



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

<b>Report to:</b>	<b>THE BOARD OF THE SCOTTISH FIRE AND RESCUE SERVICE</b>
<b>Report Number:</b>	<b>B/POD/03-15</b>
<b>Date:</b>	<b>26 MARCH 2015</b>
<b>Report By:</b>	<b>DIANE VINCENT, DIRECTOR OF PEOPLE AND ORGANISATIONAL DEVELOPMENT</b>

<b>Subject:</b>	<b>EQUAL PAY REPORT 2015</b>
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## **1 PURPOSE**

- 1.1 To provide the Scottish Fire and Rescue Service Board with an overview of the main outcomes of the Equal Pay report undertaken during March 2015. This report incorporates an equal pay statement, gender pay gap information and occupational segregation outcomes. The SFRS mainstreaming report with equality outcomes is provided to the board as a separate item.
- 1.2 The data shown in this report outlines the main outcomes of the full equal pay report, which is attached for reference as **Appendix A**.

## **2 RECOMMENDATIONS**

- 2.1 Members are asked to approve the following recommendations:
  - a) Consider the contents of the equal pay report and reflect on the findings.

## **3 BACKGROUND**

- 3.1 In accordance with the requirements contained within Section 149 of the Equality Act 2010 (the Public Sector Equality Duty (PSED)), and the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, the SFRS is required by 30<sup>th</sup> April 2015 to re-publish its equal pay statement and the SFRS's second report providing gender pay gap and occupational segregation information. The SFRS published its first equal pay report on 30<sup>th</sup> April 2013.

3.2 Failure to produce an equal pay statement and then to deliver on endeavours to address areas of pay inequality could result in compliance action being taken against SFRS by the Equality and Human Rights Commission (EHRC), or by third parties.

**4 CONSIDERATIONS**

4.1 The SFRS's Equal Pay report 2015 (attached as Appendix A), details the findings of a review conducted during March 2015 using data collated by the Workforce Planning and Finance teams for the period April 2013 to March 2015.

4.2 This report details a range of statistics in relation to equal pay. The main findings from the report in relation to average pay rates and gender pay gaps are as follows:

Average hourly base rate in SFRS (Men)	£14.62
Average hourly base rate in SFRS (Women)	£12.97
Gender pay gap figure (all employees)	11.3%
Gender pay gap figure (Uniformed)	5.8%
Gender pay gap figure (Support)	16.4%

This data illustrates that a significant gender pay gap remains apparent. The ongoing pay and reward project seeks to address issues around pay disparity and an equality impact assessment has been in place to monitor and measure potential equal pay issues throughout the duration of the project.

4.3 The equal pay report also considers occupational segregation and the main findings are as follows:

<b>Horizontal occupational segregation</b>		
All SFRS employees	12.6% female	87.4% male
Uniformed employees (all categories)	7.5% female	92.5% male
Support employees	54.4% female	44.6% male

This data illustrates that there is significant segregation of employees overall, and particularly around male employees undertaking uniformed roles.

<b>Vertical occupational segregation</b>		
<b>Support Staff</b>		
Grade 1-4 posts	69.6% female	30.4% male
Grade 5-9 posts	39.7% female	60.3% male
Grade 10-senior management posts	41.3% female	58.7% male

<b>Uniformed</b>		
Firefighter (all categories)	7.9% female	92.1% male
Crew Managers (all categories)	6.6% female	93.4% male
Watch Managers (all categories)	7.4% female	92.6% male
Station Managers (all categories)	4.6% female	95.4% male
Group Managers (all categories)	3.7% female	96.3% male

There are similar findings with regards to vertical segregation. Support staff have a more balanced gender split, however the reported data still reflects a majority of male employees in the higher graded posts and a majority of females in lower grades.

- 4.4 Following the conclusion of the Pay and Reward Job Evaluation project, consideration will be given to any remaining issues and these will be incorporated into either the SFRS Equal Pay Action Plan or the Positive Action Review - Action Plan, as appropriate.

## **5 FINANCIAL IMPLICATIONS**

- 5.1 Actions regarding equal pay or organisational segregation will be addressed as a result of the new harmonised pay and grading structure, as determined by the Pay and Reward Job Evaluation project.

## **6 EMPLOYEE IMPLICATIONS**

- 6.1 Employees will be involved in planned actions following the publication of the Equal Pay Report. These may include participating in targeted recruitment events, ensuring that training and development opportunities are available and accessible to all (and under-represented groups in particular), development and evaluation of policies to support career progression and family friendly options, and promotion of the SFRS as a fair, equitable employer of choice.

## **7 LEGAL CONSIDERATIONS**

- 7.1 The SFRS will meet its legal duty under the Public Sector Equality Duty (section 149 of the Act) to report and publish relevant, proportionate information demonstrating our compliance with the Equality Duty; and to set ourselves specific, measurable equality objectives through the formation of relevant Action plans as outlined in 4.4.

## **8 EQUALITY IMPACT ASSESSMENT**

- 8.1 An equality impact assessment has been undertaken by the Pay and Reward Team. The results of this will be used to monitor and measure potential equal pay issues and used to inform the Equal Pay Action plan. All other reference to EIAs in addition to equality reporting is contained within the Equality and Mainstreaming Report.

## **9 CORE BRIEF**

The Director of People and Organisational Development provided an overview of the main points of the 2015 equal pay report. The report contained details of average pay rates for men and women within SFRS, gender pay gap information and details of any areas of occupational segregation. The full equal pay report will be published on 30<sup>th</sup> April 2015 on the SFRS website. Any equal pay issues identified as a result of the Pay and Reward Job Evaluation Project will be incorporated into either the SFRS equal pay action plan or the Positive Action Review – Action Plan as appropriate.

**DIANE VINCENT  
DIRECTOR OF PEOPLE AND ORGANISATIONAL DEVELOPMENT  
MARCH 2015**



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## EQUAL PAY REPORT APRIL 2015

### 1. INTRODUCTION

#### 1.1 Background

In accordance with the requirements set out in Section 149 of the Equality Act 2010 (the Public Sector Equality Duty), and The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, the Scottish Fire and Rescue Service (SFRS) is required by 30 April 2015 to publish:

- An equal pay statement
- Gender pay gap information
- Occupational segregation information
- A mainstreaming report and equality outcomes

The mainstreaming report and equality outcomes will be reported separately. These reports are the second publications of their kind for the SFRS. Previous reports were published on the SFRS website on 30 April 2013.

- 1.2 The Scottish Fire and Rescue Service is nearing completion of a new SFRS pay and grading structure for Support Staff. This will harmonise the pay and conditions for all Support Staff across the Service, who were transferred to the SFRS on their terms and conditions from each legacy Fire and Rescue Service. Work is nearing completion but has not yet concluded on the new pay and grading structure for Support Staff. The SFRS therefore continues to work with legacy pay arrangements and, as a result, the data used for the purposes of this equal pay report includes a variety of pay grades from across each legacy FRS's. In order to overcome this, it was determined that adopting the most commonly applied pay structures and noting hourly rates paid across the 8 legacy services would be the most meaningful way to present the information.

### 1.3 Development of the HR/Payroll System (i-Trent)

Although the SFRS is making progress in being able to collate meaningful data from across the legacy services for the purposes of this report, further work is required to be able to produce additional information required by the Equality Act 2010. This includes information such as:

- pregnancy,
- maternity,
- marriage and civil partnership
- flexible working,
- leavers and new starts
- training and development

The SFRS will continue to address data pay gaps over the coming period through the development of the integrated HR/Payroll system, i-Trent. It is recognised that through the capabilities of this system, the SFRS will significantly enhance reporting capabilities and improve upon our ability to analyse and interrogate workforce data.

## 2. EQUAL PAY STATEMENT

The Scottish Fire and Rescue Service 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.

To achieve this aim, the SFRS is undertaking a full scale review of all Support Staff job roles within the organisation in order to address any inequalities in pay as well as terms and conditions. This exercise is currently on-going and is intended to become effective from April 2015 (date to be confirmed).

In line with the requirements of the Public Sector Equality Duty, the SFRS will ensure that it is proactive in addressing gender pay gaps and in assessing the impact of employment policy and practices on women and men. To do this effectively the SFRS has carried out an equal pay review and has also gathered data on the placement of our employees within the SFRS in relation to occupational segregation. The report outlined below is based on the data gathered from both of these exercises and the information contained therein has been used to develop the 'next steps' for the SFRS as detailed in paragraph 7 of this report.

The SFRS is committed to ensuring equal pay for all.

### 3. EQUAL PAY REPORT: DATA COLLATION AND MAIN FINDINGS

#### 3.1 The Gender Pay Gap

The gender pay gap is the difference between male and female earnings expressed as a percentage. The gender pay gap was calculated using data provided by the SFRS Workforce Planning and Finance teams during March 2015:

- The average hourly base rate for men working in the SFRS is £14.62
- The average hourly base rate for women working in the SFRS is £12.97
- The average hourly rate for male Uniformed employees is £15.29 (all categories)
- The average hourly rate for female Uniformed employees is £14.40 (all categories)
- The average hourly rate for male Support employees is £14.03
- The average hourly rate for female Support employees is £11.73

The Gender Pay Gap figure is calculated to reflect the differences between average hourly rates of men and women. The closer this figure is to zero then the less likelihood of pay gap inequalities.

- The Gender Pay Gap figure for all employees is 11.3%
- The Gender Pay Gap Figure for Uniformed employees is 5.8%
- The Gender Pay Gap Figure for Support employees is 16.4%

#### 3.2 Occupational Segregation

Occupational segregation refers to the clustering of men and women into different levels of work (**vertical segregation**) and into different types of work (**horizontal segregation**).

##### 3.2.1 Horizontal occupational segregation

- 12.6% of all employees are female (all SFRS staff), 87.4% male
- 7.5 % of Uniformed employees (all categories including WT, RDS and Control) are female; 92.5% male
- 54.4% of Support employees are female; 44.6% male

##### 3.2.2 Vertical Occupational Segregation

Support Staff

Grade	% Female	% Male
1 – 4*	69.6 %	30.4%
5 - 9	39.7%	60.3%
10 – Senior Management	41.3%	58.7%

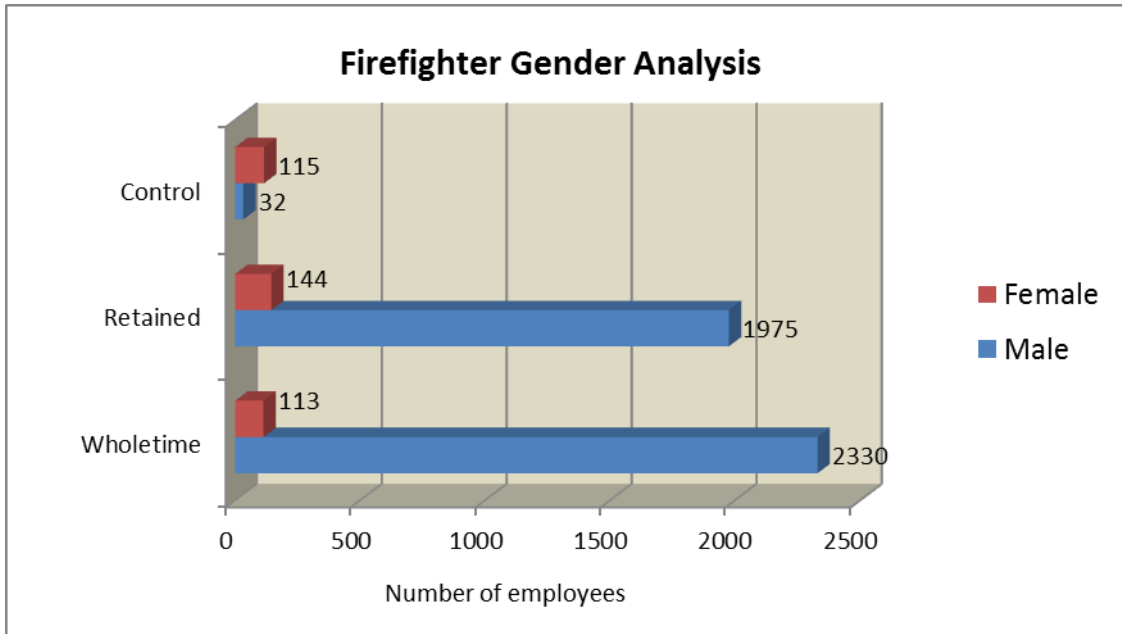
\* 69.2% of this group earn living wage and are female.

Uniformed staff

Grade	% Female	% Male
Firefighter (including RDS, WT and Control)	7.9%	92.1%
Crew Manager (including RDS/WT and RDS)	6.6%	93.4%
Watch Manager including RDS/WT and Control)	7.4%	92.6%
Station Manager (including WT and Control)	4.6%	95.4%
Group Manager (including WT and Control)	3.7%	96.3%
Area Manager (including WT and control)	0%	100%

**4. UNIFORMED ROLE FINDINGS**





#### 4.1 Wholetime Firefighters

Firefighting has traditionally been regarded as a male occupation. The SFRS has continued to make a concerted effort to influence attitudinal perceptions of the Firefighting role and develop a range of proactive approaches to encourage more women into the Fire and Rescue Service. For example;

##### TV/Radio adverts

Media adverts promoting community safety messages now typically involve the use of underrepresented groups within uniformed roles to dispel the image of a Firefighting role being solely for males.

##### Advertising

The SFRS continues to feature underrepresented groups within our recruitment and promotional literature.

##### Positive Action Initiatives/Events

Positive action initiatives such as “come and try” events were held during the Wholetime Fire-fighter recruitment campaign in 2014. These events were held in locations across Scotland and provided the opportunity for prospective applicants to undertake practical assessments, gather information on the role of a Firefighter, provide women with the opportunity to speak with female Firefighters about the role and gather information on the

service. The aim of such events is to break down perceived barriers to employment with the service.

The SFRS is committed to measuring the success of such initiatives/events and it is anticipated that the continued application of these may demonstrate more positive results over the longer term.

#### **4.2 Retained Duty System (RDS) Firefighters**

An interesting point to note is the higher percentage of female Firefighters in the RDS (6.8%) compared to the Wholetime (4.6%). Female Firefighters have reported that RDS offers greater flexibility to employees and is an attractive part time occupation. That said, the figures continue to illustrate the comparatively low percentage of women within Firefighting roles for both RDS and Wholetime.

#### **4.3 Control Firefighters**

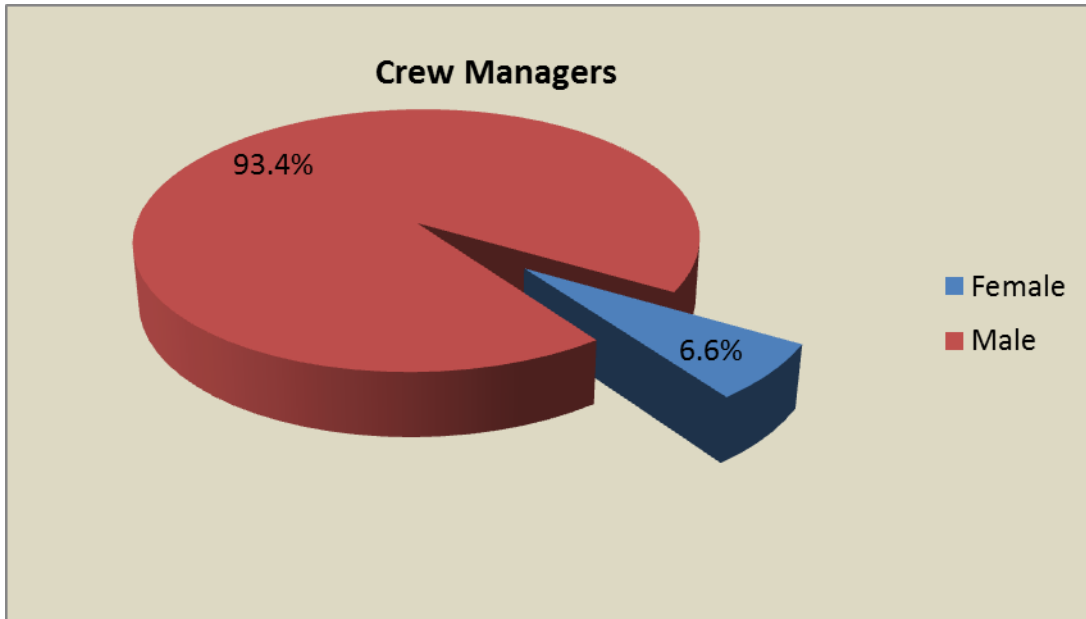
The Firefighter (Control) roles attract a significantly higher proportion of women (78.2%). The recent positive action review highlights the perceptions of the physical and fitness requirements of operational roles could be creating perceived barriers to women applying for such roles. This highlights the importance of positive action initiatives as outlined in 4.1.

An interesting point to note from the Equal Pay report produced by the SFRS in April 2013 is that out of 229 Control Room staff – 7.4% were male and 92.6% female. This figure has now changed and demonstrates a steady increase in the proportion of males within the Control Room staff; 21.8% males in comparison to 78.2% females.

#### **4.4 Progression**

Whilst over a period of time data may progressively show that more women are joining the service in a uniformed capacity, the current data highlights that their progression to higher level roles is limited.

#### **4.5 Crew Managers**



Across the SFRS:-

- There are 1220 Crew Managers in total and 81 posts (6.6%) are held by women. This includes Crew Managers from Wholetime, RDS and Control.
- Of the 628 Wholetime Crew Manager posts, 27 are held by women (4.3%).
- Of the 548 RDS Crew Manager posts, 15 are held by women (2.7%).
- Of the 44 Crew Manager posts in Control, 39 are held by women (88.6%).

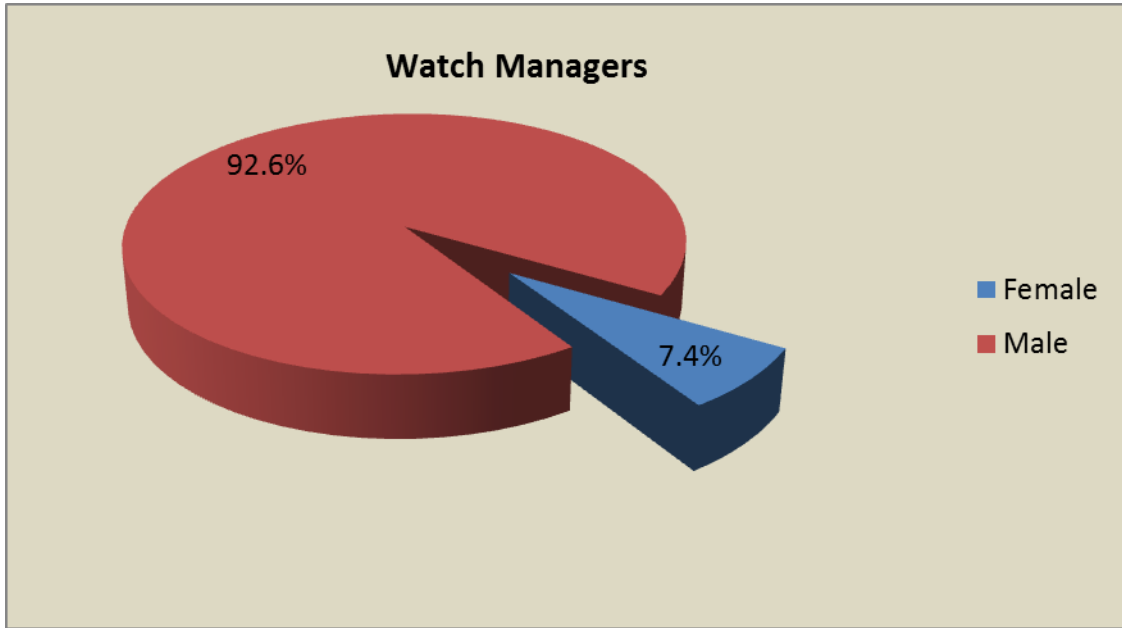
The results clearly illustrate that the percentage of female Crew Managers in all categories with the exception of Control are significantly lower than males. Further qualitative analysis should be undertaken to understand this trend and to identify any obstacles to progression.

The shift pattern for Firefighters has been found, from the Cultural Audit survey, to be 'family friendly' however qualitative evidence suggests that some women returning from maternity leave do not find the shifts to be compatible with childcare provisions and responsibilities.

#### 4.6 Watch Managers

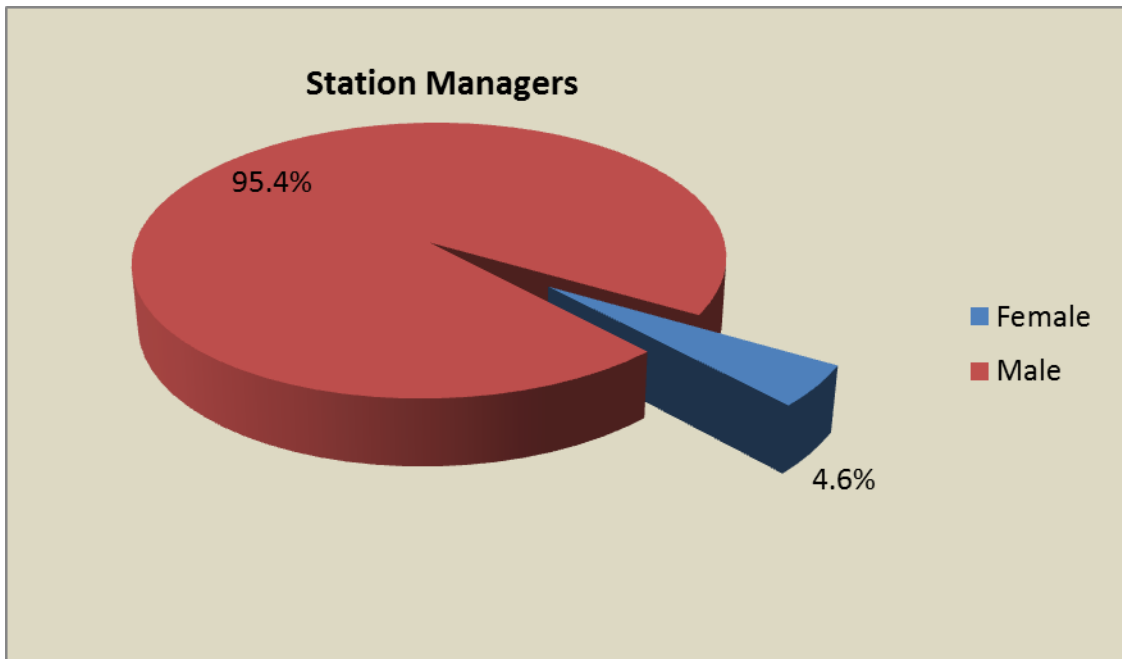
Across the SFRS:

- There are 937 Watch Managers in total and 69 posts (7.4%) are held by women (this includes Watch Managers from Wholetime, RDS and Control).
- There is a high saturation of women in Control where 36 out of the 42 Watch Manager positions are held by women (85.7%).
- This is not reflected in the Wholetime figures where only 21 of the 614 posts are held by women (3.4%) and in RDS where only 12 of the 281 posts are held by women (4.3%).



The trends in each of these areas closely mirror the findings from the Crew Manager analysis and again would similarly benefit from a wider qualitative analysis to understand the reasons and rationale which underpin these.

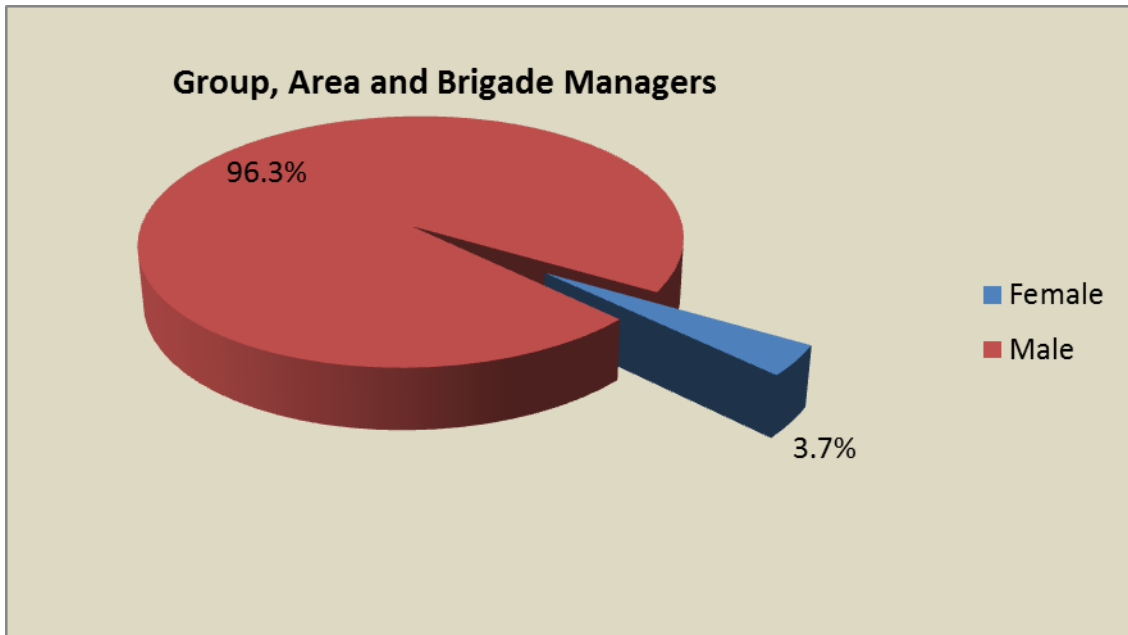
#### 4.7 Station Managers



Across the SFRS there are 108 Station Managers (this includes Wholetime and Control only as there are no Station Manager roles within RDS) - 5 of these posts are held by women

(4.6%). This low figure is representative of the fact there is a lack of women progressing through the hierarchy of Crew and Watch Manager posts with a knock-on effect on the numbers reaching a Station Manager role during their careers.

#### 4.8 Group, Area and Brigade Managers

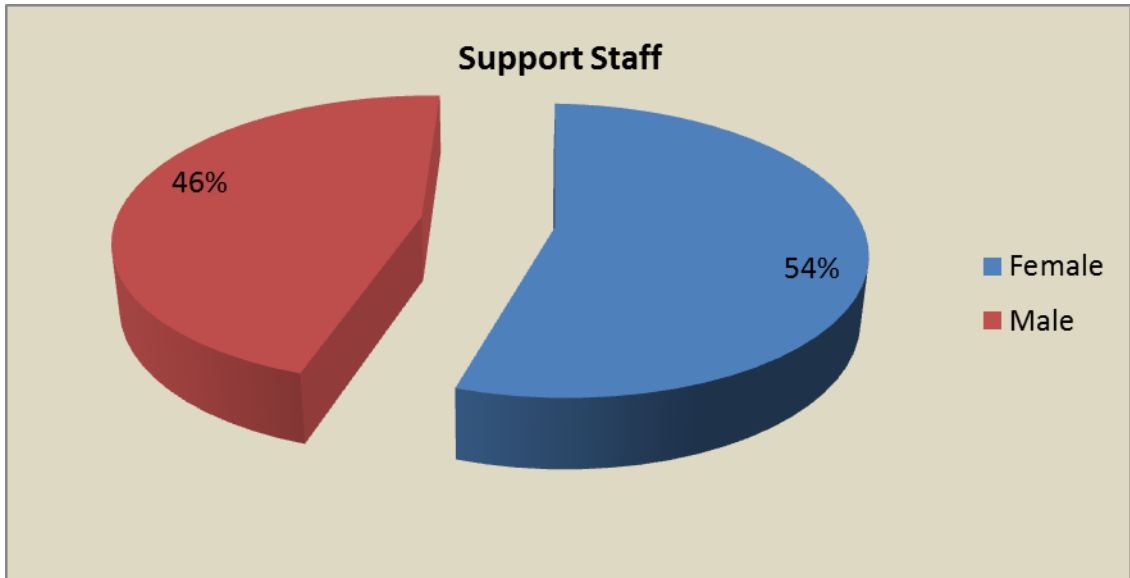


Across the SFRS there are 134 Group, Area and Brigade Managers with only 5 of these posts being held by women (3.7%) at Group Manager level. All Area Managers and Brigade Managers are male.

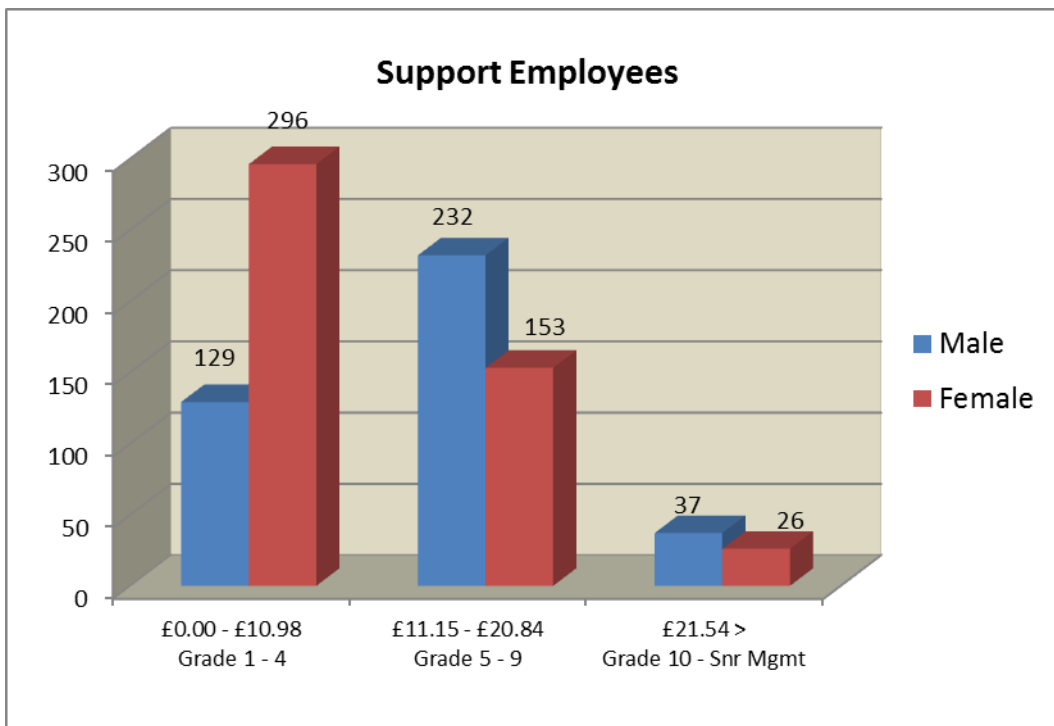
Again, as there are very few women reaching Crew, Watch and Station Manager levels there is a subsequent impact on further career progression.

### 5. SUPPORT STAFF ROLE FINDINGS

In total, there are 873 Support Staff roles within the SFRS. The overall balance of gender in Support roles across the SFRS is more balanced than within Uniformed roles with 54% being female and 46% male.



Due to the wide variety of different job titles and grades inherited from the 8 legacy FRS, it is difficult to draw a full and accurate picture for Support Staff in comparison to that of Uniformed staff who are aligned to nationally agreed pay scales. Therefore in order to allow for a meaningful analysis of support staff roles, jobs have been separated into three groupings; Grade 1 – 5, Grade 5 – 9 and Grade 10 – Senior Management and hourly rates noted.



**5.1 Group One: Grades 1- 4 (hourly rate from living wage to £10.98)**

Grades 1-4 incorporate the lowest graded posts across the service such as manual labourers, general assistants, cooks, kitchen assistants and clerical and administration employees. Of the 425 posts at this grade, women make up the vast majority (69.6%) of these roles.

Out of the 117 posts which draw the living wage, 81 of these are held by women; this represents 69.2% of this subdivision. As many of these posts are worked on a part-time basis, they can always prove more attractive to women who are more likely to have caring responsibilities and may find part time options more practical. To address any inequalities in the grading of these roles the job evaluation exercise seeks to expose anomalies and rectify these.

**5.2 Group Two: Grades 5-9 (£11.15-£20.84 per hour)**

Grades 5 to 9 incorporate professional administration support roles. This currently covers employees either professionally qualified or hold a degree of expertise and specific knowledge in their field such as such as administrative supervisors, human resource and health and safety advisers, IT technicians, risk assessors and finance professionals to name but a few. Within this group of 385 employees, women occupy 153 posts (41.3%).

Similar to 5.1, a possible explanation as to why there are a lower percentage of women than men in this group may be due to the availability of part-time working as research indicates that lower graded posts are more likely to be offered on a part time basis than higher graded posts. If this is the case then it may partly explain why women make up a smaller percentage of the roles as the grades increase.

**5.3 Group Three: Grade 10 - Senior Management (£21.54 - £> per hour)**

66 roles exist in the third grouping and 39.3% of these are held by women. These currently include senior and highly specialised appointments such as Head of IT, Finance, HR and Corporate Support.

Further work is required on the use of Personal Development Reviews and succession planning to reinforce and identify equality good practice, behaviours and skills. In addition, the SFRS is committed to ensuring that there is equal access to training and development opportunities at all levels throughout the service.

## 6. CONCLUSIONS

### 6.1 Gender Pay Gap

The gender pay gap can be attributed to the wide range of support roles and pay grades that have been inherited from the antecedent organisations. A robust job evaluation exercise is almost concluded, the overall aim of which is to reduce inequalities within pay and grading structures within the SFRS.

### 6.2 Gender Segregation

Women continue to be heavily underrepresented in uniformed roles at all levels. Whilst some innovative positive actions events have been put into place, more work requires to be undertaken which does not solely focus on entry levels but has more emphasis on succession planning and career progression. This can also be demonstrated within Support roles with only 41.3% of the more senior roles at Grade 10 or above being occupied by women. Further work on training and development, succession planning and performance appraisal is planned and is likely to address this.

6.3 In respect of Uniformed staff, evidence suggests that the physical demands of the role continues to be a potential barrier for women to join the service in an operational role. The shift patterns in Control do not seem to have had a negative impact in both attracting or retaining female personnel.

6.4 In terms of Support staff, there is a more even balance of men and women at each level. However women predominate in the lower grades. A further study into the uptake of flexible work options is required to ascertain what the real barriers to female career progression in the SFRS are.

## 7. NEXT STEPS

The SFRS has identified the next steps which require, in the short, medium and long term, to be considered in order to deal directly with the issues identified within this report. These will be progressed either in accordance with the SFRS Equal Pay Action Plan or the Positive Action Review Action Plan, as appropriate.

- Completion of the job evaluation exercise for Support Staff to ensure jobs are correctly graded.
- An analysis of the results of the job evaluation exercise will be undertaken to ascertain the impact it has had in terms of equal pay.
- Continue to develop a programme of positive action events which encourage under-represented groups to join the SFRS.
- Further develop the capabilities of i-Trent to be able to report on additional statistical information such as pregnancy, maternity, marriage and civil partnerships, flexible working, leavers, new starts and training and development.



- Carry out a qualitative analysis to ascertain the full extent of working practices and specifically the impact of shifts, flexible working patterns and physical fitness requirements for both Uniformed and Support employees.
- Undertake a benchmarking exercise which examines external organisations to highlight best practice which can be used in the SFRS.
- Monitor the use of the SFRS Recruitment and Selection policy to ensure that best practice is being followed and that recruitment processes are transparent and robust both internally and externally. This includes the need for managers to be trained on equality issues they may face during the recruitment and selection process and a gender balance on panels where possible.
- Promotion of underrepresented groups within SFRS advertising and the use of underrepresented groups in the images and wording used within recruitment materials.
- Monitor applications from the SFRS Flexible Working policy to ascertain the number of applications being accepted and refused.
- Develop and roll out a performance appraisal scheme which builds clear career pathways to encourage women and under-represented to advance in their careers.
- Devise a succession planning framework to ensure that women are represented in the higher graded roles.
- Develop an Equality and Diversity training plan to capture all managers and which challenge workplace cultures.
- Ensure Area Manager/LSO's champion equality and diversity issues in their areas of responsibility.
- Develop a total rewards package that is family-friendly and promotes SFRS as an employer of choice.

This list is not exhaustive and it is anticipated that on completion of the job evaluation review further actions may be identified. Whilst the SFRS will meet its legal obligation to undertake an equal pay review every 2 years, we will endeavour to carry out further equal pay reviews if required on a more regular basis subject to the appropriate reporting systems being in place to support this. This will be done in partnership with Trade Unions where possible.