



## Introduction

## Annex A

Regulations came into effect in 2017 that requires organisations employing over 250 employees to carry out gender pay gap reporting. The two sets of Regulations introduced mandatory gender pay gap reporting on employers; the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 and the Equality Act 2010 (Gender Pay Gap Reporting) Regulations 2017. Both sets of Regulations are similar, however the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 apply to public sector employers, including fire authorities.

Gender pay gap information must be published within 'the period of 12-months beginning with the snapshot date' (Regulation 2(2)). The snapshot date for public sector employers is 31 March each year.

### What is the gender pay gap?

The gender pay gap shows the difference between the average earnings of males and females, expressed as a percentage of male earnings, e.g. females earn 10 per cent less than males. The gender pay gap should not be confused with equal pay and this is explained in the next section. The gender pay gap is reported on both the mean (average) and median (mid-point) basis.

According to the Office of National Statistics (Source: ONS - Gender pay gap in the UK: 2019), the gender pay gap for all employees, covering all employment sectors, continues to decline and has fallen from 17.8 per cent in April 2018 to 17.3 per cent in April 2019. This means that, in the UK females earn on average 17.3 per cent less than males. In comparison, for April 2019 the median gender pay gap among full-time employees stands at 8.9 per cent, and whilst this is little change from 2018, it has increased by 0.3 per cent. (April 2018 - 8.6 per cent).

Data from the Office of National Statistics (source: ONS - Annual Survey of Hours and Earning (ASHE)), as detailed below, shows the gender pay gap for median gross hourly earnings in the UK, April 2010 to April 2019. When comparing the gap over this decade, it is evident that progress on closing the gender pay gap is really slow and therefore likely to take years to eradicate.

Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
All	19.8	20.2	19.6	19.8	19.2	19.3	18.2	18.4	17.8	17.3
Full-time	10.1	10.5	9.5	10.0	9.6	9.6	9.4	9.1	8.6	8.9



There are a number of factors contributing to the gender pay gap and these include:

- A higher proportion of males working in senior positions
- A higher proportion of females working in part-time roles (therefore normally earning less than their full-time colleagues)
- Skills gap, lack of training and development opportunities
- Occupational segregation
- Lack of role models
- Family, childcare and caring commitments
- Lack of opportunities for flexible working
- Attitude and culture
- Confidence

It is pleasing to note the gender pay gap for the Service continues to decrease. For 2019/20, the gap has reduced by 1.5 percentage points, from 16.6 per cent in April 2018 to 15.1 per cent in April 2019. This reduction now takes the Service 2.2 percentage points below the UK average gap, which is encouraging progress. In comparison, the Service's median gender pay gap for 2019/20 has decreased by 1.4 percentage points, from 11.8 per cent in April 2018 to 10.4 per cent in April 2019.

The Service has identified a number of key areas of activity to lower the gender pay gap. The Service's action plan on addressing the gender pay gap is detailed from page 12 of this report. Whilst the foundations for improvement have been laid through these initiatives, and interventions are beginning to deliver small, but real results as the gap continues to fall, it may be several years before there is any significant impact on gender parity within pay.

## **Different to equal pay**

Whilst both gender pay and equal pay deal with the disparity of pay females receive within the workplace, it is important to note that the gender pay gap is different to equal pay.

The principle of equal pay is that males and females who carry out the same job, similar jobs or work of equal value, as set out in the Equality Act 2010, should receive equal pay. Equal pay is a legal obligation. Whereas the gender pay gap examines the difference in the average pay gap between males and females expressed as a percentage of male earnings and is not unlawful.

Organisations which are fully compliant with the Equality Act 2010 can still have a gender pay gap. This is often due to having more males in senior and highly paid positions and females in lower paid and part-time roles. The gender pay



gap is a mechanism by which organisations can examine this data and take positive action to reduce the gender pay gap.

## **The reality of the gender pay gap**

A workforce, which better reflects the diversity of the public, that is flexible, diverse and inclusive, will create a stronger, more enriched and well-informed organisation, able to meet the expectations for a modern fire and rescue service. The Service will attract, retain, develop and motivate talented people from all parts of the community.

The current limited gender diversity within the Fire Service is a national challenge. This is partly due to a lack of understanding about the role and skills required to be a firefighter by potential applicants. By embracing the need for change and consciously recognising this is a historically male-dominated organisation, and by actively seeking to dispel these myths, it will help to break some of the barriers for females considering a career within the Fire Service.

By demonstrating an understanding of the factors contributing to the gender pay gap and committing activity to address the gap, it will ensure over time the gap is reduced and eventually eliminated. In addition, the workforce will better reflect the diversity of the community. Meaningful embedded change takes time and we recognise this. The Service's ultimate aim is to achieve gender pay parity.

In the first [State of the Fire and Rescue Service Report 2019](#), Her Majesty's Chief Inspector of Fire and Rescue Services (HMICFRS), provided assessment following the first round of inspections of all 45 fire and rescue services carried out between June 2018 and August 2019.

The report highlights the lack of diversity within the Fire Service and that more needs to be done to attract, recruit and retain a more diverse workforce. Fire Services need to address the perceived barriers of a career within the sector and to better demonstrate that a career within the Fire Service is viable to anyone.

*"Any barriers preventing women and BAME people from seeking a career in the fire service must be tackled for the sector to be a truly inclusive employer. The sector should make sure its recruitment processes are appropriate, reasonable and not a potential barrier to greater diversity."* (page 40 of report)

Many of the issues driving pay gaps require a longer-term view. It has been recognised nationally that the gender pay gap is not going to be fully eliminated within the short to medium term.



## **Importance of recruitment and development**

Job applicants may look at an organisation's gender pay gap as part of their pre-selection process before choosing to work for an employer. To improve the Service's gender pay gap we need to address the attraction and retention of females within the Service and the career progression routes to the higher paid senior Operational and Support Service roles.

The Service has taken positive action to attract and recruit more females into Operational roles. In the longer term, this will assist with lowering the gender pay gap. As the Service nurtures these individuals and supports them through their development and for some, promotions through the ranks to more senior roles, the Service will start to see the impact of this positive action and further reduce and eventually eliminate the gender pay gap.

## **Terms and conditions**

The Service's Pay Policy statement is reviewed and updated annually. Its purpose is to provide transparency to the pay policy adopted. The 2019/20 Pay Policy (approved by the Fire Authority at its meeting on 13 February 2019) sets out levels of and elements of remuneration for 2019/20 to which this report relates.

The majority of employees are employed under contracts with either the terms and conditions of the NJC for Local Authority Fire and Rescue Services Scheme of Conditions of Service, 2004 "the Grey Book" incorporated; or with the provisions of the local terms and conditions of Buckinghamshire and Milton Keynes Fire Authority Scheme of Conditions of Service for Support Services employees. The national terms and conditions for "Grey Book", and the often national bargaining required to bring about change under these terms and conditions, limits the Authority's ability to address some of the areas identified within the State of the Fire and Rescue Service Report 2019.

Pay and allowances differ under each set of terms and conditions. A number of allowances and additional payments are available for Operational employees, for example with the different duty systems, specialist roles, temporary promotions, opportunity to undertake additional hours through the bank system. Whilst some allowances are paid to Support Services employees, the majority are paid to Operational employees, which is the largest group of employees, with the majority being males. This directly influences the gender pay gap.

## **Benchmarking**

With organisations being required to publish their gender pay gap data in the public domain (gov.uk website), this allows greater comparison with other



organisations and the Office of National Statistics (ONS) figures. Greater transparency in pay will help to attract and retain talent and will provide the information to allow organisations to improve workplace practices, policies and procedures that will promote gender equality and ensure any remedial action is prioritised.

As detailed in Appendix 1, employer comparison data is provided covering 34 Fire and Rescue Services for 2018/19, as detailed on the Gov.uk website.

When compared to the 34 Fire and Rescue Services, Buckinghamshire Fire and Rescue Service is ranked 28<sup>th</sup> with a mean gender pay gap of 16.6 per cent for 2018/19. The range is (-) 7.7 per cent to 38 per cent. A negative pay gap indicates that females earn more on average than males, and a positive pay gap indicates that males earn more on average than females.

Of the 34 Fire and Rescue Services, only eight have reported bonus gender pay gap data. This indicates that bonus arrangements were not in operation within the majority of Fire and Rescue Services in 2018/19. This supports this Service’s intention to review the use of merit awards and bonuses to determine whether monetary or non-monetary recognition awards are the best way forward. The review of current practices will ensure that mechanisms, which recognise achievements, are flexible, transparent and fit for purpose are in place.

## What information must be reported

The gender pay gap calculations are drawn from specific data each year and based on full-pay relevant employees. To be included as a full-pay relevant employee, the employee must be:

- Employed on the snapshot date; 31 March each year
- Paid their usual full-pay in the pay period ending on the snapshot date

The table below details the total number of employees in scope for 2019/20, compared to 2018/19 and 2017/18:

Year	Total number of employees in scope	Males	Females	Total
2019/20	Full-pay relevant employees	353	87	440
	Relevant employees	365	90	455
2018/19	Full-pay relevant employees	377	78	455
	Relevant employees	392	81	473
2017/18	Full-pay relevant employees	392	80	472
	Relevant employees	407	81	488

**Full-Pay Relevant Employees** - This is the number of employees who received their normal full-pay within the snapshot date. This informs the mean and median hourly pay gap calculations and the proportion of employees within the Quartile Pay Bands.



For 2019/20, the number of full-pay employees has reduced by 24 fewer males and increased by nine more females.

**Relevant Employees** - This is the number of employees employed by the Service on the snapshot date. This informs the mean and median bonus pay gap calculations. The difference in number between relevant and full-pay relevant employees is due to 15 employees not receiving their usual full-pay within the pay period (for 2018/19 this was 18 employees).

For 2019/20, the number has been reduced by 27 males and increased by nine females. In comparison to 2018/19, the number was reduced by 15 males with no reduction or increase to female numbers.

Whilst the Service has increased the percentage of females employed, the gender split for employees shows that overall females continue to be under-represented within the Service. This is due to the under-representation of females in Operational roles rather than in Support Service roles.

Below details the standard information to be disclosed by organisations as part of the gender pay gap reporting as detailed in Schedule 1 of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

**Pay:** This refers to the ordinary pay received by each full-pay relevant employee in the pay period at the snapshot date. Ordinary pay includes basic pay, allowances, paid leave and shift premium pay and calculated before deductions are made at source. This data examines:

- The difference in the mean hourly pay between male and female relevant employees as a percentage of male pay
- The difference in the median hourly pay between male and female relevant employees as a percentage of male pay
- The proportion of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands
- Ordinary pay does not include overtime, expenses, benefits in kind, arrears of pay, salary sacrifice schemes (such as childcare), tax credits or redundancy pay.

Ordinary pay, expressed as hourly pay, is used to calculate the mean and median gender pay gaps and the pay period informs the calculation for ordinary pay. For those employees who do not work a consistent working pattern, e.g. 37-hour week, our calculation has been averaged over a 12-week period as per Local Government Association, ACAS and Government Equalities Office guidance.

**Bonus:** Bonuses paid to full-pay relevant employees in the 12-month period ending on the snapshot date (31 March). Year on year bonuses will vary and a small movement could have a big impact on the data. This data examines:

- The difference in the mean bonus pay paid to male relevant employees



and that paid to female relevant employees in the 12-months before the snapshot date

- The difference in the median bonus pay paid to male relevant employees and that paid to female relevant employees in the 12-months before the snapshot date
- The proportion of male relevant employees who were paid bonus pay and that paid to female relevant employees in the 12-months before the snapshot date



## Reportable data

In accordance with the Regulations, the Service is required to annually publish six pieces of prescribed data about the pay and bonuses of males and females employed by the Service:

### 1. Mean hourly gender pay gap

The difference between the mean hourly rate of pay for male and female full-pay relevant employees, as a percentage.

The mean gap provides an overall indication of the size of the gap. A high mean indicates that the remuneration structure disadvantages female.

The mean (average) gender pay gap for 2019/20 is 15.1 per cent. This means that male employees earn £2.75 per hour more than females and therefore, on average, females earn approximately 85 per cent when compared to male earnings.

Year	Male hourly pay £	Female hourly pay £	Pay gap £	Pay gap %
2019/20	18.18	15.43	2.75	15.1
2018/19	17.36	14.47	2.89	16.6
2017/18	18.10	14.59	3.51	19.4

In comparison, for 2018/19 the mean (average) gender pay gap was 16.6 per cent. This meant that male employees earned £2.89 per hour more than females and therefore, on average, females earned approximately 83 per cent when compared to male earnings as at 31 March 2018.

### 2. Median hourly gender pay gap

The difference between the median hourly rate of pay for male and female full-pay relevant employees.

The median gender pay gap for 2019/20 is 10.4 per cent or £1.72 per hour. This means that on average, females earn approximately 90 per cent when compared to male earnings.

Year	Male hourly pay £	Female hourly pay £	Pay gap £	Pay gap %
2019/20	16.55	14.83	1.72	10.4
2018/19	16.16	14.26	1.90	11.8
2017/18	15.74	14.07	1.67	10.6

In comparison, for 2018/19 the median gender pay gap was 11.8 per cent or £1.90 per hour. This meant that on average, females earned approximately 88



per cent when compared to male earnings as at 31 March 2018.

### 3. Mean bonus gap

The difference between the mean bonus paid to male relevant employees and that paid to female relevant employees.

For 2019/20, the mean bonus gap is -100.3 per cent. This means that on average, males earn £84.08 less than females on bonus payments.

Year	Male bonus pay £	Female bonus pay £	Pay gap £	Pay gap % *
2019/20	83.81	167.89	-84.08	-100.3
2018/19	235.71	327.16	-91.45	-38.8
2017/18	230.04	354.01	-123.97	-53.9

*\* Negative pay gaps occur when females earn more on average, positive pay gaps are used when males earn more on average*

In comparison, for 2018/19 the mean bonus gap was -38.8 per cent. This meant that female employees received on average a bonus of £91.45 more than males.

A report was presented to the Executive Committee on 6 February 2019 'Senior Management Team Remuneration and Performance Review, and Annual Report on Employee Bonus Scheme'. It was recommended within this report that the level of merit award to be shared between Senior Management Team (SMT) and the rest of the workforce be agreed. The Executive Committee considered the report and resolved that the level of merit award be shared between individuals and teams within the Service. During 2019/20 there were no bonus payments made to members of the SMT.

### 4. Median bonus gap

The difference between the median bonus paid to male relevant employees and that paid to female relevant employees.

The median bonus gap has been reduced to 10 per cent, which equates to £75. This translates as males earning on average £75 more in bonus payments than females.

Year	Male bonus pay £	Female bonus pay £	Pay gap £	Pay gap %
2019/20	750	675	75	10
2018/19	1000	750	250	25
2017/18	500	1000	-500	-100



In comparison, for 2018/19 the median bonus gap was 25 per cent or £250. This meant that male employees received a bonus equating to £250 more than female employees.

## 5. Bonus Proportions

The proportion of male and female employees who were paid a bonus during the relevant 12-month pay period:

Year	Gender	Number of employees	%
2019/20	Males	32	8.8
	Females	18	20.0
2018/19	Males	38	9.7
	Female	22	27.2
2017/18	Male	44	10.8
	Female	20	24.7

The proportions of bonus payments for both males and females has decreased in 2019/20.

## 6. Quartile Pay Bands

The proportions of male and female full-pay relevant employees in the lower (L), lower middle (LM), upper middle (UM) and upper (U) quartiles and the equally distributed pay bands.

To determine quartiles, employees are ranked in order of their hourly rate of pay; from lowest to highest, and divided into four equal groups, according to the guidelines.

The distribution of males and females across the four quartiles, again is very similar to 2018/19, despite a reduction in employee numbers. The higher numbers of males are within the upper and upper middle quartiles and females continue to be over representative within the lower and lower middle quartiles. There was a notable increase in females within the upper middle quartile, increasing by 3.6 percentage points, however in order to improve the gender pay gap there needs to be an increased representation of females in senior roles across the Service.

# Gender Pay Gap Report 2019/20



**Buckinghamshire**  
**FIRE & RESCUE SERVICE**  
*we save lives*

For 2019/20:

Quartile	Male	% of total gender	Female	% of total gender	Total
Upper (U)	92	27.1	15	17.6	107
Upper Middle (UM)	92	27.1	14	16.5	106
Lower Middle (LM)	85	25.1	21	24.7	106
Lower (L)	71	20.9	35	41.2	106
Total	340	-	85	-	425

For 2018/19:

Quartile	Male	% of total gender	Female	% of total gender	Total
Upper (U)	99	26.3	14	17.9	113
Upper Middle (UM)	104	27.6	10	12.8	114
Lower Middle (LM)	95	25.2	19	24.4	114
Lower (L)	79	21.0	35	44.9	114
Total	377	-	78	-	455

In comparison, for 2017/18:

Quartile	Male	% of total gender	Female	% of total gender	Total
Upper (U)	107	27.3	11	13.8	118
Upper Middle (UM)	105	26.8	13	16.3	118
Lower Middle (LM)	100	25.5	18	22.5	118
Lower (L)	80	20.4	38	47.5	118
Total	392	-	80	-	472



## Action plan: Addressing our gender pay gap

This is the third year of reporting the Services gender pay gap and our interventions are beginning to deliver small, but real results as our gap continues to fall. As already detailed within this report, many of the issues driving pay gaps require a longer-term commitment and will be dependent upon the Service working together to drive change. The Service is committed to addressing the gender pay gap. Through the three key areas, the Service will strive to achieve a more representative workforce:

### Leading transformation

The Service will ensure that all employees are aware of the vision, values and behaviours expected within the workplace, improve the Service's performance through building a diverse workforce and ensuring employees understand how the Service operates, in order to be as effective as possible within their role

- The Service has a transparent approach to pay. On an annual basis the pay policy is updated and following consideration and approval by the Fire Authority, published on the intranet and external website. This policy sets out the Service's approach to pay for all roles, including the approach to senior pay and bonus payments
- The Service's Equality, Diversity and Inclusion (EDI) policy was updated and published following approval by the Executive Committee on 10 July 2019. It demonstrates the Service's commitment to EDI, by ensuring that EDI is embedded in its culture and reflected in its people and behaviours, all of which will help to better serve the public
  - By embracing equality, we promote the policy in both employment opportunities and in the delivery of its services
  - By embracing diversity, we acknowledge the full breadth of people within the community and seeks to reflect that variety within the workforce
  - By embracing inclusion, we recognise that everyone that works for the Service has a valuable contribution to make
- The Service's Code of Conduct was updated and published following approval by the Executive Committee on 10 July 2019. The Code provides individuals with an understanding of the standards expected of employee and guides behaviour, placing an obligation on all to take responsibility for their own conduct. The Code states the Service will:
  - Ensure all employees are aware of the vision, values and behaviours expected within the workplace
  - Improve the Service's performance through building a diverse workforce
  - Ensure employees understand how the Service operates, in order to be as effective as possible within their role



- The Service strives to be a family friendly workplace, which recognises and supports employees in balancing their responsibilities of work and home. In January 2020 the Maternity, Adoption and Parental Entitlements procedure was updated and published. The procedure helps to demonstrate the Service's commitment and support to its employees and being an attractive, family friendly employer. The Service offers enhanced benefits, by going over and above statutory entitlements, and includes offering the same enhanced pay for shared parental leave, therefore encouraging individuals to share childcare more equally
- We recognise family friendly and flexible working practices are good for the Service as they help to attract and retain valuable talent and skills from a wider and more diverse pool. We are continuing to develop and update a suite of procedures within this area to help increase gender equality within the workplace
- We actively encourage employees to consider using flexible working arrangements where appropriate
- Structured groups have been created to drive forward equality initiatives, such as the EDI group, which includes managers, employees, trade union and staff representatives. The group supports and promotes inclusion and engagement and increases dialogue about topical issues. The group review progress against the Service's EDI objectives which are reported to the Fire Authority. In 2020 the EDI objectives are being reviewed and refreshed and a report will be presented at the June 2020 Fire Authority
- An equal pay audit is the most effective way of checking the Service is complying with its statutory equal pay obligations and ensuring we deliver a pay system free from gender bias. During early 2020 an audit is being undertaken, which involves comparing the pay of men and women doing equal work, which will have three main purposes:
  - to identify any differences in pay between men and women doing equal work
  - to investigate the causes of any differences in pay between men and women doing equal work, and
  - to eliminate instances of unequal pay that cannot be justified
- We continue to strive for an inclusive culture, helping to ensure employee will want to remain with us and progress through the Service:
  - The 2017 Culture Survey results formed an action plan that managers and employees were tasked with addressing
  - In January/February 2020, all employees were invited to complete a Culture Survey, the results of which will help the Service in achieving its objectives
  - The results of the 2019 HMICFRS Staff Survey are being compared against the 2017 and 2020 Culture Survey results. This will be an additional data source to help develop a more comprehensive action plan



- We continue to make greater and more targeted use of social media to effectively promote the positive work of the Service and of our recruitment campaigns
- We continue to focus on positive action for female and BAME recruitment, with investment in social media and digital streaming marketing as part of our recent recruitment campaigns, to target this demographic
- During 2020 we will be launching the new corporate website which will incorporate the people strategy
- We will continue to collaborate with other Fire Services and will increasingly collaborate with organisations who are in a position to help us reach and influence our target audience. In addition, we will collaborate more widely and with those organisations who have developed inspiring initiatives and best practice that we may learn from



## Attracting talent

The Service is committed to ensuring its resourcing attracts, selects, and recruits the right calibre of people to deliver its corporate priorities, aligned to workforce planning requirements. The Service will ensure it retains the skills and capability needed and employs them productively to support its corporate objectives. It is committed to establishing the right working arrangements and conditions of employment for all its employees.

- The Service's Recruitment and Selection procedure was updated and published October 2019. This procedure places greater emphasis on ensuring the right skills, attitudes and behaviours are available to deliver the Service's priorities throughout its recruitment and selection and promotion processes and includes the Service's pledge to all candidates:
  - Recruitment and selection will be fair, transparent and consistent
  - Commitment to providing processes that offer equal opportunity and avoids unlawful discrimination
  - Equal and reasonable access to information about the role, its requirements and the selection processes to be used
  - Support will be provided throughout the process, which can be tailored to individual requirements
  - Selection will be based on relevant and consistently applied criteria, using methods which are reliable, objective and guard against bias. All those involved in the recruitment and selection process will be appropriately trained
  - Selection will be based on merit and focus on candidates meeting the essential criteria and required behaviours
  - Individuals will be encouraged to develop their skills and have the opportunity to learn and develop
- Support to females who are unsuccessful during the selection process is provided to prepare and encourage re-application
- Ongoing support is provided to all applicants from Physical Training Supervisors at their local station
- We have reviewed our recruitment fitness tests to ensure they reflect role demands and are fit for purpose
- We continue to support the Networking Women in the Fire Service programme, hosted by the Fire Service College. In 2019 four places were funded and expressions of interest have been sought for 2020
- Apprentice recruitment is structured with the aim of attracting a diverse pool of applicants
- We continue to host 'have a go days' to encourage applicants and remove barriers to recruitment and the myths associated with the role. In addition, female specific 'have a go days' are programmed to give females opportunities to attend and try out the strength and fitness tests in a 'safe environment', under close supervision and with guidance and advice from Instructors



- We attend career fairs to promote the Service as a attractive employer, with career opportunities within a number of areas of the Service. Female representatives from Support Services and Operational employees attend to encourage more females into the Fire Service as a viable career
- A structured interview process is used in all recruitment and promotion activity. Structuring interviews so the same questions are asked to all candidates, in the same order, format and responses assessed using a standardised criterion in order to reduce unconscious bias in processes
- We continually review and update our recruitment processes, using fair and transparent processes, ensuring any learns are fed into future recruitment activity
- We ensure through the applicant sifting processes that information on protected characteristics is removed to eliminate the possibility of unconscious bias
- To reduce potential prejudice and bias in recruitment and selection, unconscious bias training is delivered to those who undertake interviewing



## Supporting development

The Service strives to create a sustainable workforce through medium to long term strategic planning, treating employees as assets enabling the Service to plan for the future with regards to the workforce requirements. By creating and maintaining a sustainable workforce requires the Service to take appropriate action to:

- Recruit and retain the right workforce
- Address key future and occupational skill shortages
- Promote jobs, careers and the concept of employability
- Identify, develop and motivate talent
- Address diversity and inclusion issues

- Workforce diversity data is collated, reviewed and reported, which ensure the Service is focused and able to make decisions to improve results, the data details:
  - The numbers of males and females within the Service
  - The numbers of males and females at each level of the Service
  - The proportion of males and females applying for roles and being recruited
  - The proportion of males and females applying for assessment processes and being promoted
- There is a commitment to improve the breadth of diversity-related data available about the workforce. Submitting sensitive personal information is optional, however it is encouraged, as this data is an important component to identifying inequality, initiating activity and evaluating progress to meet legislation under the Equality Act (2010)
- Our aim is to continue to improve diversity data and the utilisation of the data across all parts of the existing workforce. For example, at various stages of the employee lifecycle and during recruitment processes to see why females and BAME's are de-selected from the process. This data will be used to inform decisions
- We will extend our evidence gathering to include data on the following additional areas:
  - Analysis of fall-out rates during recruitment processes and exploration of alternate recruitment practices, which will include direct entry recruitment
  - The proportion of males and females leaving the Service and the reasons why
  - Analysis on training spend broken down by males and females
  - Determine any structural barriers to promotion opportunities



- First time/newly promoted managers are supported through a structured induction programme; developing skills and self-confidence through core management modules and individual coaching
- A coaching programme has been established within the Service and positively received and available to all employees
- Leadership training and opportunities for development are available to all employees, such as job shadowing and acting up/temporary promotion, so that individuals can experience the variety of roles within the Service, providing wider organisational awareness and benefiting both the individual and the Service
- We support the Service and its employees, promoting high performance and continuous improvement. Working collaboratively and inclusively, we ensure employees perform the best they can by supporting them to acquire, maintain and continuously develop the appropriate technical and professional skills and underpinning knowledge specific to their role
- We continue to lead on the Workforce Reform project as part of the Thames Valley Collaboration agenda. This work stream aims to ensure that the three Thames Valley Fire Services are best placed to attract and retain the right calibre of Operational talent to deliver current and future corporate priorities. With an outcome to design and embed an approach to recruitment which increases the diversity of the workforce
- In 2020 we will be launching a renewed and refreshed appraisal system. This system will enable managers and employees to have more meaningful and productive conversations about their performance and development, incorporating the Services core values and behaviours