

# Equality & Gender Pay Gap Report

2019-20

1 April 2019 to 31 March 2020

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# Foreword

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require employers with 250 or more employees to publish statutory calculations every year showing the average difference in pay between their male and female employees (known as the gender pay gap).

Hereford & Worcester Fire and Rescue Service (HWFRS) remains committed to the promotion of equality of opportunity and development of all employees. It is also important to note that, our gender pay gap does not stem from paying men and women differently for the same or equivalent work. What is clear, however, is that our gender pay gap is affected by the roles in which men and women currently work within the Service and the associated salaries that these various roles attract. Fire Authorities face significant challenge in undoing years of misconceptions about the role of firefighters. We are working to increase diversity in our organisation and ensure we attract and reward a diverse range of people who want to enjoy a career with us.

As a consequence, we have developed and implemented a number of initiatives to help reduce the gender pay gap in our organisation, which are starting to have a positive impact. We continue to work hard to ensure gender equality in many ways and will continue to work with our staff and communities to fully embrace gender parity.

## Declaration

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



**Nathan Travis**

**Chief Fire Officer / Chief Executive**

# Our Purpose, Vision and Mission



## Who we are

Hereford & Worcester Fire and Rescue Service receives nearly 10,000 emergency calls each year requesting assistance at a wide variety of incidents, including property and countryside fires, road traffic collisions, collapsed structures, water rescues, hazardous materials and animal rescues. We attend just over 6,500 incidents each year – more than 125 incidents every week across the counties of Herefordshire and Worcestershire.



Our Fire Stations are staffed by a mix of 'Wholetime' firefighters - operating on a full-time basis and providing an immediate response and On-Call firefighters who live or work locally and are available within five minutes should they be needed. All our Fire Stations respond to emergencies 24 hours a day, 365 days a year. Some Stations are crewed by Wholetime firefighters as well as On-Call colleagues. We also operate three 'day-crewed' stations that have firefighters operating Wholetime during the day and On-Call overnight. The remaining Stations are all staffed solely by On-Call firefighters.

Our Service is supported by our Fire Control team who answer emergency calls and deal with mobilising, communications and other activities and also our Support teams in our corporate areas such as ICT, HR & Development and Payroll, Operational Logistics and Finance.



Our core purpose, vision and mission are what drives and motivates our people to make the communities of Herefordshire and Worcestershire safer. To do this effectively we need to ensure we understand and appreciate the diversity of the communities we serve and that we have a workforce that is inclusive; where our people fully represent and understand those communities.

# Our Values

How we carry out our core purpose is set out in **Our Values**. These are the guiding principles that are most important to us about the way we work. They help us to identify the right ways of working and acting within our organisation and with the public and our partners, and they help us to make important decisions.

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- **Integrity**

We will do the right thing and show fairness and consistency in our approach, taking responsibility for the decisions we make and the actions we take.

- **Honesty**

We will be truthful in our actions and duties to build trust amongst our colleagues and within the communities we serve.

- **Respect**

We value the differences between individuals and will create an inclusive environment which recognises everyone's experiences and opinions.

- **Teamwork**

By working collaboratively, we can exceed expectations and go beyond the achievements of individuals.

- **Openness**

We will act in a way that is transparent and open to review and will welcome new or innovative ways of thinking.



# The Statutory Context

The Equality Act should make it easier for individuals to be aware of their rights under the law and for services and organisations to meet their legal responsibilities. The purpose of the Act is to ensure that everyone, whether at work or in using a service has the right to be treated fairly. It protects people from discrimination on the basis of certain characteristics. These are known as the nine protected characteristics.<sup>1</sup>

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- **Age**

A person belonging to a particular age or range of ages.

- **Gender reassignment**

The process of transitioning from one gender to another.

- **Pregnancy and maternity**

Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context.

- **Religion or belief**

Religion refers to any religion, including a lack of religion. Belief refers to any religious or philosophical belief and includes a lack of belief. Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

- **Sex**

A man or a woman.

- **Disability**

A person has a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

- **Marriage and civil partnership**

Marriage is a union between a man and a woman or between a same-sex couple. Same-sex couples can also have their relationships legally recognised as civil partnerships. Civil partners must not be treated less favourably than married couples (except where permitted by the Equality Act).

- **Race**

Refers to the protected characteristic of race. It refers to a group of people defined by their race, colour and nationality (including citizenship) ethnic or national origins.

- **Sexual orientation**

Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

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<sup>1</sup> Definitions provided by the [Equality and Human Rights Commission](#) (2019)

The **Public Sector Equality Duty** is a duty on public authorities like Hereford & Worcester Fire Authority to consider how policies or decisions affect people with protected characteristics:

### General Duty

Eliminate unlawful discrimination; harassment and victimisation and other conduct prohibited by the Act.

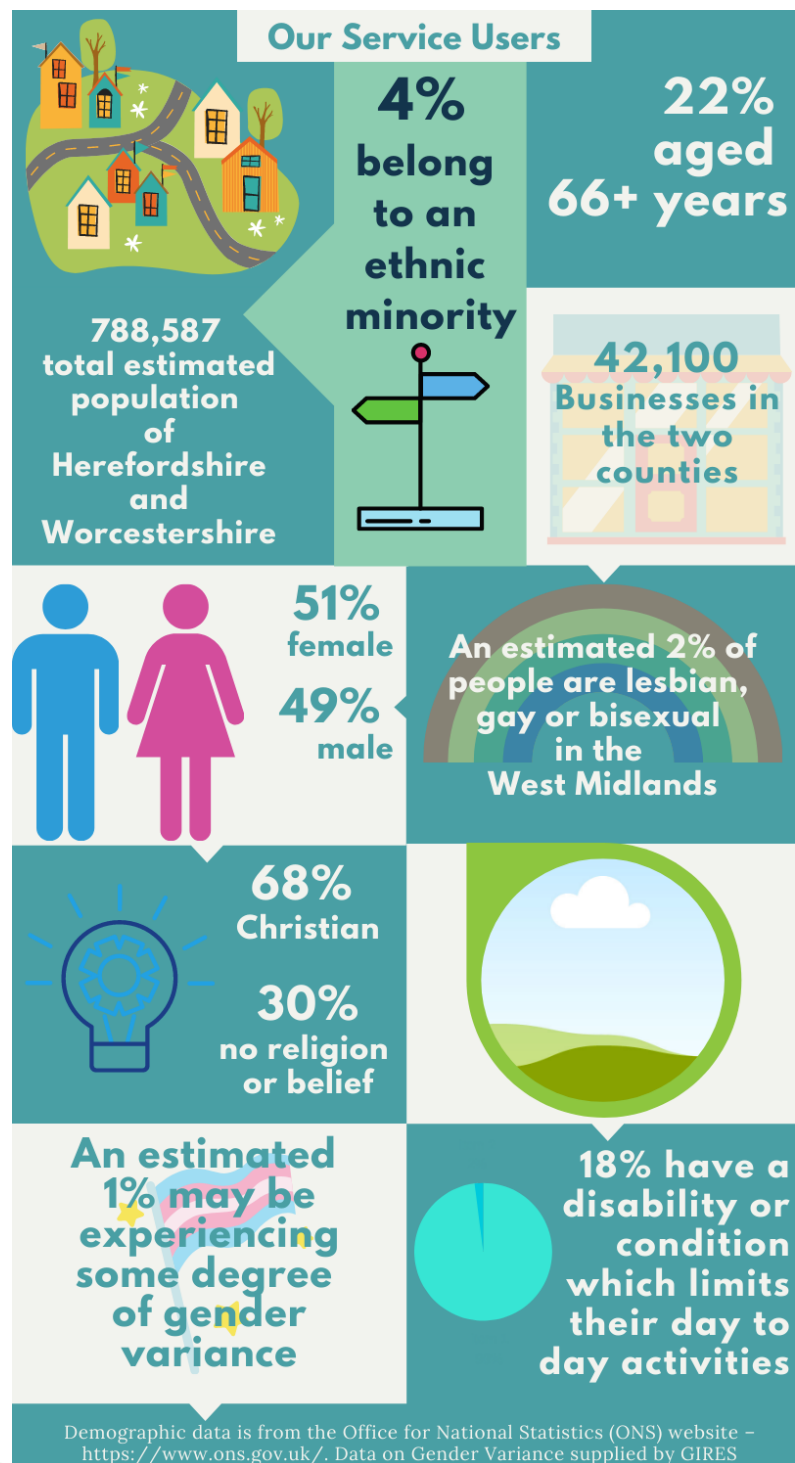
Advance equality of opportunity between people who share a protected characteristic and those who do not.

Foster good relations between people who share a protected characteristic and those who do not.

### Specific Duty

Publish equality information at least once a year to show how we are complying with the equality duty.

Prepare and publish equality objectives every four years.



## Our Service area

Our Service area extends from the metropolitan borders of the West Midlands to the rural southern borderland between England and Wales and covers two counties; Worcestershire in the east and Herefordshire to the west. The infographic gives a summary of what the population of Herefordshire and Worcestershire looks like. This helps us to see how reflective we are as a workforce, in comparison to the communities we serve.

## Reporting

The annual equality report is presented to our Senior Management Board, our Joint Consultative Committee (JCC) which has Representative Body membership and our Organisational Development and Challenge Group (ODCG). The report is made publically available via our website and to all our employees via our staff intranet.

The information in this report has been compiled from data provided voluntarily by our staff or applicants and covers the protected characteristics.

The data reported here is anonymised which means that a person cannot be identified from the information provided. We may only provide percentages in relation to the overall workforce for some protected groups in order to effectively anonymise, particularly where numbers of people with that characteristic are numerically low, potentially making it easier to identify individuals e.g. data relating to sexual orientation.

The data in this report covers the period 1 April 2019 to 31 March 2020.



# Our equality objectives – key highlights 2019/20

The Public Sector Equality Duty requires us to develop and publish equality objectives at least every four years. We plan to identify and publish new objectives in 2021. Our current objectives and progress highlights during 2019/2020 are summarised below:

## Leadership & Corporate Commitment

*We will encourage a culture that supports equal treatment, opportunity, inclusion and transparency at all levels of the Authority*

- We have reviewed our **recruitment and promotion principles** to ensure fairness and transparency and to ensure opportunities are equally accessible. We are guided by a set of overarching principles including independent scrutiny provided by a cross-section of employees from across the organisation and representative bodies. The purpose of the independent scrutiny is to provide constructive challenge on any aspect of the process and provide feedback with the aim of providing efficient and effective selection processes, high standards of delivery and a positive candidate experience.
- The **Organisational Development and Challenge Group (ODCG)** acts as a critical friend in challenging our plans and processes in order to improve equality, diversity, consistency, transparency and outcomes. The ODCG meets quarterly and is represented by a cross section of employees at all levels. Representative bodies also attend group meetings and undertake work that assists in the implementation of the People Strategy.
- We have made good progress to fulfil our **People Strategy 2017-2020**. The People Strategy outlines our clear commitment to developing and maintaining a diverse workforce. Our commitment to equality and diversity summarises a number of targets which are key priorities. These range from embedding the principles and values of our Ethical Framework and Code of Conduct throughout the Service and undertaking positive action programmes to improve our workforce diversity.
- Our Senior Management Board invited the ODCG to consult with staff from throughout HWFRS to develop the new **Service Values**. We continue to reinforce the Values throughout the Service and in our day to day work to ensure that 'What we believe in' is demonstrated in everything we do, every day.



Some of our newly-promoted Crew Commanders promoted using our new principles in April 2019

## Service Delivery & Community Risk

*We will make sure that our prevention, protection and response activities target the most vulnerable people and the greatest risks*

- We have continued our **youth engagement** work with our Young Firefighters Association and **educational programmes** such as “Dying to Drive”. This is a free multi-agency road safety scheme aimed at reducing death and serious injury amongst young road users in Herefordshire and Worcestershire. Our events involve realistic road traffic collision reconstruction followed by powerful interactive workshops.
- Our Service continues to be involved in the **Multi-Agency Targeted Enforcement (MATE) initiative**, which brings together several agencies, combining differing powers of entry and intelligence on premises of concern, with the ultimate joint aim of protecting vulnerable people. This is the first team of its kind in the West Mercia area and was noted by HMICFRS in their recent inspection of us, as having ‘the potential to be notable practice’.
- We have enhanced our **Safe and Well Checks** to signpost other vulnerabilities to our partners; talking to residents about health and wellbeing issues that may impact on their fire risk and identify any additional advice or support needs.
- We have continued with an **Intelligence Led Audit Programme** (alongside a Risk Based Audit Programme) to identify premises through referrals from other agencies or as a result of local or national fire trends. This approach targets Business Fire Safety resources at premises that are (historically) assessed as being ‘low risk’ businesses, but may inadvertently increase the risks to adjoining residential dwellings. This has resulted in higher levels of enforcement action and has improved the safety of vulnerable people and groups in our communities.
- We continue to gather feedback on our **Community Risk Activities** to assess their effectiveness in targeting those most at risk within the community.



## People and Culture

*To have a diverse workforce that represents our community*

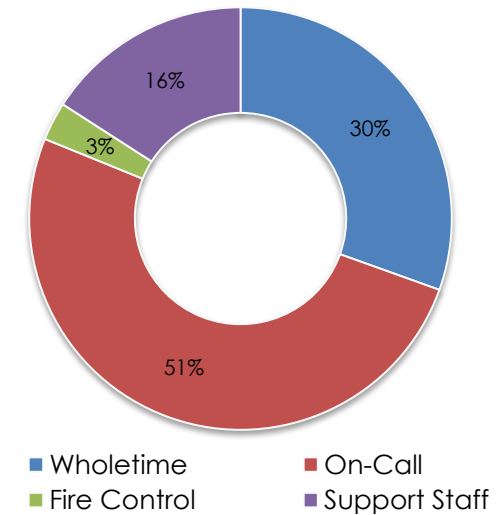
- We have put together our ambitions and priorities in our **People Strategy 2020-2022**, aligned to the core pillars of the National Fire Chiefs Council's People Strategy. We continue to have equality and diversity as a key commitment and have developed an implementation programme, overseen by relevant leaders with the Service and supported by the ODCG.
- We have re-aligned our **HR & Development team** and our new structure includes an Equality, Diversity and Inclusion Officer and an Engagement and Wellbeing Officer to support our journey to improve the diversity of our workforce and embed a culture of inclusion across our Service. Both of these roles will also help us to achieve our People Strategy ambitions.
- We have continued our **Positive Action** work to increase the number of women applying for and being recruited to operational roles and have supported local **Pride** events in Worcester and Malvern; using this as an opportunity to engage with our communities and promote a career with the Fire Service.
- We have encouraged our employees to form their own **staff networks** such as the Women@HWFire group.
- We have introduced an **Equality, Diversity and Inclusion (EDI) Allies** programme to support the promotion of inclusion for all in our workplace and continue to raise staff awareness of equality issues.
- We have maintained our corporate membership to the **Asian Fire Services Association (AFSA)** who are a significant player in the field of diversity and equality both in terms of workforce and service delivery. We continue to build relationships with and learn from a network of equality professionals to better serve our communities. We have continued to attend their national conferences, development days and regional events and share learning with the ODCG and our senior leaders to drive change and support our equality agenda.
- We have maintained our corporate membership to **Women in the Fire Service UK** to demonstrate our commitment to support the future of women working in the fire service. We support our staff to attend national and regional events including the annual national training and development weekend – an inclusive event for all genders - which includes workshops, activities and speakers.



# Our Workforce profile

Our workforce stands at 748 – this figure is the number of total posts occupied. In analysing our workforce data, secondary contracts are included and this is done in order to reflect the workforce data submitted to the Home Office as part of our annual Fire Statistics return. Otherwise, the data would disregard secondary contracts which make up a portion of our establishment and also helps us to identify any potential trends in particular workforce groups. This also helps us to give a more accurate view of how the diversity of our employees reflects that of the communities we serve.

Our Service is made up of four main workforce groups and for the purposes of this report are defined as follows, in line with Home Office definitions:



**Wholetime:-** A full-time Firefighter, regardless of rank.

**On-Call:-** A Firefighter responding when required during their “on-call” hours, regardless of rank.

**Fire Control:-** A Uniformed member of staff working in our Control Centre to answer emergency calls and deal with mobilising, communications and related activities, regardless of rank.

**Support:-** A member of staff who is not a firefighter or in Fire Control. It includes, for example, administrative roles, analytical support, finance, vehicle maintenance, etc.

# Our workforce at a glance

**31%**

the largest proportion of our employees are aged 46 – 55 years

**2%**

the declared disability profile across the workforce

**6%**

the profile of employees who identify as belonging to an ethnic minority

**16%**

the profile of female employees

**32%**

Christianity is the largest religious grouping

**1%**

of employees declared their sexual orientation as Lesbian, Gay or Bisexual

# Profile of employees by sex

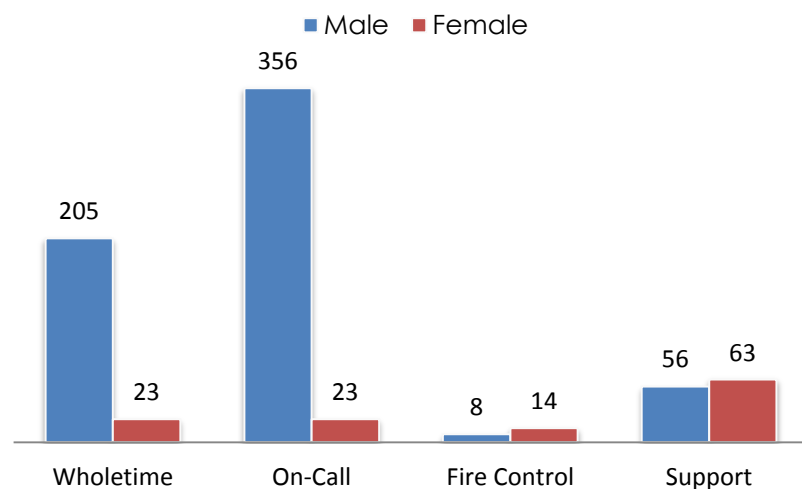
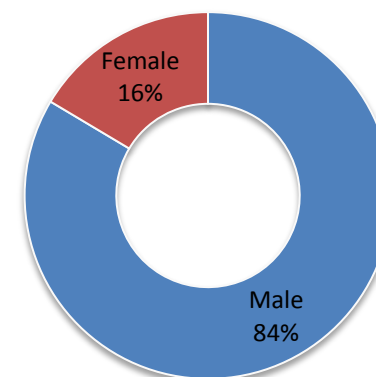
Men make up the majority of our workforce - the total distribution of female employees across our Service is 16%.

Women are particularly under-represented in operational roles – this stands at 8% (Wholetime and On-Call).

The percentage of women in our Wholetime workforce group has increased from 8% in 2018/19 to 10% this year but there is more work to be done. It is notable that some areas of the Service have a more balanced workforce and our Support workforce group is a good example of this where women make up 53% of this group.

The Service's workforce is not currently reflective of the local population of Herefordshire and Worcestershire which stands at 51% female and 49% male.<sup>2</sup> This is a trend which is replicated across the fire sector.

Total Workforce by Sex



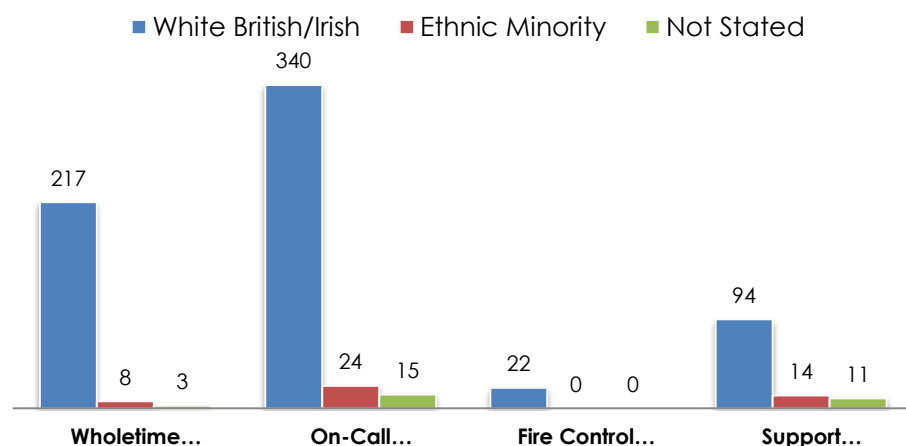
Towards the end of 2019/2020, we began focused work as part of our [Positive Action Plan](#) to encourage more women to join the Fire Service - specifically in operational roles.

The programmes implemented have already had a positive impact on the number of women applying for operational roles.

We recognise that monitoring numbers of transgender employees is highly sensitive and for data protection reasons we do not currently publish this data.

<sup>2</sup> Office of National Statistics (2020) Population estimates for the UK mid-2019

# Profile of employees by ethnicity



The profile of employees identifying as belonging to an ethnic minority is 6% which is a slight increase compared to last year. In comparison to our communities of Herefordshire and Worcestershire, 4% of the population identify as belonging to an ethnic minority<sup>3</sup> so as an organisation we are reflective of our local community in relation to ethnicity.

The profile of our total operational workforce who identify as belonging to an ethnic minority group is 5%. The biggest increase we have seen is within our On-Call workforce which may be due to more frequent recruitment opportunities.

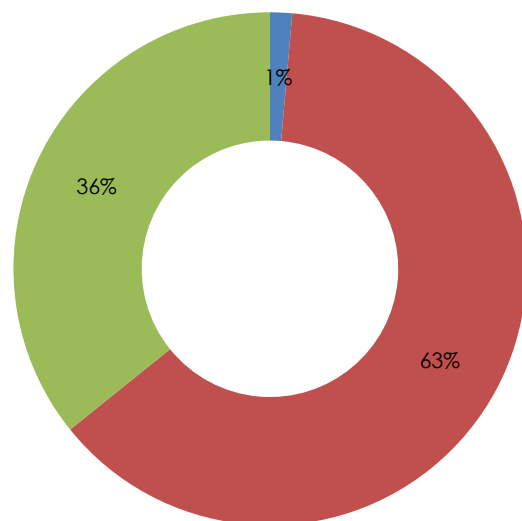
The overall declaration rate for ethnicity amongst staff is 96% which is very positive but we aim to increase this further for next year.

We have maintained our corporate membership to AFSA who are an organisation striving to progress inclusion in the fire service. With 41 fire services as members, this provides us with opportunities to share learning and increase our knowledge and understanding of inequalities.

<sup>3</sup> Office of National Statistics (2011) Census

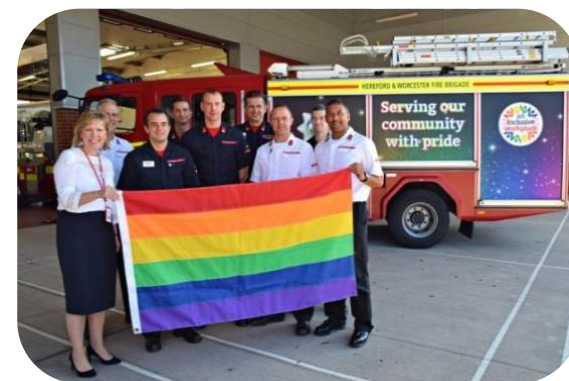
# Profile of employees by sexual orientation

■ Lesbian/Gay or Bisexual ■ Heterosexual ■ Not Stated



The proportion of staff across the workforce declaring their sexual orientation as Lesbian, Gay or Bisexual (LGB) is just over 1%. For data protection reasons we have combined these categories and provided them as a percentage only. Data relating to sexual orientation was unavailable in relation to our local communities, however, the Office of National Statistics estimates that 2% of people identify as Lesbian, Gay or Bisexual in the West Midlands.<sup>4</sup> Recent Home Office data also indicates that 3% of all staff employed by Fire and Rescue Authorities across England and Wales identify as Lesbian, Gay or Bisexual.<sup>5</sup>

The declaration rate for sexual orientation in our Service is 62%. This is a slight increase from last year and is on par with national FRS data which suggests that 38% of all FRS staff in England choose not to state their sexual orientation.<sup>5</sup> We would like to see a continued trend of greater disclosure as a result of our ongoing inclusion work, our continued support of local Pride events and by expanding our Equality, Diversity and Inclusion Allies initiative.



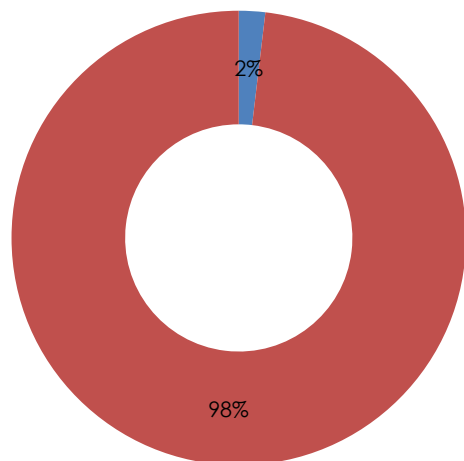
<sup>4</sup> Office of National Statistics (2018) Experimental statistics on sexual orientation in the UK

<sup>5</sup> Home Office (2020) FRS workforce and pension statistics, 2019-2020



# Profile of employees by disability

■ Declared Disability ■ Declared No Disability



The disability profile across the workforce is 2% which is an increase from 2018/19. For data protection reasons we have combined these categories and provided them as a percentage only.

Although conditions such as dyslexia may meet the definition of disability in the Equality Act 2010, individuals with dyslexia and other similar learning differences do not necessarily consider it a disability. This may go some way to explain why our workforce disability profile figures are low. The British Dyslexia Association estimates that 10% of the population is believed to be dyslexic so we could reasonably estimate that we have a greater proportion of our workforce with a disability.<sup>6</sup>

We plan to continue working to raise awareness of dyslexia and other learning differences amongst our staff and managers. Our plans include developing a central information point for staff and setting up a dyslexia network so that learning methods and coping strategies can be shared and developed. This work will help to encourage greater disclosure so we can better support individuals with screening and reasonable adjustments.

Our Occupational Health provider continues to work with our managers and staff to identify reasonable adjustments that could be implemented to provide appropriate support for individuals at work.

<sup>6</sup> British Dyslexia Association (2019) Dyslexia

# Profile of employees by religion or belief

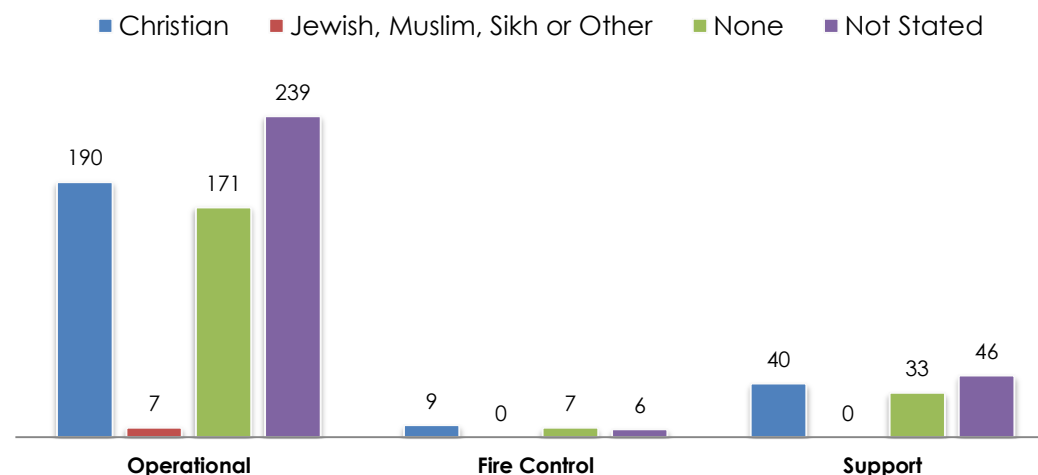
Christianity is the largest religious grouping within our Service at 32% and this is followed by 28% of staff with no religion at all. The proportion of other faiths when combined account for less than 1% of the workforce.

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In comparison to our communities, Christianity is the largest religious grouping at 68% with 30% having no religion or belief. The remaining 2% per cent are made up of five main religions: Buddhist, Hindu, Jewish, Muslim and Sikh plus a further 'Other' category for other religions.<sup>7</sup>

The percentage of staff who declared their religion or belief (or as having no religion or belief) has increased from last year but we would benefit from improvements in declaration rates in order to better understand the religious profile of the workforce, in particular within our Wholetime and On-Call workforce groups.

We continue to offer a Chaplaincy service that works across faith and belief boundaries and offers support to everyone by supplementing our existing HR and wellbeing services.



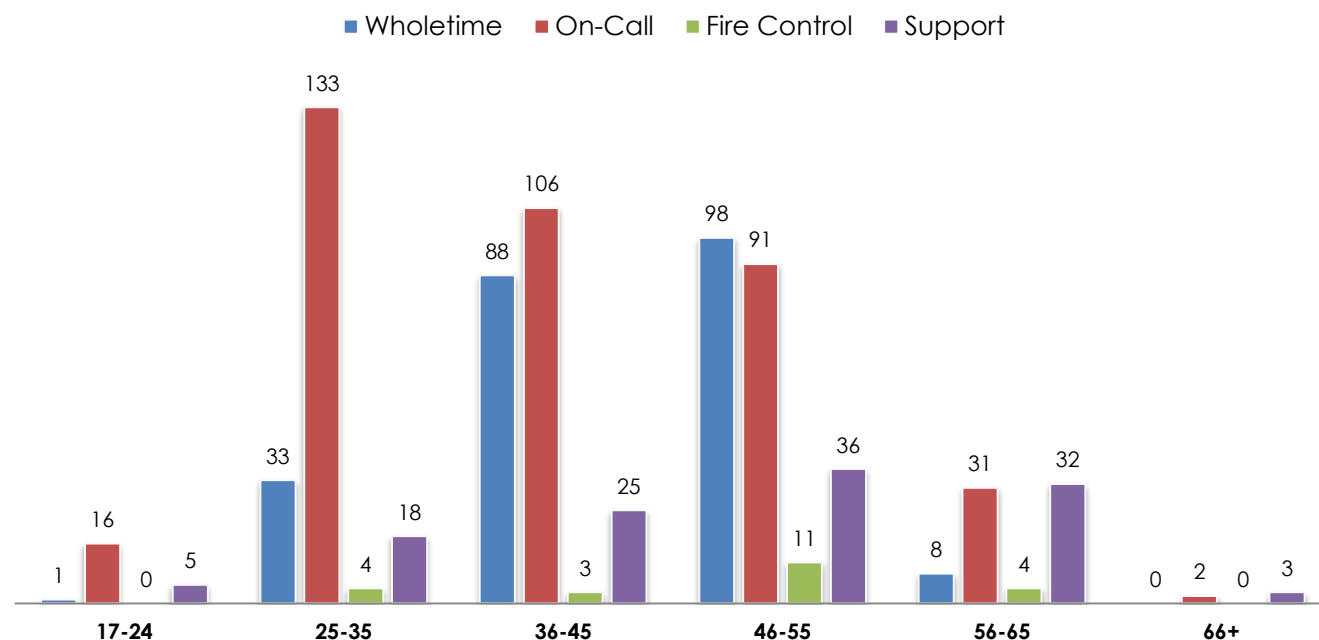
## Pregnancy, maternity and marital status

We collect and monitor data relating to other protected characteristics such as pregnancy and maternity and marital status. 2% of women employed by the Service were on maternity leave during 2019/20. No staff opted to take shared parental leave and nationally, there appears to be a low take-up rate of this type of family friendly leave.<sup>8</sup> At the end of March 2020, 38% of our employees were in a marriage or civil partnership.

<sup>7</sup> HWFRS (2018) CRMP – Demographic profile 2018.

<sup>8</sup> CIPD (2020) Can Shared Parental Leave Ever Work?

# Profile of employees by age



The largest proportion of our workforce is aged between 46 and 55 years (31% of the entire workforce). The average age of our workforce is 43 years.

The largest proportion of our Wholetime staff are aged between 46 and 55 years and there has been a consistent increase in this age bracket over the last three years. Prior to this, the largest proportion of Wholetime staff were aged between 36 and 45 years.

As part of our workforce planning, a Wholetime Firefighter recruitment campaign has been launched in 2020 which may impact on the age profile of our Wholetime staff.

The majority of our On-Call staff are aged between 25 and 35 years. This difference in age brackets between On-Call and their Wholetime colleagues has been consistent over the last eight years.

The UK population is growing larger and getting older. When broken down by age, there are three important groupings; children and young people aged 0-15 years, people of a working age between 16 and 64 years, and people of a pensionable age (aged 65 years and over). The national trend shows that the proportion of those of a working age is continuing to shrink, whilst those of a pensionable age is increasing. The pattern is similar across Herefordshire and Worcestershire, though with a smaller proportion of people of working age and a larger proportion of people of pensionable age.<sup>7</sup>

# Recruitment

**337**

total number of  
applications received

**70**

total number of  
appointments

**1%**

of new employees  
declared a disability

**11%**

of new employees in  
operational roles were  
women

**1%**

of new employees  
declared their sexual  
orientation as Lesbian,  
Gay or Bisexual

**4%**

of new employees  
identified as belonging  
to an ethnic minority

# Applications for employment and appointments

Our vacancies are advertised through our [website](#), our social media, our internal staff Bulletin and a regional public sector specific jobs board – [WM Jobs](#). We also advertise positions through the [National Fire Chiefs Council](#) website, [AFSA](#) and [Women in the Fire Service UK](#).

Applicants are asked to complete a diversity monitoring form and submit this with their job application securely and confidentially through our online recruitment portal. Applicants' protected characteristics are not provided to recruiting managers so shortlisting and selection decisions are based on vacancy-related information demonstrated by the applicant.

We do not set specific recruitment targets in relation to protected groups but the Service continues to monitor our recruitment and appointment patterns.

We have recently reviewed our recruitment and selection processes to ensure all applicants are treated fairly and consistently in line with all legal, statutory and good practice requirements.

As work has been undertaken to promote our Service as an inclusive employer to specific groups (women, ethnic minorities, LGBT community), we have analysed the conversion rate of application to appointment for individuals with these protected characteristics. This is so that we can determine whether there are any further barriers after they have been attracted to apply.



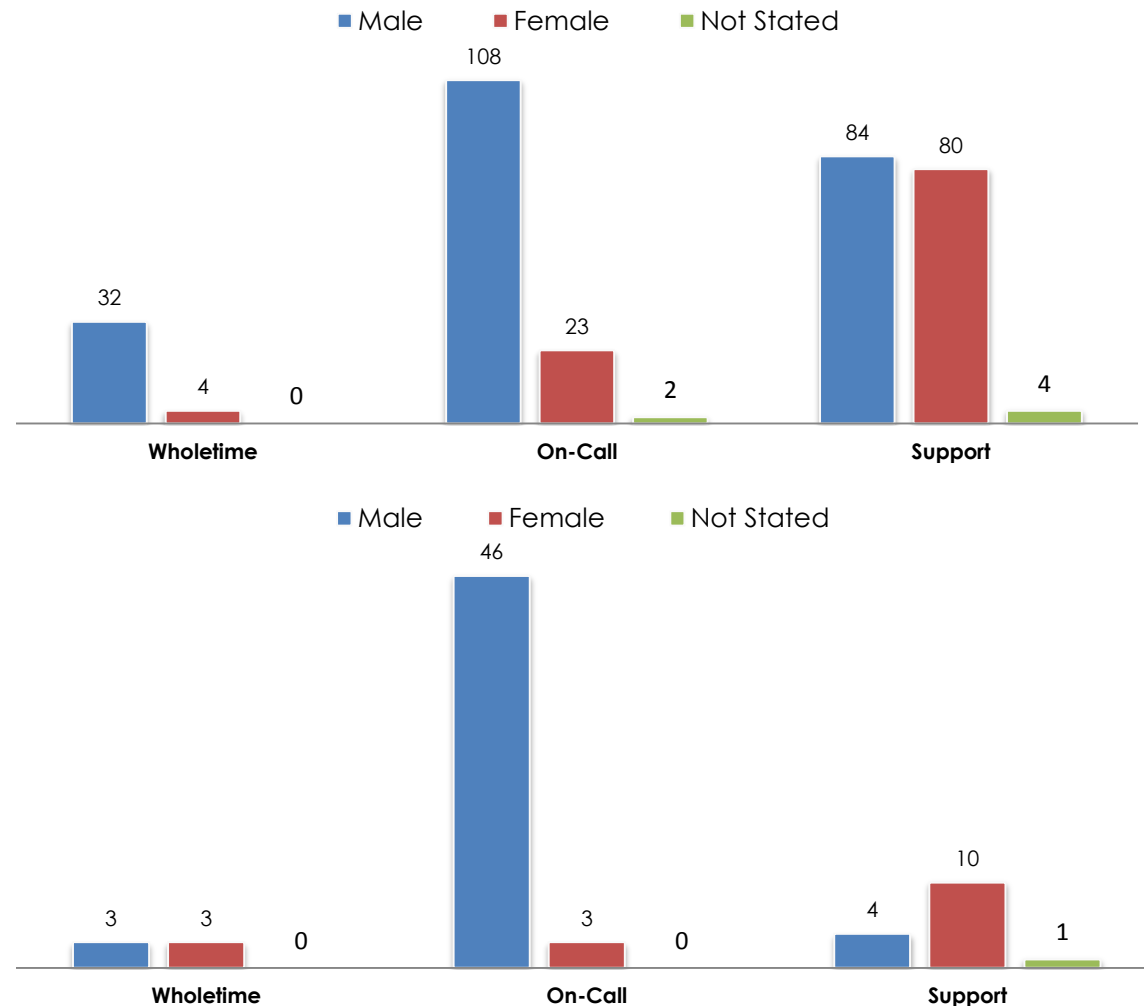
# Applications for employment by sex

The proportion of women who applied for vacancies within the organisation was 32%. For operational roles, women accounted for 16% of applications which is an increase from last year and we aim to maintain and build on this positive trend.

## Appointments made

Although we have seen an increase from last year in the number of women appointed into operational roles (11% overall), the appointment rate continues to remain low in comparison to men. Our Firefighter recruitment process includes a Physical Tests stage which assesses a candidate's ability to meet job-related strength and fitness standards. Our data suggests that currently, male candidates are more likely to pass the Physical Tests stage than female candidates – it is at this point in the process where we see the highest number of fallout rates for women. We are taking targeted positive action to address this issue in order to increase the number of women appointed into Firefighter roles.

Applications and appointments for Support vacancies tend to be more evenly balanced with regards to sex profile. This may be due to the greater variety of roles available appealing to a wider range of individuals.





# Expressions of interest in the On-Call Firefighter role

People who are interested in becoming an On-Call Firefighter can initially complete and submit an expression of interest before potentially going on to complete a full application form. This is so direct contact can be made to discuss the role and to determine whether they can meet the geographical criteria i.e. that they live or work within 5 minutes of their local Station.

18% of those attracted to the role last year were women. 17% of all those who went on to apply were women and so this suggests that women who express an initial interest will go on to make an application; although the actual appointment rate remains low (similar to Wholetime Firefighter appointments).



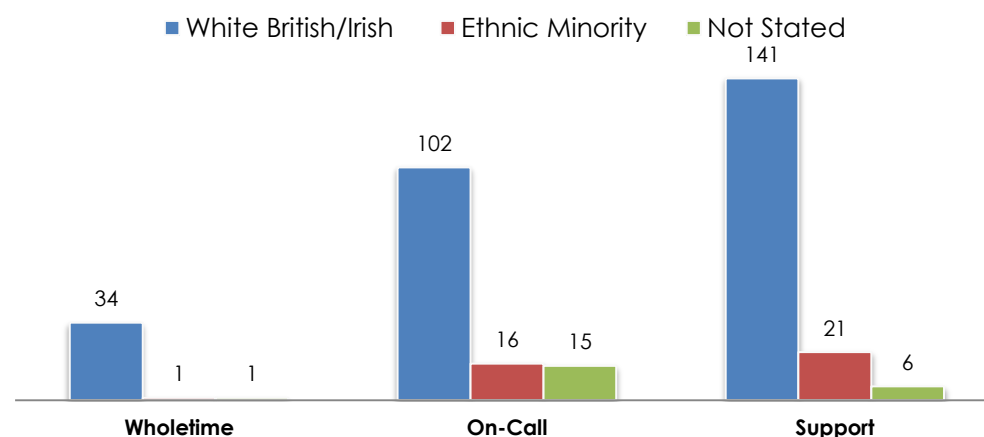
To encourage all types of people to consider a career as an On-Call Firefighter, our website features ['crew stories'](#) of some of our On-Call Firefighters. These stories explore how they achieve their work/home balance, and what being an On-Call Firefighter means to them.

For more information about becoming an On-Call Firefighter, please visit [our website](#).

# Applications for employment by ethnicity

82% of applicants were White British/Irish and 11% of applicants had an ethnic minority background. Our data tell us that in 2019/20, Wholetime and On-Call recruitment mainly attracted White British/Irish applicants which is reflective of the local demographic.

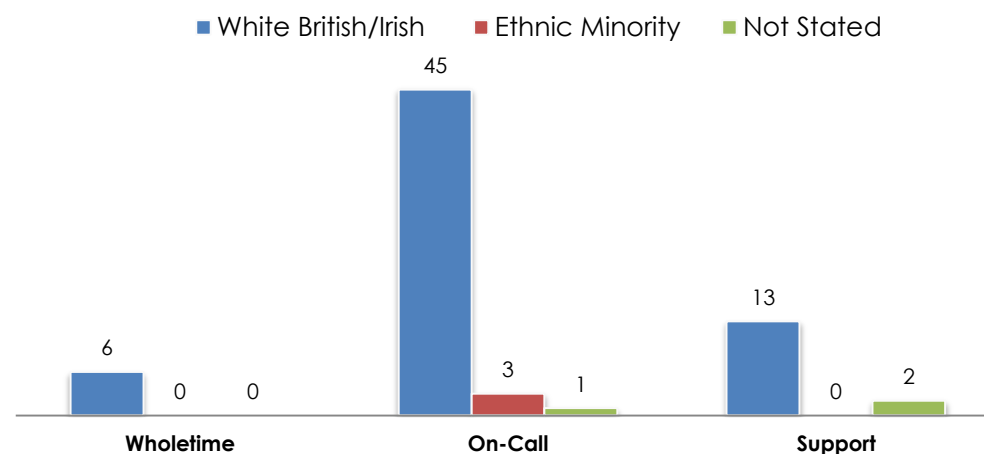
We have seen an increase in the number of applications received from people from an ethnic minority for On-Call recruitment which is a positive trend as this type of recruitment is geographically based (meaning those areas may not meet the same diversity profiles as other areas of the county).



## Appointments made

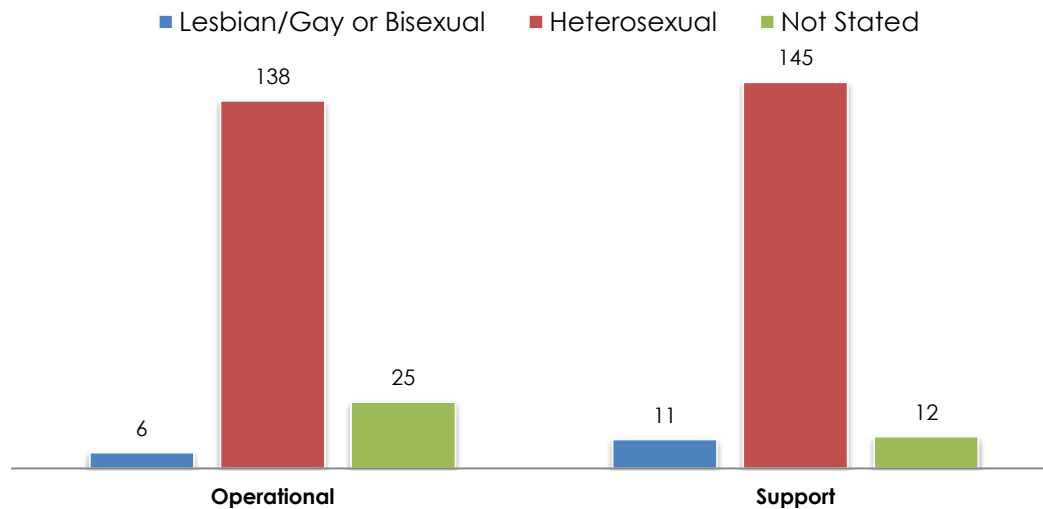
The proportion of new recruits in an operational role from an ethnic minority background was 5%. When compared to the make up of our local communities, this is a positive outcome as 4% of Herefordshire and Worcestershire residents belong to an ethnic minority. The proportion of new recruits who did not disclose their ethnic background was 2%.

87% of new starters in a Support role were White British/Irish with 3% not stating their ethnicity.





# Applications for employment by sexual orientation

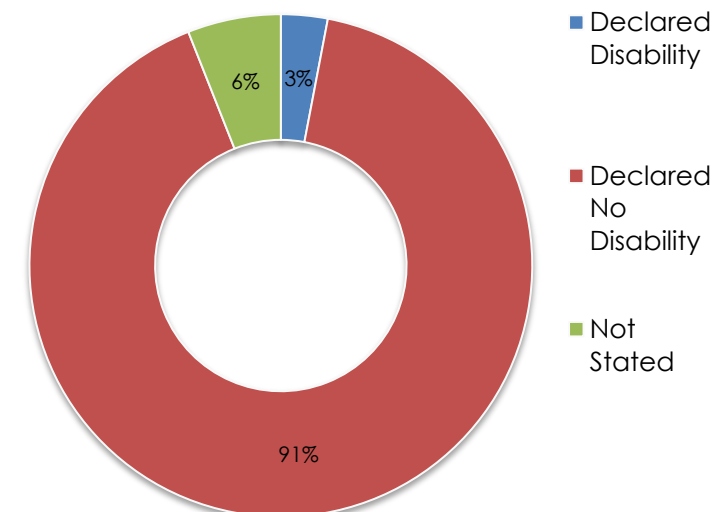


Of the 337 people who applied for employment with us during 2019/20, 5% identified as Lesbian, Gay or Bisexual. 11% preferred not to say. Of these applications, 1% were appointed.

This protected group still continues to have the lowest levels of disclosure.

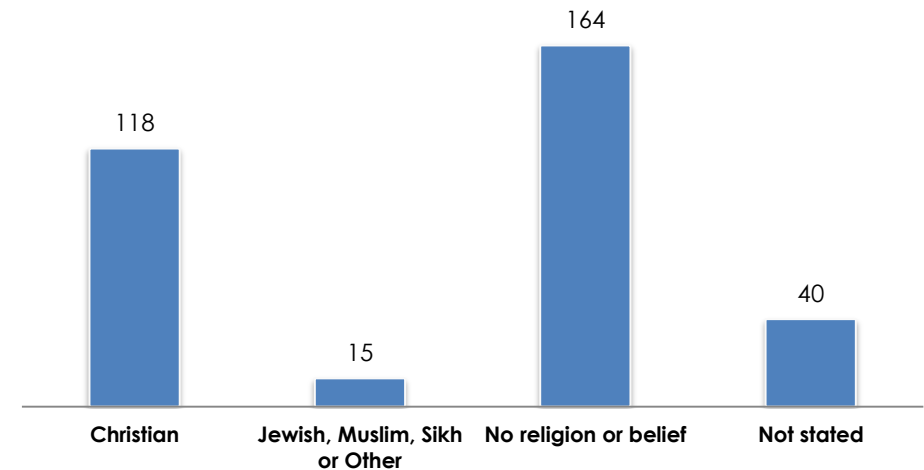
# Applications for employment by disability

3% of applicants declared a disability with 6% preferring not to say. Although individuals may choose not to disclose a particular disability when completing the diversity monitoring questionnaire, a further reason may be that they do not consider themselves to have a disability. We continue to provide a section within our applications for individuals to let us know if they require any reasonable adjustments and the Service provides adjustments where it is reasonable to do so.



# Applications for employment by religion and belief

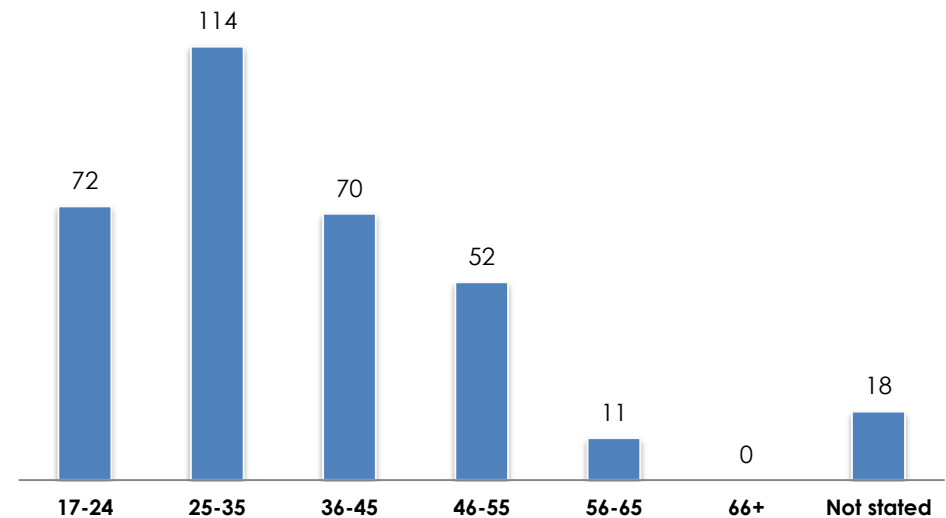
People without a religion or belief accounted for the largest proportion of applicants at 49%. 35% were of a Christian faith. Outside of these two groups, the combined religious profile of applicants was 4%. The disclosure rate stands at 88% so improvements in this area could be made.



# Applications for employment by age

The largest proportion of people who applied to join us were aged 25 to 35 years. The On-Call Firefighter role appeared to be the most attractive role for this particular age group.

A Wholetime Firefighter campaign launched in 2020 may impact on the age profile of new employees within the organisation.

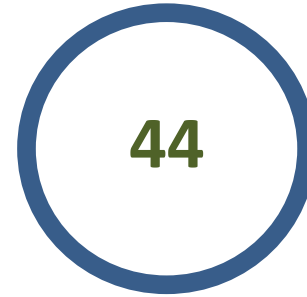


# Promotion



**108**

total number of  
applications for promotion



**44**

total number of  
promotions



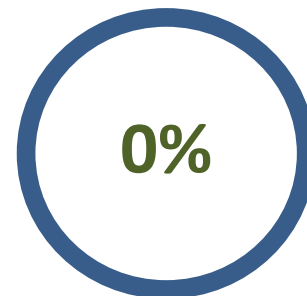
**11%**

of applications for  
promotion were from  
women



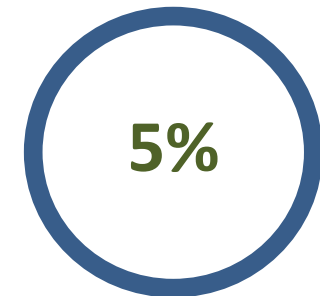
**18%**

of promoted employees  
were women



**0%**

of promoted employees  
identified as belonging to  
an ethnic minority



**5%**

of promoted employees  
declared their sexual  
orientation as Lesbian,  
Gay or Bisexual

# Applications and promotions

For the purpose of this report, a promotion is considered as a permanent change in role to a higher pay grade. Promotions usually occur within operational areas of the Service and mostly draw from the existing workforce. Therefore, the following data relates to our Wholetime and On-Call and Fire Control workforce. Our promotion process follows an overarching framework of principles designed to ensure fairness and transparency and to ensure opportunities are equally accessible. We were given an opinion of “Significant Assurance” in this area following a recent audit into the transparency of our promotion process.

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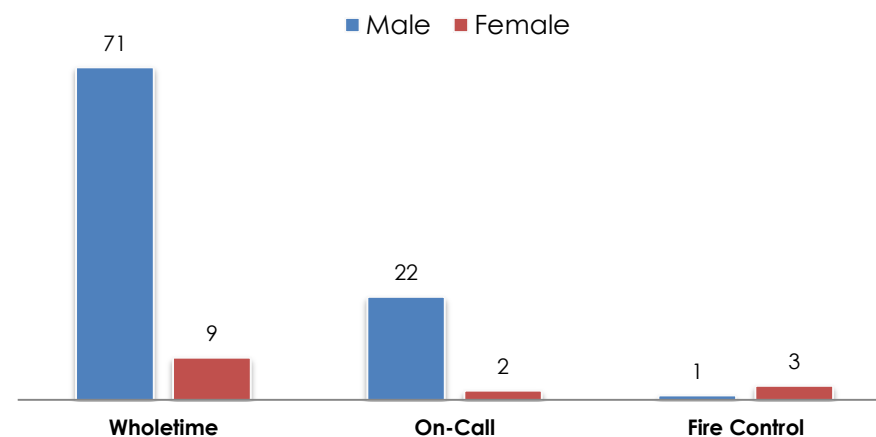
As work has been undertaken to promote our Service as an inclusive employer to specific groups (women, ethnic minorities, LGBT community), we have analysed the conversion rate of application to appointment for individuals with these protected characteristics. This is so that we can determine whether there are any further barriers after they have been attracted to apply.

## Applications and promotions by sex

Of all the applications for promotion in 2019/20, 11% were from female operational staff. The number of women applying for promotion has risen by 6% which is encouraging.

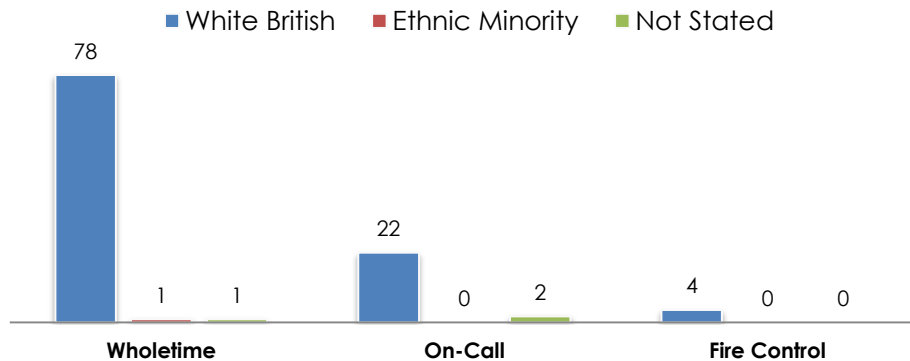
The success rate for women who applied for Wholetime promotion was 67% and for men it was 31%.

Research suggests that men apply for a job when they meet only 60% of the qualifications but women are less likely than men to apply for a role if they do not meet all the job requirements.<sup>9</sup> We will assess this going forward to ensure that our job adverts and job descriptions are gender neutral to encourage more women to apply for promotion.



<sup>9</sup> Harvard Business Review (2014) Why Women Don't Apply for Jobs Unless They're 100% Qualified.

# Applications and promotions by ethnicity



The number of people applying for promotion from an ethnic minority group was 1%. The profile of operational employees identifying as belonging to an ethnic minority is 5% so this is lower than the workforce representation.

The majority of those promoted were White British/Irish; continuing trends from previous years.

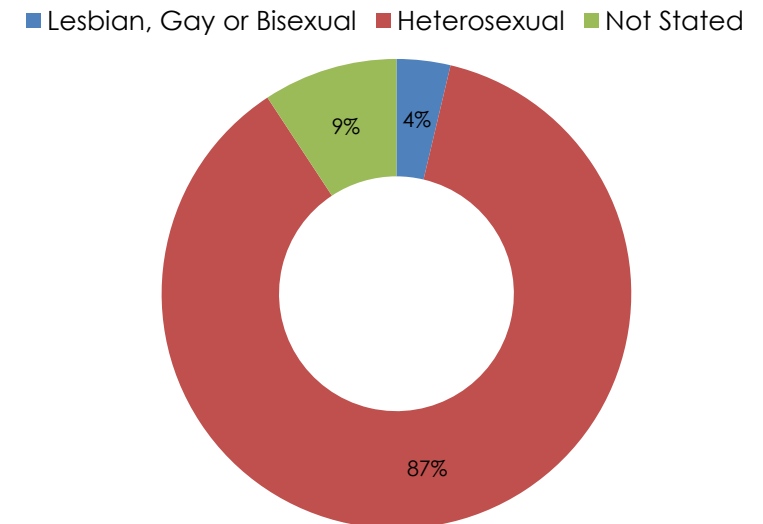
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# Applications and promotions by sexual orientation

The proportion of staff applying for promotion and declaring their sexual orientation as Lesbian, Gay or Bisexual was 4%. We have seen an increase in the number of applicants declaring their sexual orientation which is very positive.

The proportion of operational staff promoted and declaring their sexual orientation as Lesbian, Gay or Bisexual was 5%.

Due to the low numbers and for data protection reasons we have combined these categories and provided them as a percentage only.



# Retention

In the year ending 31 March 2020, 94 employees left the Service. 69 of those were operational staff whilst 25 were Support staff. Individuals that ended one of their contracts but remain employed with the Service have been included. Note that there were no leavers from our Fire Control workforce.



**33%**

of leavers were aged 25 – 35  
years closely followed by 46 –  
55 years

**2%**

of leavers declared a disability

**5%**

of leavers belong to an ethnic  
minority

**16%**

of leavers were women

**39%**

of leavers had no religion or  
belief

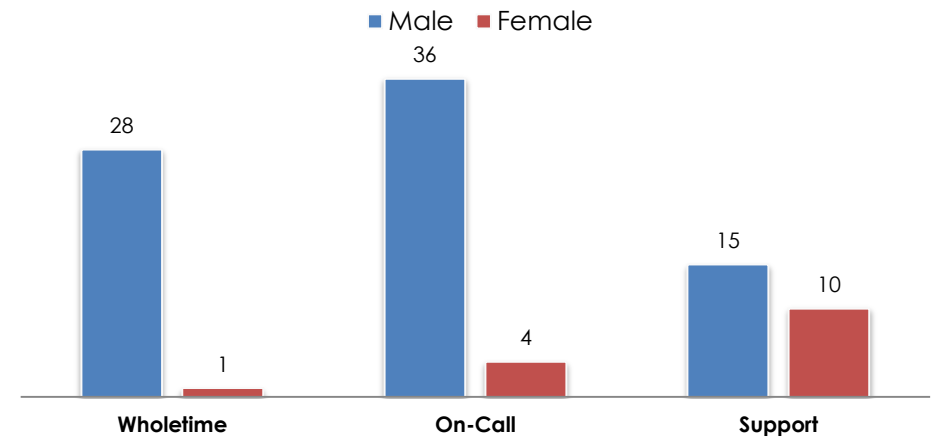
**5%**

of leavers declared their sexual  
orientation as Lesbian, Gay or  
Bisexual

# Leavers by sex

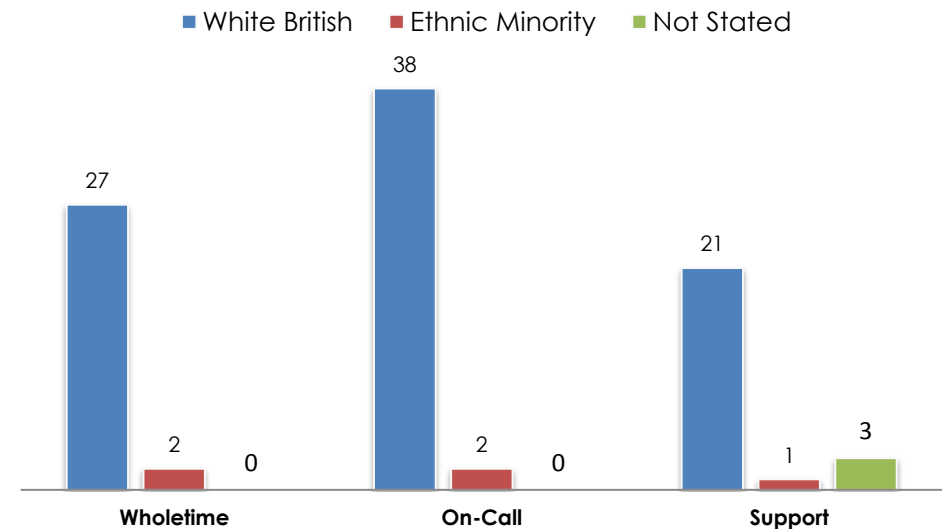
The proportion of women who left the Service is 16% and this is similar to last year (17%). The proportion of female leavers in operational roles is 7% (in comparison to overall leavers in operational roles) which is also on par with last year.

Overall there is a positive trend in that the proportion of women joining the Service is higher than those leaving. 11% of new appointments into operational roles were women.



# Leavers by ethnicity

91% of leavers were White British/Irish. Employees from an ethnic minority background accounted for 5% of all leavers. The proportion of leavers from an ethnic minority group is the same as last year. The proportion of leavers who did not state their ethnicity was 3%.



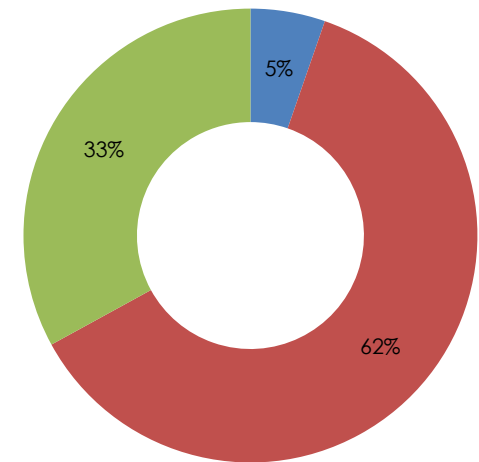
# Leavers by sexual orientation

The proportion of staff leaving the Service who declared their sexual orientation as Lesbian, Gay or Bisexual is 5% which may have an adverse impact on the ambitions to diversify the workforce as this is higher than the percentage appointed.

The number who did not declare their sexual orientation was 33%.

■ Lesbian, Gay or Bisexual ■ Heterosexual

■ Not Stated



# Leavers by disability

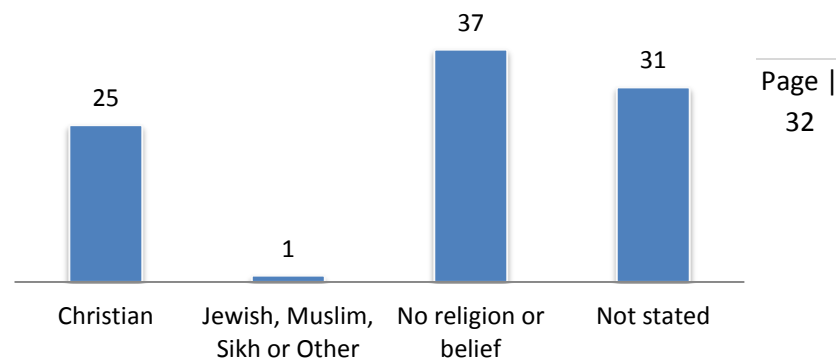
2% of staff who left the Service in 2019/20 declared a disability which is the same as last year. The number of leavers declaring a disability is the same as the number of new starters who declared a disability.

There were no employees leaving the Service who had not declared their disability status.



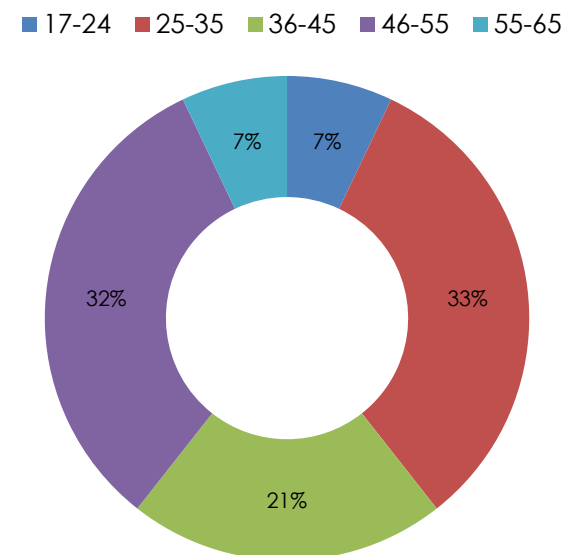
# Leavers by religion or belief

Employees with no religion or belief accounted for 39% of leavers. This was followed by those of the Christian faith (27%). 33% did not disclose their religion or belief (or no religion or belief). The impact on the workforce profile remains largely unchanged due to the higher proportions of those joining the Service being either Christian or of no faith at all.



# Leavers by age

The largest proportion of leavers were in the age groups of 25-35 and 46-55. The number of leavers aged between 25 and 45 is consistent with previous years and is reflective of the high staff turnover in the On-Call duty system. The number of leavers aged between 46 and 55 also includes a number of retirements in operational roles.



# Turnover and reasons for leaving

Staff turnover refers to the percentage of employees who leave an organisation and are replaced by new employees.

## Wholetime



Turnover rate for Wholetime workforce

21%	Resigned
10%	Fixed Term Contract
52%	Retired
17%	Other reasons (e.g. transfer to another Fire Service)

## On-Call



Turnover rate for On-Call workforce

98%	Resigned
2%	Retired

## Support



Turnover rate for Support workforce

72%	Resigned
20%	Fixed Term Contract
8%	Other reasons (e.g. transfer to another Fire Service)

# Disciplinary and Grievances, Bullying and Harassment

The Service monitors all formal cases of discipline, grievance, bullying and harassment which are a key indicator of workplace culture. No formal cases of bullying and harassment were reported in 2019/20.

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## Disciplinary cases

The number of disciplinary cases is very small so any percentages based on these figures will look disproportionately high and this should be taken into consideration when reviewing the data.

There were 9 disciplinary cases during 2019-20 which is a similar figure to last year (8). All cases involved male employees. The majority were employees with a White British/Irish background (89%) with the remaining 11% not stated. No employee declared their sexual orientation as Lesbian, Gay or Bisexual (11% did not declare their sexual orientation). The proportion of those cases with employees who declared a disability was very low (actual number not disclosed due to small numbers). The proportion of staff from a Christian faith was 55% compared to 32% of the workforce. Those with no religion or belief accounted for 33% compared to 28% of the workforce. 11% did not state their religion or belief. The age profile indicates that the majority of disciplinary cases involved those aged 25 – 35 years (67%).

## Grievances

There were 7 formal grievances raised during 2019-20 which is a similar figure to last year (6). 86% were raised by male employees and 14% by female employees. The majority of staff were from a White British/Irish ethnic background (71%) and 29% did not state their ethnicity. The number of cases with employees with a disability was very low (actual number not disclosed due to small numbers). The proportion of staff from a Christian faith was 29%. Those with no religion or belief accounted for 14% and 57% did not state their religion or belief. The age profile shows that the largest proportion of grievances were raised by those aged 25 – 35 years and 46 – 55 years (both at 43%).

The Service also received two collective grievances. There were no areas of concern highlighted in relation to protected characteristics.

# Gender Pay Gap as at 31 March 2020

As an employer with 250 or more employees, we have a duty under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 to publish gender pay gap information relating to our employees. We must publish this information on our external website and a dedicated Government website: <https://gender-pay-gap.service.gov.uk/>.

The gender pay gap shows the difference in the average pay between men and women in a workforce. There are six calculations as follows:

1. **Mean gender pay in hourly pay** – the percentage difference between the mean average hourly rates of men and women's pay
2. **Median gender pay gap in hourly pay** – the percentage difference between the midpoints in the ranges of men and women's pay.
3. **Mean bonus gender pay gap**<sup>10</sup>
4. **Median bonus gender pay gap**<sup>10</sup>
5. **Proportion of men and women receiving a bonus payment**<sup>10</sup>
6. **Proportion of men and women in each pay quartile** – calculated by dividing employees into four even groups according to their pay. The upper quartile with the highest level of pay and the lower quartile with the lowest levels of pay.

All staff who were deemed to be full pay relevant employees at 31 March 2020 are included. The figures are based on established contracted posts within the Service and include Wholetime / On-Call Firefighter dual roles and secondary employment contracts.

The salaries of all operational staff (Wholetime, On-Call and Fire Control) are established within the "Grey Book" (terms and conditions) and are standard throughout the UK Fire and Rescue Service. Support staff salary levels are based upon a job description formally evaluated for the role. Annual Pay awards are negotiated nationally.

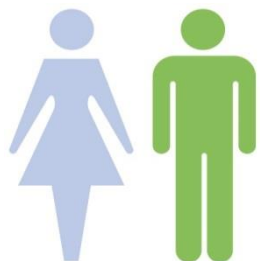
For our On-Call employees, the average weekly working hours can vary significantly across this workforce group and drastically distort the calculations and so the nationally agreed basic fixed hourly rate of pay is used. This is a change from how we have calculated our previous Gender Pay Gap. It should also be noted that other Fire and Rescue Services may choose to calculate the hourly rate of On-Call and other employees differently and this should be taken into consideration if making direct comparisons.

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<sup>10</sup> We do not pay bonuses to staff and therefore do not provide calculations relating to points 3, 4 and 5 above.

# Our pay gap figures

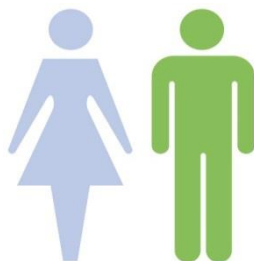
## Mean pay gap 6%



£14.04    £14.96

Difference: £0.92 per hour

## Median pay gap 0%



£14.22    £14.22

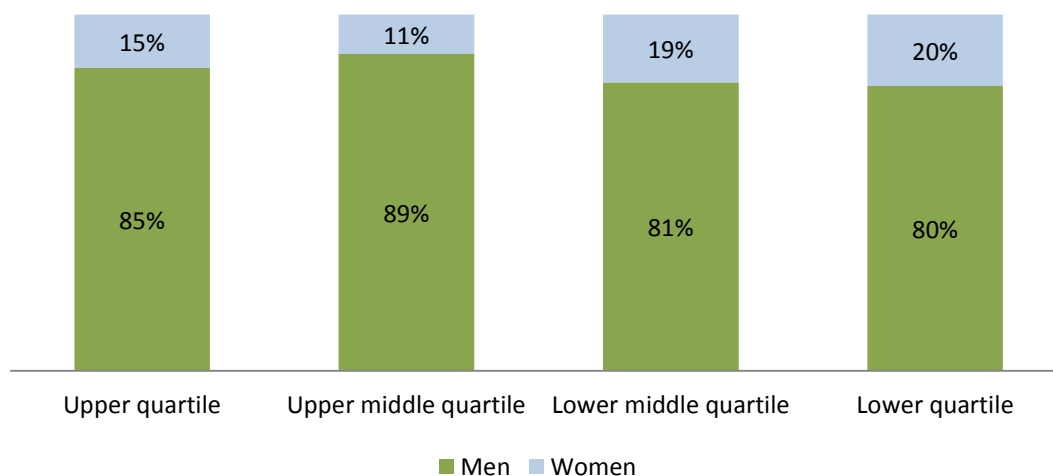
Difference: £0 per hour

We believe that the gender pay gap does not arise from paying men and women differently for the same work but is as a result of the roles in which they work and the salaries that these roles attract.

Men and women in our organisation undertaking the same role are paid the same. However, there are more men than women in our workforce and essentially more men occupying higher level positions within the Service.

The **mean pay gap** shows that women on average earn **6%** less than men in our organisation. The **median pay gap** is nil so there is **no difference** between the midpoints in the ranges of men and women's pay.

## Men and Women by Pay Quartiles



Our **pay quartile** data shows that the proportion of men and women across the pay quartiles is largely consistent and reflects our organisation's current workforce profile in relation to male and female employees.

There is a slightly lower proportion of female employees in the upper middle quartile and upper quartile than in the other quartiles.

We recognise this is a legacy issue caused by lack of representation of women in the Fire sector as a whole. However, we know that we need to continue to drive change internally – tackling systemic and cultural challenges to change behaviour to ensure there are true equal opportunities for promotion and development.

# Contributory factors

There are some factors which may contribute to our gender pay gap:

- An imbalance in the number of men and women throughout the organisation, particularly women in senior management positions in operational roles.
- An under-representation of women in operational roles in the Fire sector.
- Within Support roles, women tend to be in posts within the lower pay scales such as administration, whereas specialist support roles which attract higher rates of pay, such as ICT, tend to be predominately male.
- Women are also more likely to take time out of the labour market to raise children which may delay career progression, contributing to a lack of representation of women at higher levels.

## Closing the gap and our future equality work

Our ambitions to create a more inclusive organisation are set out in our [People Strategy](#) and [Equality, Diversity and Inclusion Plan](#). Over the next year we will focus on the following areas where we believe we will see the biggest impact in 2020/2021:

- Refreshing our strategic equality objectives
- Improving our use of equality impact assessments for key decisions, policies and processes
- Reviewing our Equality, Diversity and Inclusion training
- Furthering our engagement with minority groups in our communities
- Supporting our staff networks to develop and grow
- Focusing our positive action on under-represented groups
- Focusing on development opportunities to support female career progression

# Conclusion

We are encouraged that progress continues to be made to diversify our workforce and ensure everyone feels included in the workplace. We recognise there is always more to do and we continually strive to make a real difference in our communities and in our workplace.

Further information on our equality, diversity and inclusion work can be found on our website: [www.hwfire.org.uk](http://www.hwfire.org.uk). Our Equality, Diversity & Inclusion Officer can also be contacted at [info@hwfire.org.uk](mailto:info@hwfire.org.uk) and we welcome any feedback you may have on this report.

All published documents on our website work well with Google Translate, enabling the content to be accessed in languages other than English. If you would like a paper copy of the report or require it in an alternative format, please contact us on the details above.

## Hereford & Worcester Fire and Rescue Service Headquarters

Hindlip park

Worcester

WR3 8SP

0345 122 4454

[info@hwfire.org.uk](mailto:info@hwfire.org.uk)

[www.hwfire.org.uk](http://www.hwfire.org.uk)



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**HWFR**  
FIRE AND RESCUE SERVICE