

Equal Pay Audit September 2015



1. INTRODUCTION

The full time gender pay gap has narrowed nationally since 1975 when equal pay legislation first came into force but there still remains a gap of 9.6% between men and women's pay in the UK. (Based on the Office for National Statistics (ONS) Annual Survey of Hours and Earnings 2012.)

The Equality Act's provisions on equal pay and sex discrimination are intended to ensure that pay and other employment terms are determined without sex discrimination or bias. A woman doing equal work to a man in the same employment is entitled to equal pay and other contractual terms such as holiday entitlement.

Providing equal pay for equal work is central to the concept of rewarding people fairly for what they do. The benefits to an organisation of carrying out an equal pay audit include:

- Having rational, fair and transparent pay arrangements;
- Demonstrating to employees and to potential employees a commitment to equality;
- Identifying, explaining and where unjustifiable, eliminating pay inequalities;
- Demonstrating the organisation's values to those with whom they do business.

2. BACKGROUND

Within County Durham and Darlington Fire and Rescue Service (CDDFRS), there are many more men than women in the uniformed service other than in Control and particularly at senior levels. This can be partly explained by the long history and development of the fire and rescue service. As a result of the Air Raid Precautions Act 1937, all fire brigades in existence were required to recruit volunteers (men and women) to become part of the Home Office funded Auxiliary Fire Service (AFS). In 1941 the National Fire Service (NFS) was created, then following the war, in 1948, the NFS ceased to exist and fire brigades were handed back to local authority control as 'Fire Authorities'.

Women in the service went back to domestic life and traditional 1940's female roles. From the 1990's onwards, efforts have been made to recruit more women into the service through positive action, but numbers of women in the operational Service are still very low, the average being 4.5% nationally (DCLG 2014) rising from 3.9% in 2010. Consequently women have had less time to progress in any number and there is still much to do to dispel the stereotypes around the roles and their requirements.

Within CDDFRS we have various schemes of pay and conditions. Uniformed employees work to Grey Book conditions which are classified according to national role maps in line with guidance contained in circulars published by the Local Government Authority. The Principal Officers work to Gold Book conditions. Non-uniformed employees work to Green Book conditions and roles are evaluated using a nationally agreed job evaluation scheme based on the National Joint Council (NJC) model. This provides 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. However, the schemes are completely different in nature and it is not possible to make meaningful comparisons between them, therefore the pay of non-uniformed and uniformed staff has been considered separately.

We are confident that men and women are paid equally for the work they do under the nationally approved (and union agreed) systems i.e. Gold Book, Grey Book and Green

Book conditions. Consequently, the emphasis in this audit is on an analysis of the number of people in various categories who are in particular salary grades.

3. WHAT IS EQUAL PAY

A woman (or man) can claim equal pay and other remuneration related contract terms with a male (or female) comparator for doing work that is:

- a) The same or broadly similar, provided that where there are any differences in the work these are not of practical importance (known as **'like work'**);
- b) Different, but which is rated under the same job evaluation scheme as being work of equal value (known as **'work rated as equivalent'**);
- c) Different, but of equal value in terms of factors such as effort, skill and decision-making (known as **'work of equal value'**).

If there are differences of practical importance in the work actually performed then roles are not considered to involve "like work" or of "equal value". Differences such as additional duties, level of responsibility, skills, the time at which work is done, qualifications, training and physical effort could all be of practical importance. A contractual obligation on a man (or a woman) to perform additional duties is not sufficient; it is what happens in practice that counts. The employer would have to provide objective justification for any discrepancy, i.e. it would need to prove that the difference relates to a 'proportionate means to achieve a legitimate end' which is not related to sex.

4. SCOPE

The aim of the audit was to undertake an Equal Pay Review of CDDFRS current pay systems and practice in order to identify any areas of equal pay concern and make recommendations in order to correct any inequality found. Although the main focus of the audit is on pay and gender, it is also important to compare the pay of other protected groups such as race and disability. To ensure fairness for all our employees this approach was adopted for this audit.

Data was based on pay records in August 2015.

5. METHODOLOGY

The audit was conducted by broadly following the Equality and Human Rights Commission (EHRC) 5 step Equal Pay Review Model.

6. OUR COMMITMENT

CDDFRS is committed to the principles of equal pay and to ensuring that these are applied to all employees through the use of fair and transparent working practices and systems which are based on objective criteria.

In line with the requirements of the Public Sector Equality Duty, CDDFRS will ensure that it is proactive in assessing the impact of employment policy and practices on women and men and that there is no gender pay gap. To do this effectively, CDDFRS has carried out an equal pay audit and has also gathered data on the placement of our employees within the Service. The report outlines the data gathered and the information contained therein will be used to develop action plans that set out measurable steps towards achieving equality.

Although this statement relates to equal pay between women and men, pay systems may be open to challenge on the grounds of race, age or other protected characteristics under the Equality Act 2010.

A copy of the Service's Pay Policy Statement for 2015/16 is available from the CDDFRS website which ensures compliance with government guidance issued under the Localism Act 2011.

7. DATA

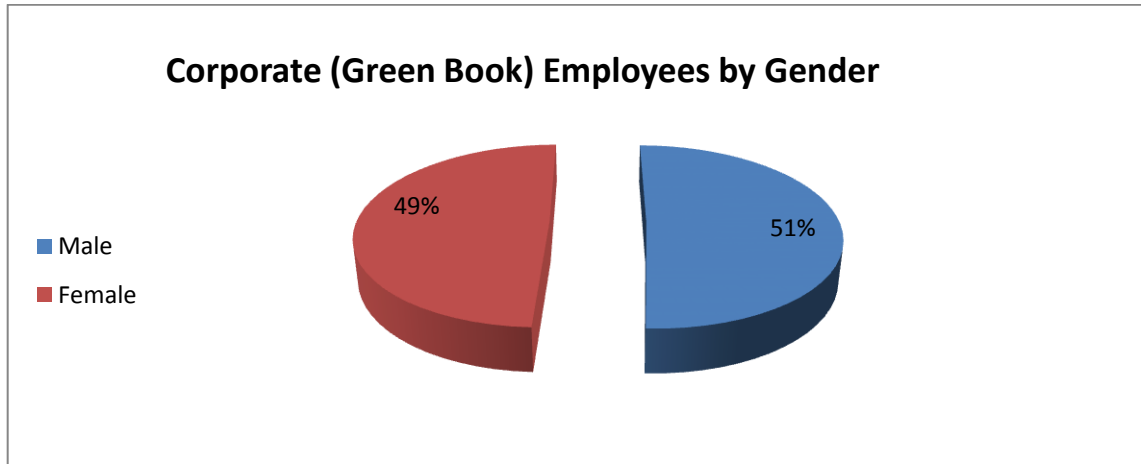
		All staff		Part-Time		Disability		Non White British	
Total salaries		Number	Average Salary	Number	Average Salary	Number	Average Salary	Number	Average Salary
Whole-Time	Male	313	32684	0	n/a	6	33618	9	31551
Retained	Male	175	6596	175	6596	1	6992	4	5104
Control	Male	3	28887	0	n/a	1	27877	0	n/a
Corporate	Male	40	25567	3	22212	3	17542	0	n/a
Whole-Time	Female	13	33519	0	n/a	0	n/a	0	n/a
Retained	Female	8	4493	8	4493	0	n/a	1	7532
Control	Female	26	29810	1	27877	5	27877	0	n/a
Corporate	Female	38	25174	4	19740	3	24562	1	29558
Whole-Time	All	326	32718	0	n/a	6	33618	9	31551
Retained	All	183	6504	183	6504	1	6992	5	5590
Control	All	29	29715	1	27877	6	27877	0	n/a
Corporate	All	78	25097	7	20799	6	21052	1	29558
All	Male	531	23434	178	14404	11	21507	13	18328
All	Female	85	23249	13	17370	8	26220	2	18545

Data based on basic salary (competent pay) except Retained Duty System staff which is actual payment received for August 15 including bonuses and overtime)

8. FINDINGS

CORPORATE EMPLOYEES

Corporate employees are employed to undertake professional, managerial, technical and administrative roles within CDDFRS. At the time the audit was carried out, there were 78 employees, comprising of 49% female employees and 51% male employees.



Corporate Grades	Average Pay	Male		Female	
		Total	Part Time	Total	Part Time
Head of Service	70825	1	0	0	0
Grade 13	56035	1	0	0	0
Grade 11	40217	0	0	2	0
Grade 10	36571	6	0	3	0
Grade 9	32778	2	0	1	0
Grade 8	29558	4	0	8	0
Grade 7	24472	3	0	9	1
Grade 6	22212	11	3	1	0
Grade 5	19742	4	0	6	1
Grade 4	17372	2	0	6	2
Grade 3	15207	3	0	0	0
Apprentice	5170	3	0	2	0

The audit considered:

- The job evaluation scheme operated by CDDFRS to determine pay grades;
- Base pay analysis;
- Grading structure and pay progression;
- Distribution of staff.

Job Evaluation

The Local Government Single Status Job Evaluation Scheme used by CDDFRS has been developed jointly by the NJC for Local Government Services. The NJC believes the design of its scheme meets the requirement to achieve single status for all jobs within the scope of the “Green Book” to be graded on a common basis in accordance with equal pay legislation.

Each job in the corporate staff structure is assessed using pre-determined and agreed criteria and job size determines an appropriate grade for each post. This arrangement allows for incremental progression in pay for the wider workforce based on national spinal column points and linked to service in post. This approach towards pay for corporate staff and the use of established job evaluation schemes ensures a planned approach towards pay policy that is accountable, transparent and fair. Pay grades for staff are published as part of the Authority’s pay and grading information and are available from the Service website.

Employees may apply for a re-assessment of their job if their duties and responsibilities change permanently and substantially. A Job Evaluation Panel will assess the evidence and determine whether the job is graded correctly and employees have the right to appeal if they disagree with the determination of the Job Evaluation Panel.

No performance related pay arrangements or bonuses are currently in place for corporate employees.

The audit found no gender bias in the job evaluation process applied.

Base Pay Analysis

This analysis was used to determine whether there are significant average differences in base pay between men and women. Base pay for men and women is determined by the grading of a specific role undertaken and is determined by the job evaluation process. There is no difference between the pay of men and women undertaking the same job role within the pay and grading structure.

The audit found a difference in average pay between full time men (£25,567) and full time women (£24,602). This is due to a higher number of men being employed in the most senior roles (Grade 10 and above) compared to women, with the two most senior roles being occupied by men.

There was also a difference between part time men and women. The average pay for a man working part time was £11,106 and for a woman it was £9,870. Although the difference in part-time pay seems significant it is not necessarily indicative of an equal pay issue. The differences are explained by the distribution of full time and part time male and female employees within the grading structure.

Grading Structure and Pay Progression

The grading structure operates across 15 grading bands, with 3-4 salary points in each band. Employees progress by a salary point annually until they reach the maximum salary point. This can take up to four years to achieve and is a justified service length criteria under the Employment Equality (Age) 2006 Regulations. Grades 1 to 13 encompass the spinal column points 4 – 52. Grade 14 is aligned to the Grey book pay structure for Group Managers and Grade 15 is aligned to the Grey book pay structure for Area Managers.

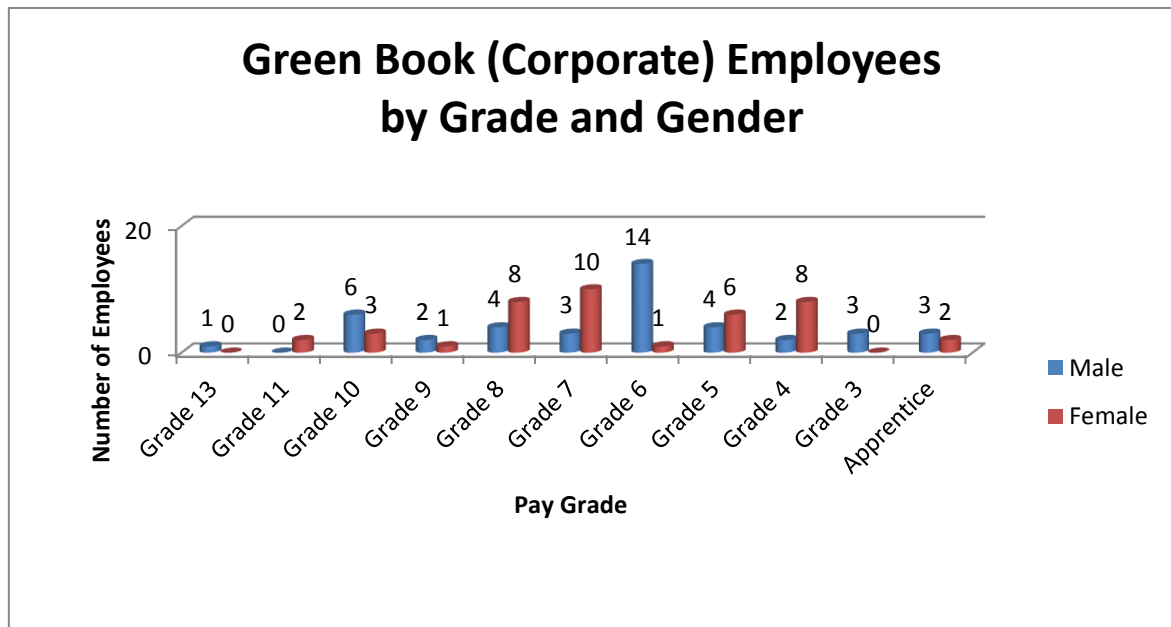
There is no salary overlap between grades i.e. the highest salary point of one band is lower than the lowest salary point of the higher band.

Any pay increases are negotiated nationally.

CDDFRS currently employ five apprentices. Pay is based on the national agreed rate for apprentices and there is no pay difference based on gender.

Distribution of Staff

Looking at the distribution of male and female staff across corporate roles, a large proportion of Grade 4 roles are occupied by female staff. These are mainly clerical and administration roles which traditionally are associated with females. There are however also a high number of females in Grade 7 and 8 roles which are classed as supervisory and middle management roles. There is no obvious explanation for this. The higher proportions of males are found in Grade 6 roles which are mainly technical and mechanical roles which are traditionally associated with males. The majority of roles at this level are based in Technical Services.



GOLD BOOK EMPLOYEES

Government guidance requires the approval of the Fire Authority for all salary packages of £100,000 or more. Currently, the only posts which fall into this category are the Chief Fire Officer and Deputy Chief Fire Officer, i.e. 'Brigade Managers'. The principles for setting Brigade Managers pay are set out in the NJC Terms and Conditions of Employment for Fire and Rescue Service Brigade Managers (Gold Book).

The Authority's Finance and General Purposes Committee is defined within the Constitution and makes recommendations to the Authority on the pay arrangements for Brigade Managers. In doing so, the Committee takes account of NJC Terms and Conditions of Employment for Fire and Rescue Service Brigade Managers and other factors including:

- The market in which the Authority operates;
- The Authority's short and long term objectives;
- The Authority's relative size;
- The size of the senior team and responsibilities of individual posts;
- Required on-call arrangements as determined by the Executive Rota;
- The cost of the policy over the short, medium and longer term;
- The total remuneration package;
- The expectations of the community and stakeholders;
- Links with how the wider workforce is remunerated and national negotiating frameworks.

The Committee also has access to external independent advice on Brigade Managers pay which can be used to consider the context of pay decisions taking account of wider public and private sector pay levels. The established number of posts within the senior team has been recently reduced to two Principal Officers reducing the overall Brigade Manager pay bill. Brigade Managers have not been awarded a local pay increase since 2008. There is a review of Brigade Managers pay currently being undertaken.

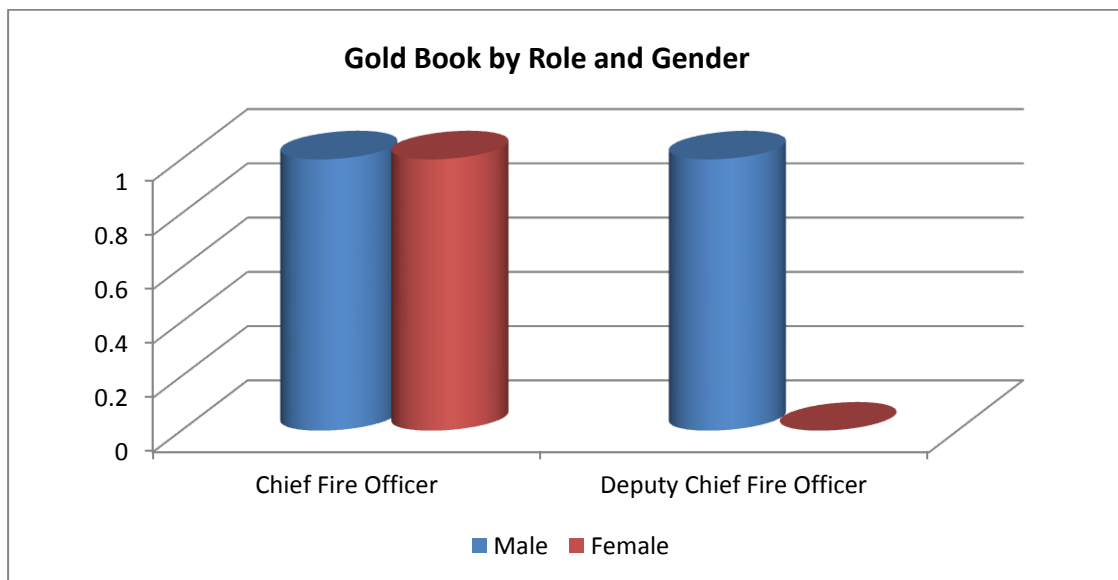
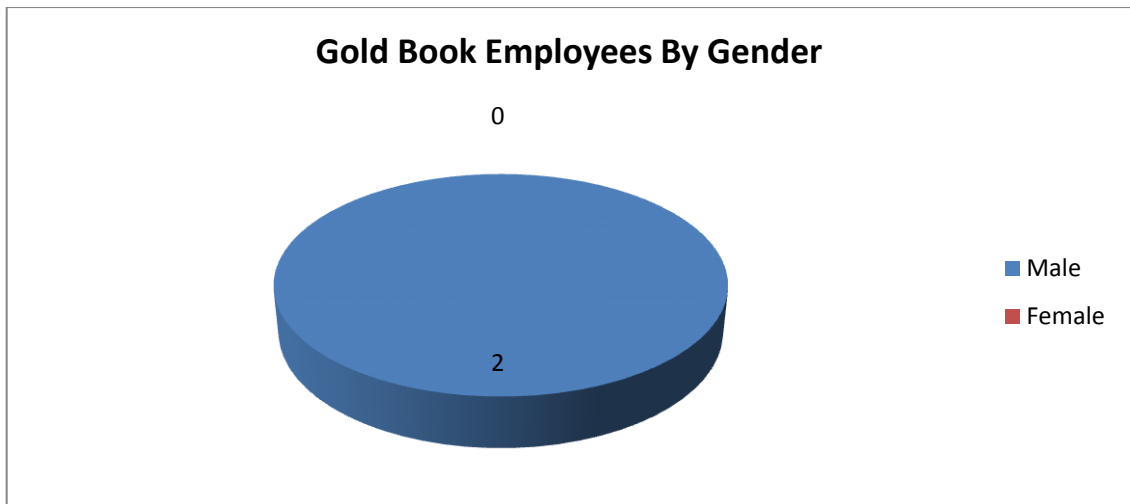
The key principles of the Brigade Managers Pay Policy are outlined in the Pay Policy document available on the Service website. Pay multiples for staff based on the pay policy are set out in the table below:

Firefighter Multiple (Grey Book)	£
Chief Fire Officer Salary	135,779
Basic Firefighter Salary	29,345
Pay Multiple	4.6 times

Corporate Multiple (Green Book)	£
Chief Fire Officer Salary	135,779
Lowest Employee Salary	15,207
Pay Multiple	8.9 times

The ratio between the pay of the Chief Fire Officer and the lowest paid firefighter is 4.6:1 and against the lowest paid workers within the Service is 8.9:1. Figures recently published by Government set out an expectation to be below a ratio of 20:1 in local government.

Post	Average Pay	Male		Female	
		Full Time	Part Time	Full Time	Part Time
Chief Fire Officer	135779	1	0	0	0
Deputy Chief Fire Officer	108000	1	0	0	0
Total	243779	2	0	0	0



UNIFORMED EMPLOYEES (GREY BOOK)

Uniformed employees are employed in an operational role providing those duties set out in the Fire and Rescue Services Act 2004. This includes Wholetime employees, Retained Duty System (RDS) firefighters and Control staff.

Operational employees may work to different working patterns but all roles fall within nationally defined role maps, pay is determined at a national level.

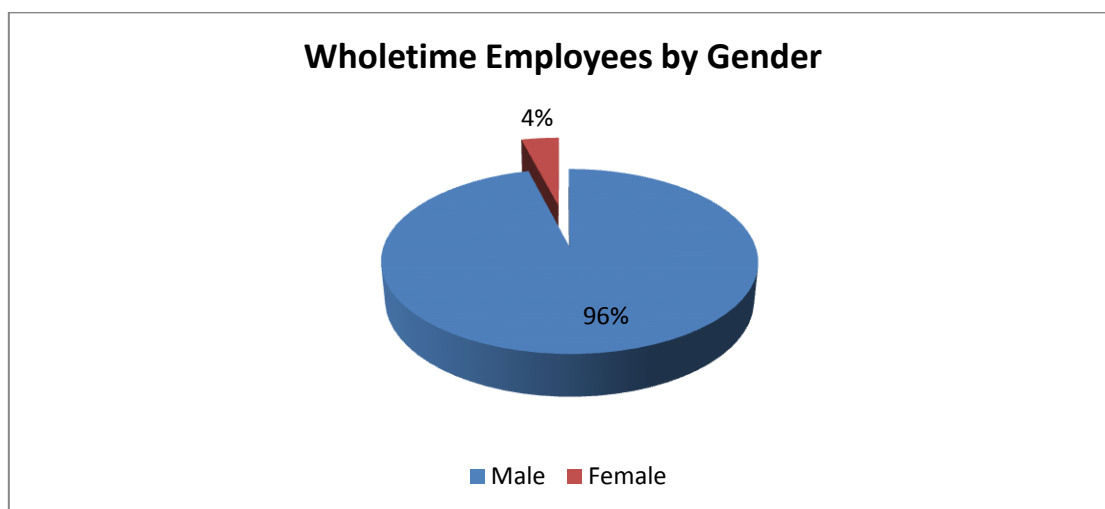
For the purposes of this audit, Wholetime, Control and RDS employees were looked at separately and then together as a whole.

WHOLETIME

Role	Average Pay	Full Time Male	Full Time Female
Area Manager B	56124	3	1
Group Manager B	48313	5	0
Station Manager B	41737	9	0

Station Manager A	38977	18	0
Watch Manager B	36381	28	3
Watch Manager A	34160	17	0
Crew Manager	32533	49	2
Firefighter	29345	182	7
Total		311	13

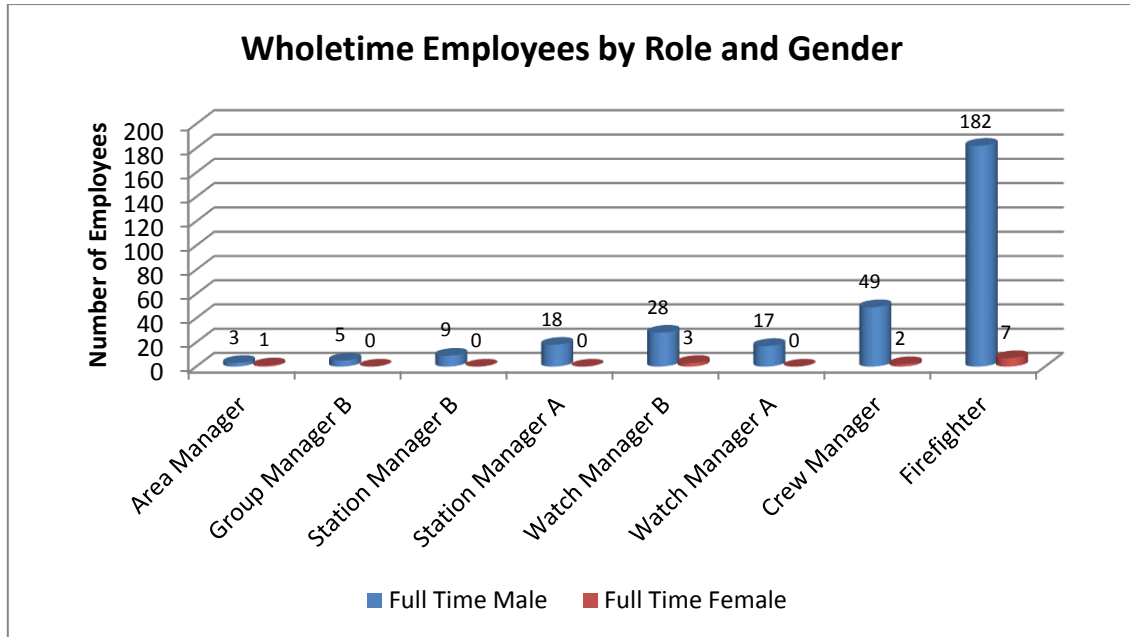
There are 324 employees, of which 96% are male and 4% are female. There are no part-time workers in the wholetime category of employees. The Service has a Work Life Balance Policy and numerous associated procedures in place such as flexible working and job share which would support this should an employee choose to make an application.



Firefighting has traditionally been regarded as a male occupation. In recent years, there has been a concerted effort to influence attitudinal perceptions of the role and a range of proactive approaches have been implemented to encourage more women into the fire and rescue service through positive action initiatives and the use of female role models in advertising.

Due to very low employee turnover rates, such initiatives have been slow to take effect, however, it is anticipated that the continued application of such initiatives may demonstrate more positive results (in terms of the numbers of female employees in uniformed roles) over the longer term.

The last wholetime recruitment campaign in 2009 was underpinned by a positive action message aimed at women and resulted in one female recruit in a group of eleven, or 9%. There has been little opportunity to increase the number of women in the wholetime workforce since then due to a recruitment freeze.



The data shows there are many more men than women in the wholetime service across all ranks so in the future the service should consider methods to encourage more women to apply for firefighter roles.

Management Grouping	Number of Males	Number of Females	Ratio
Strategic Manager (Area Manager)	3	1	3:1
Middle Manager (Station & Group Manager)	32	0	32:0
Supervisory Manager (Crew & Watch Manager)	94	5	18.8:1
Firefighter	182	7	26:1

Women are under-represented particularly in the middle manager grouping with no females in these roles, but well represented in the strategic manager grouping which suggests female employees have had the same opportunity to apply for development and promotion as their male counterparts. The service may need to encourage women to apply for career progression opportunities.

Job Evaluation

The current pay structure for uniformed employees, based on role maps, is a strong logical pay structure and there is no requirement for a job evaluation process.

Base Pay Analysis

The review of base pay showed that wholetime women earned on average £33,519, slightly more than men £32,684. Although only 4% of the workforce are female, 46% occupy managerial roles (Crew manager and above) which attract higher pay. This therefore affects the average salary of female wholetime employees compared to male.

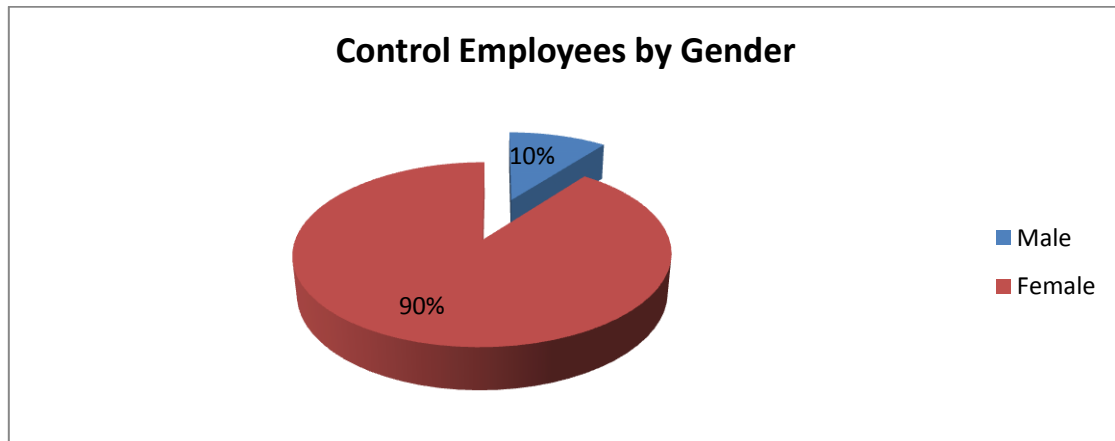
Within those roles which have male and female counterparts, the audit found no pay differential. This is a direct effect of a single point national pay model.

CONTROL

Role	Average Pay	Male		Female	
		Full Time	Part Time	Full Time	Part Time
Station Manager A	37028	0	0	2	0
Watch Manager A	32452	0	0	5	0
Crew Manager	30906	1	0	3	0
Fire Control Operator	27877	2	0	15	1
Total	32066	3	0	25	1

Data based on basic salary (competent pay)

There are 29 employees, of which 10% are male and 90% are female so men are under-represented in Control. The last two recruitment campaigns brought in 2 male Control Operators which improved the ratio however one has since left. During any further recruitment the Service should consider encouraging men to apply for Control roles by targeting advertising.



Job Evaluation

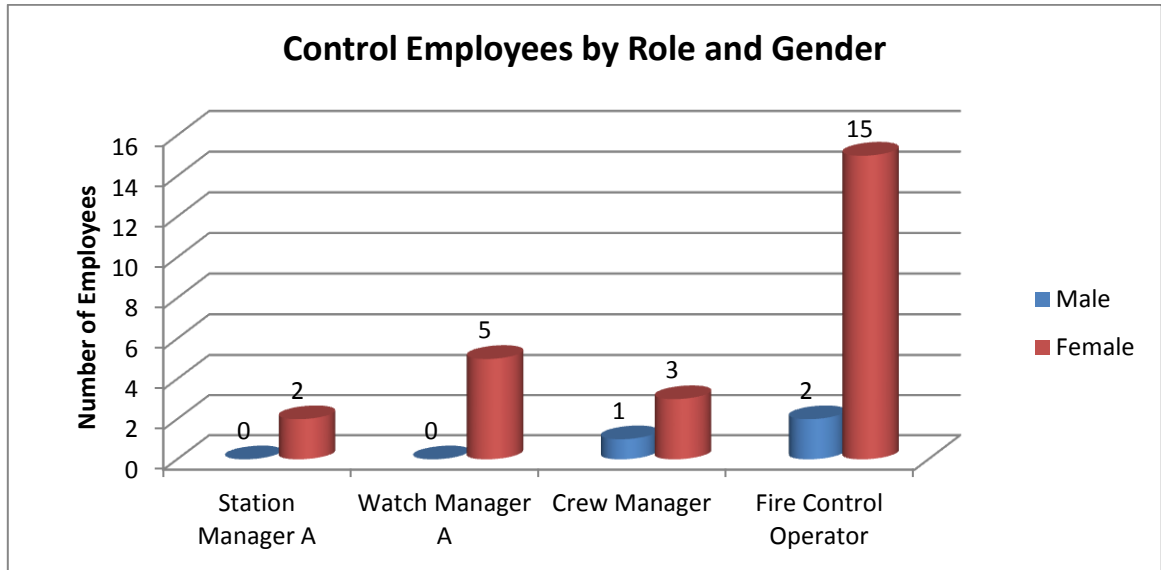
The current pay structure for uniformed employees, based on role maps, is a strong logical pay structure and there is no requirement for a job evaluation process.

Base Pay Analysis

The review of base pay showed that women in Control earn on average £29,887, slightly more than men £28,887, due to more women in managerial roles. This is not a reflection on the promotion opportunities as male employees have had the same opportunity to apply for development and promotion as their female counterparts.

Average pay by grade

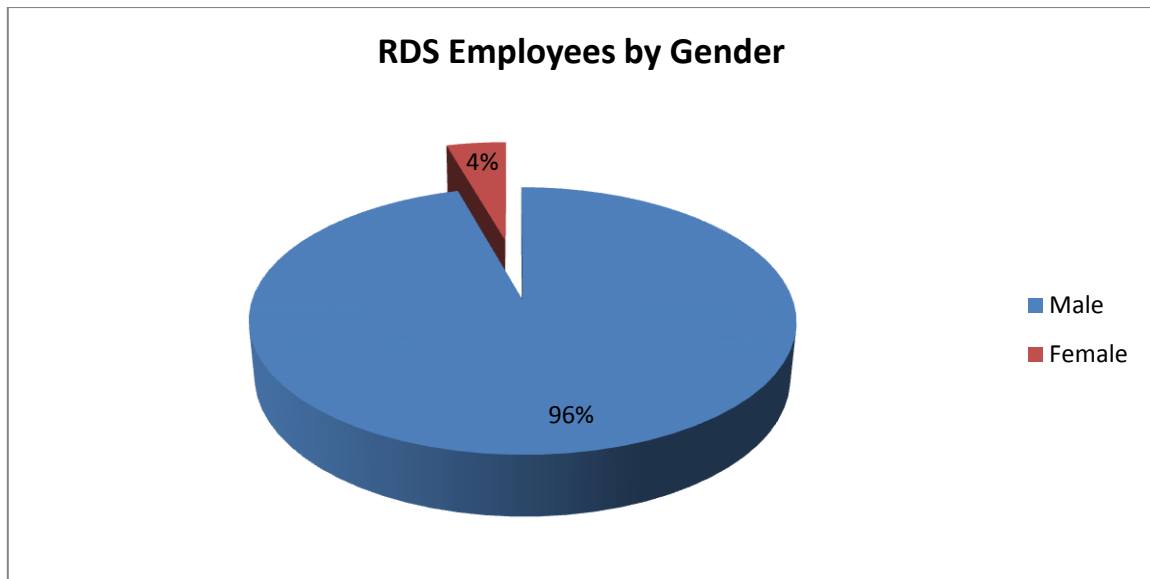
Within those roles which have male and female counterparts, the review found no pay differential. This is a direct effect of a single point national pay model.



RETAINED DUTY SYSTEM

Role	Average Pay	Male	Female
Watch Manager B	10,714	9	0
Watch Manager A	10,713	8	0
Crew Manager	6,777	28	0
Firefighter	5,931	130	8
Total		175	8

It is noted that salary information upon which the review was based was for payments made to employees in the month of August 2015. This did not include any monies for retaining fees. The average pay above has been calculated as an average of all payments made to employees in the month of August 2015 at each individual level. This figure was then multiplied by 12 months to calculate an average annual salary for the purpose of the review. The system of pay for RDS employees is based on an hourly rate which is the same for both men and women, payments are then made on the basis of attendance.



Much like wholetime employees, RDS employees may operate on different work patterns, but all roles fall within nationally defined role maps. Pay is determined at a national level. The hourly rate for a RDS firefighter is the same as it would be for a wholetime firefighter.

Following the outcome from an Employment Tribunal case brought by the Fire Brigades Union under the Part-Time Workers (Prevention of Less Favourable Treatment) Regulations, a number of amendments to the Scheme of Conditions Service (Grey Book) were agreed by the National Joint Council in order to ensure future Grey Book compliance with the Regulations. The amendments to terms and conditions for RDS employees were effective from 1 July 2010. In essence this meant that RDS employees would receive payments in line with Wholetime employees for a number of allowances and expenses which they previously did not receive.

This included:

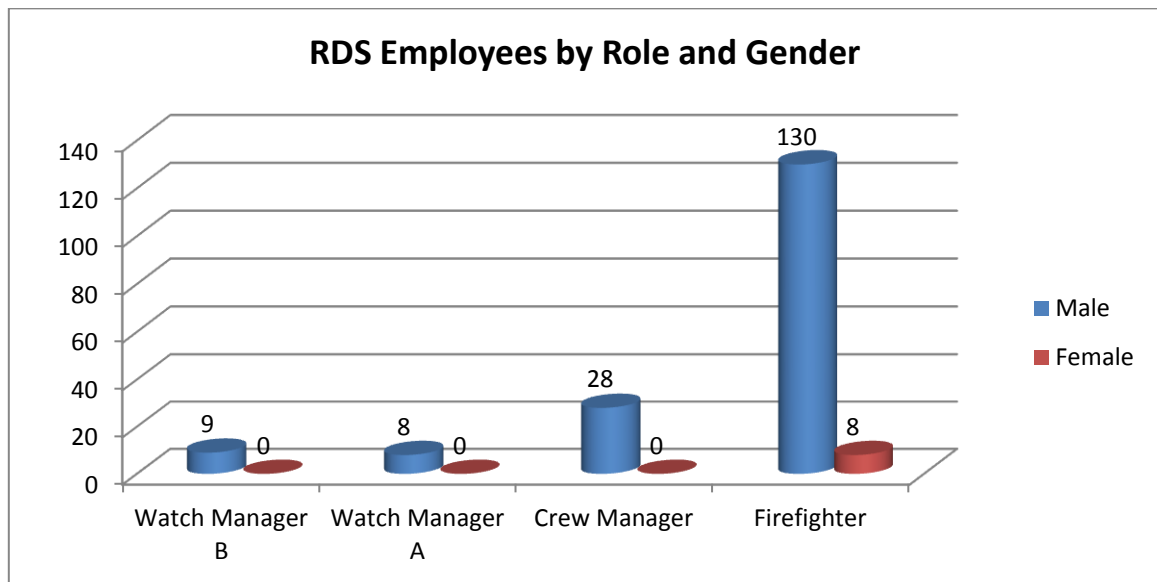
- Training Courses;
- Acting up and Temporary Promotion for a full 24 hour period;
- Public Holiday entitlement;
- End of course leave;
- Trade Union facilities;
- Leave for public duties;
- Maternity / Paternity / Adoption Leave / Shared Parental Leave;
- Occupational Sick Pay and Modified Duties Pay;
- Suspension;
- Medical and Dental Expenses;
- Spoilt Meals;
- Special Leave.

In terms of career progression in the RDS, it is noticeable that there are no female employees in any management roles across the Service at any RDS station. This may be due to a number of factors, however when further investigated 4 of the 7 female employees have 3 years' service or less.

All firefighters have to undertake a development programme to acquire, apply and then maintain skills and knowledge:

- Phase 1 Firefighter Development Programme (Acquisition of Skills and Knowledge)
- Phase 2 Firefighter Development Programme (Application of Skills and Knowledge), where you will be paid at the Development Firefighter rate of pay.
- Phase 3 Maintenance of Competence

It is expected that competence will be attained within a maximum three year period from date of entry into the Service. Therefore it is unlikely that any firefighter with less than 3 years' service will be seeking promotion.



NATIONAL MINIMUM WAGE

All roles within CDDFRS meet and exceed national minimum wage in terms of an hourly rate, both on Green Book and Grey Book Conditions of Service.

AGENCY WORKERS

When employing agency workers, CDDFRS pays the agency worker the same rate of pay as a permanent employee would have received had they been recruited and offered a contract with the Service. The Service also ensures that agency workers who are eligible for any annual pay increases and increments are paid within the same timeframes as other employees of CDDFRS.

9. CONCLUSION

The nationally recognised job evaluation scheme for Green Book employees and national role maps for Grey Book employees can be said to 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. However the two schemes are completely different in nature and it is not possible to make meaningful comparisons between them.

Occupational segregation by gender refers to differences in the distribution of women and men across different occupational categories and job types. Labour market statistics show that women and men work in different jobs, predominate in particular sectors and

indeed, are channelled into different jobs as a consequence of a combination of factors, such as stereotyping, discrimination, social and educational expectations, a lack of flexible working and caring responsibilities. There are two types of occupational segregation:

Horizontal occupational segregation exists when men and women are crowded into stereotypically male and female jobs or occupational sectors.

CDDFRS findings are:

- 13.8% of all employees are female, 86.2% male.
- 8.7% of uniformed employees (all categories) are female; 91.3% male.
- 4.1% of operational (wholetime and retained) employees are female; 95.9% male.
- 48.7% of support employees are female; 51.3% male.

Vertical occupational segregation exists when women are clustered at more junior levels within organisations.

CDDFRS findings are:

Corporate Employees

- 53.8% of Apprentice-Grade 5 posts are held by females.
- 48.7% of Grade 6-9 (supervisory management) posts are held by females.
- 41.7% of Grade 10-13 (middle management) posts are held by females.
- 0% of strategic manager roles are held by females.

Wholetime and RDS Employees

- 4.6% of firefighters are female.
- 2.5% of Crew Managers are female.
- 4.6% of Watch Managers are female.
- 0% of Station Managers are female.
- 0% of Group Managers are female.
- 25% of Area Managers are female.

Control Employees

- 88.2% of Fire Control Operators are female
- 75% of Crew Managers are female.
- 100% of Watch Managers are female.
- 100% of Station Managers are female.

Key issues identified are:

- Women are under-represented in senior operational roles.
- Women are under-represented in uniformed roles other than Control.

- The majority of support posts in lower grades (1-5) are women.
- Due to operational commitment, uniformed employees are paid under separate terms and conditions and are generally paid more than corporate employees in similar posts.

Overall, the gender segregation has identified key issues in terms of horizontal and vertical segregation. The uniformed gender segregation is hugely influenced by the imbalance of men and women in the Service. Women are heavily under-represented in wholetime and RDS roles but due to the ongoing austerity measures we are unable to recruit therefore unable to increase this figure. When we do recruit, positive action initiatives may need to be put in place. Women are under-represented in higher managerial roles (Group Manager and above) therefore an emphasis should be placed on succession planning and career progression to improve this percentage.

Female personnel have been successfully recruited and retained whilst the 2-2-4 shift pattern was operated in Control therefore it can be assumed that the shift pattern is not a pre determining factor in women's decisions not to join the fire service as an operational firefighter. Control may hold the key to addressing some issues as they have evidenced successful career paths for both men and women. In terms of corporate employees there is a reasonable balance of men and women throughout each level. However women predominate in the lower grades.

There are strong business reasons why having a workforce which reflects the community is beneficial. First of all, it is the right thing to do and it is underpinned by our core values, which tell us that we value diversity in the Service and our community. Furthermore by employing and retaining a workforce which better reflects the diversity of the local working population, we not only gain a greater understanding of their differing needs, but we are also able to tap in to a much wider pool of skills, in a demographically changing society.

We know that our workforce does not currently reflect the make-up of the local working population. For example, we know that the numbers of working age males and females is approximately 50% for each gender. We might therefore expect to see this mirrored in our organisation. However our monitoring reveals that 86.2% of our workforce is male and 13.8% is female. Furthermore 95.9% of our operational employees are male and 4.1% are female.

10. PLANNED ACTIONS

CDDFRS has identified the following planned actions to assist in removing any gender pay gap and reducing occupational segregation. These actions will be investigated, progressed and potentially implemented by the Service Equality and Diversity Working Group:

- Examine external organisations to highlight recruitment & selection best practice which can be used in CDDFRS.
- Carry out a robust job evaluation review to ensure corporate roles are correctly graded.

- Develop a procedure for job evaluation and re-grading to ensure a clear, transparent and consistent approach is taken to all Green Book roles within the Service.
- Develop consistent strategies to encourage women and men into areas where they are under-represented.
- Ensure recruitment processes are transparent and robust both internally and externally. Be aware of where jobs are advertised and the images and wording used within recruitment information and ensure that there is gender balance on interview panels where possible.
- Build clear career pathways to encourage women to advance in their careers. Consider mentoring and career coaching.
- Conduct an analysis of retention data to determine whether any inconsistencies exist in the reasons noted for leaving CDDFRS by job category/grouping.

In addition, CDDFRS will conduct a further equal pay review in the future and if required, put further actions in place to address any gender gaps that these may highlight. CDDFRS will also continue to monitor the relationship between the female and male medians on an annual basis to see if changes are having the desired effect and to see where further action might be necessary.