and also at grades 10 and 11. The numbers at grade 9 were equal.

The above can also be seen in the male/female distribution in the pay quartiles of Green Book staff.

**Figure 1 Male/female distribution in the pay quartiles of Green Book staff**

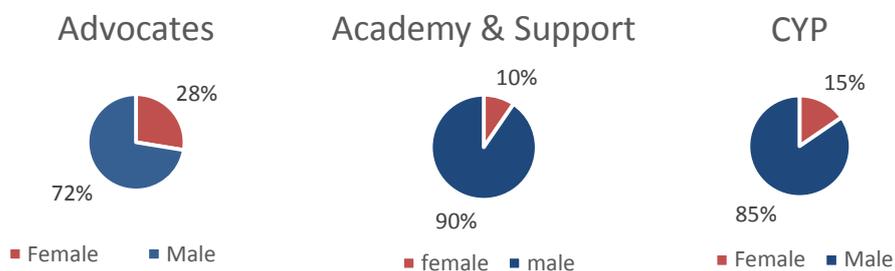


## Casual Workers

Casual	Male	Female	Gap £	Gap %
Mean hourly rate	£12.10	£10.80	£1.30	10.7%
Median hourly rate	£13.32	£9.62	£3.70	27.8%

The majority of our group of Casual workers is involved in Community Fire Safety work, which includes general community activities (Advocates) and working with Children and Young Persons (CYP worker). A smaller group consists of individuals who support the training function of the Service's Training Academy or provide general administrative support.

**Figure 2 Distribution of male/female casual workers in three groups**



The Advocates have the lowest average hourly pay and the Academy Casuals the highest. This results in the lower 2 quartiles all by Advocates on the lowest hourly rate, the Upper Middle quartile mainly consisting of CYP individuals with an average pay 37% higher. This difference of pay between the lower 2 quartiles and the upper 2, explains the resulting gender pay gap of 10.7% (mean) and 27.8% (median).

Although the Gender Pay Gap and Equal Pay calculations demonstrate occupational segregation, they are not able to identify whether there is a 'glass ceiling' (a metaphor used to represent an invisible barrier that keeps a given demographic from rising beyond a certain level in a hierarchy) within any organisation or within any individual staff group.

As with most companies in Britain, the number of women holding the most senior jobs in the boardroom of the Service (1 of 5 positions in the Executive Board) has barely changed in the past 10 years, despite a series of government-backed initiatives to boost gender diversity.

### 4.4 Flexible working in the Service

The Service is committed to ensuring that every employee, each with their own family commitments and personal aspirations, is facilitated in achieving a work life balance, and recognises that employees perform best and achieve the highest standards when this is so. Solutions to improve or maintain employees' work-life balance should be achieved through discussion and agreement between employees and managers and will often have benefits to both individuals and the Service.

The Service has a Flexible Working policy and a Family Leave policies which outline a number of options in relation to flexible working. It is recognised, however, that one size does not fit all and managers and employees are asked to look at creative solutions to

balance Service requirements with those of the individual, taking account of fairness and consistency in approach.

Across the Service, 28% of men were part-time (most being On Call firefighters providing part cover) and 34% of women (most in Green Book roles). The proportion of part-time to full-time workers was consistent across men and women in the Wholetime and On Call categories, but there were more part-time women in Control (where 21% of women and 11% of men are part-time), and substantially more in Green Book roles (36% of women and only 9% of men).

The average full-time equivalent salary for part-time people is 7% less than the Service average. It has been established through analysis as part of the Equal Pay Audit that this is partly due to the fact that only 2% of part-time employees are at senior level, compared to 6% across the service.

#### **4.5 Total workforce Gender Pay Gap**

Although the Gender Pay Gap within Control and On Call staff groups are small, when all the staff groups are combined the pay gap widens to 11%.

This is partly because the Service employs more Grey Book employees and they are generally paid more than Green Book employees in otherwise similar posts. Of all Service employees, 89% are male, and 92% (1,638) of these are Wholetime or On Call, so their generally higher pay will affect the overall difference in hourly pay. This results in Wholetime staff, mostly men, being included in the upper pay quartiles.

## **5 Action Plan to reduce the Gender Pay Gap**

Reducing the gender pay gap in the Service is beneficial for employees and the community we serve. Research shows that a more diverse and inclusive workforce helps organisations develop by bringing new skills, creativity and innovation, better decision-making and higher staff satisfaction and retention. These benefits will apply to Devon and Somerset Fire and Rescue Service.

In the UK today, women earn on average 18% less than men. The gender pay gap exists because women tend to work in lower-paid occupations and sectors, and occupy less senior roles. This is reflected in the Service's data. Many women take time out of the labour market and work part-time because of unequal sharing of care responsibilities. Unconscious bias, including stereotypes, barriers due to policies/processes and workplace culture are also factors which the Service acknowledges and aims to address.

The Service is taking short, medium and long-term approaches to achieving a more diverse workforce in order to improve the way we deliver services to the community of Devon & Somerset. Whilst we have improved in this area, we know that we can do more and recognise that patterns of under-representation and differences in outcomes can be challenged through positive action programmes. Notwithstanding national drivers, the diversity of skills, knowledge, perspectives and experiences within the workforce will ensure we will be better placed to identify and meet the needs of our community.

The 2014 Equal Pay Audit included an action plan with some actions which remain relevant in view of the current Gender Pay Gap data. These actions are focussing on:

1. increasing the number of women applying for senior roles in the operational and non-operational workforce
2. increasing the attraction and recruitment of women into the operational workforce



3. retaining women by identifying and addressing barriers to continue and progress their careers throughout their working life

Through positive action we are raising the profile of females joining the Fire and Rescue Service. Explicit Positive Action activity has taken place in the recruitment of On Call, Wholetime, Control and non-operational staff, by targeting on social media, advertising on specific recruitment agencies and our website. This has been successful considering the increase in interest shown by women to become an On Call Firefighter (14% of applications in 2017) and intake of female operational staff, both Wholetime (25%) and On Call.

Positive Action activities will continue and expand now the Service has completed a positive action briefing paper and a toolkit for our recruiting managers in order to equip them with the skills and ability to plan appropriate activity.

In addition, we will

1. Carefully consider the make-up of interview panels for every recruitment and promotion process
2. Engage with research to identify barriers to progression for women
3. Implement unconscious bias training to raise awareness around bias affecting recruitment and progression decisions
4. Identify and remove barriers to flexible working
5. Through national collaboration, research and develop Service understanding of the physiological differences between men and women and at different stages in life in relation to operational roles.

In order to ensure the Service will be able to meet the needs of the community, new ways of working will be explored. In doing so, particularly the effects of terms & conditions on underrepresented groups will be considered in detail to ensure they don't cause barriers for either joining the Service or progression.

Further actions to reduce the Gender Pay Gap and increase diversity within the workforce will be developed through the Service's Diversity & Inclusion Strategic Steering Group and captured in a plan which will also align to the new People strategy.