

Part C: Equal Pay Audit detailed the summary of findings and recommendations concerning the pay for Support Services and Operational employees. All recommendations have been considered, as detailed below, and in the interest of efficiency and to avoid duplication, some issues have been combined.

Issue	Consideration	Recommendation	Owner	Update / Target completion
Pay and grading structure  <i>Support Services</i>	The current pay and grading structure is transparent and appropriate. Grades are based on the Hay reference levels and as such provide a robust and defensible base  The span of grades are narrow, with the pay difference between the minimum to maximum small. Therefore, there is little variance in pay  The grades do not overlap, which eliminates the potential for ‘work related as equivalent’ claims	Whilst the current pay and grading structure is fit for purpose, Scale A currently refers to the National Minimum Wage, which is no longer used by the Service, and therefore should be removed	Finance & Assets	Q2 21/22
Exempt pay point	The current pay and grading structure is transparent and appropriate, and grades	The risk could be eliminated by removing the protected pay rates, either through marked time protection or buy-out payment.	HR	Subject to regular review

<p><b>Support Services</b></p>	<p>are based on Hay reference levels which provide a robust and defensible base</p> <p>The pay and grading structure was updated September 2014 and moved from nine to 15 grades. Each grade consists of two pay points described as development and competent. A legacy from moving to the new pay structure is that the nine (those in the old structure) have a third point, now classified as exempt, and slightly above the competent pay point</p> <p>The exempt pay point can be considered a protected rate of pay, and as this is not time bound, could be used as comparators in equal pay claims. As of July 2021, there are 23 employees on the exempt pay point.</p> <p>Whilst the numbers on the exempt pay point has reduced, there remains an</p>	<p>However, as employees have been on this exempt level since 2014, and the numbers within this group continue to decrease, it is recommended the exempt pay point remains</p> <p>The exempt pay point will continue to be protected, not available to new employees, and those protected employees moving internally voluntarily, or whose posts are evaluated to a different grade will move to the development or competent pay points. The exempt pay point will then disappear over time through natural processes. This is as agreed in the report submitted to the Executive Committee on 30 July 2014</p>		
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Appendix 1 Equal Pay Audit – recommendations for action

	additional annual cost to the Service of £20,412 per annum.			
Fleet management pay structure  <b>Support Services</b>	Fleet Management has their own grade structure that sits alongside the main Support Services pay structure and outside of the Hay reference points  In addition to base salary, employees receive a number of additional allowances, including a market supplement, tool allowance and two hours guaranteed overtime	Work with key stakeholder to undertake a review of the Fleet pay structure and for this work to include: <ul style="list-style-type: none"> <li>• Review all role profiles</li> <li>• Undertake the Hay job evaluation process</li> <li>• Determine local market comparators</li> </ul> Following consultation with affected employees, integrate Fleet management structure into the Support Services pay scales. Review market supplement guidance and make amendments if necessary	HR	Q4 21/22
Allowances  <b>Support Services</b>	There are a number of allowances paid, some of which have been in place for a number of years. These arrangements should be reviewed to; determine whether they remain necessary; what the risk are of removing them; whether the amounts are accurate; could they be paid differently, i.e. part of base pay	1) Guaranteed overtime: Investigate the arrangement for guaranteed overtime to determine if there is a genuine operational requirement for these additional hours  2) Mess allowance: Review the allowance currently paid to compensate for an employee’s time to purchase consumables for	HR	Q4 21/22

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		<p>Headquarters employees (milk, tea and coffee), which employees contribute toward in order to fund the ‘tea-boat’</p> <p>3) Standby allowance: Review the allowances paid to ensure continued requirements and they still represent a proportionate means to achieving a legitimate aim</p>		
<p>Pay elements</p> <p><b><i>Operational employees</i></b></p>	<p>There are a significant number of pay elements for operational employees, some of which are unclear as to what the payment is for</p> <p>Specific pay elements highlighted are:</p> <ol style="list-style-type: none"> <li>1. Detection Identification and Monitoring (DIM) payments</li> <li>2. Principal Officer allowance</li> <li>3. Housing allowance</li> </ol>	<p>Working with key stakeholders, review all pay elements to determine whether there is a genuine operational requirement for this element and any payment is a proportionate means to achieve a legitimate aim</p> <p>Ensure each pay element has been through the correct governance process and legitimately established, i.e. appropriate approval, the correct pension scheme has been applied, selection is open and transparent and the process is clearly communicated to employees to ensure consistency</p>	<p>Service Delivery</p>	<p>Q4 21/22</p>

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<p>Overtime</p> <p><b>Support Services &amp; Operational</b></p>	<p>Overtime at plain time</p>	<p>Investigate why some fulltime employees received overtime at plain time</p>	<p>HR</p>	<p>Q2 21/22</p>
<p>Flexible working</p> <p><b>Support Services</b></p>	<p>The Covid-19 pandemic has demonstrated organisations can work more flexibly, away from the traditional nine to five model. As the Fire Service operates a 24/7 service, greater levels of flexibility in working patterns could be explored and not just seen as an employee benefit, but as a way forward for the Service to meet its strategic goals in a challenging and changing working environment. Developing flexible working with a business focus could benefit both the employer and employee</p>	<p>Define requirements and determine how workforce agility can contribute to overall Service objectives and how this generates value for both the Service and employee.</p> <p>Exploring:</p> <ul style="list-style-type: none"> <li>• Varied working hours</li> <li>• Working patterns</li> <li>• Voluntary reduced hours</li> <li>• Regular homeworking</li> </ul> <p>Review and update the Flexible Working procedure and draft any new procedures following this piece of work</p>	<p>HR</p>	<p>Q3 21/22</p>