



OFFICIAL

# Move to Monthly Payroll

## Human Resources Committee

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Date: 27 March 2020

Agenda Item:

6

Submitted By: Chief Finance and Procurement Officer

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**Purpose** To request Members to approve the move to monthly pay from the current four-weekly pay and the entering into negotiations with the representative bodies.

**Recommendations** That Members approve the report.

**Summary** Kirklees Council run the Authority's payroll as part of a Service Level Agreement. Kirklees will be transitioning to monthly pay for its employees from June 2020 and in order to align processes it is recommended that Fire transition to monthly pay from January 2021.

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Local Government (Access to information) Act 1972

Exemption Category: Nil

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Background papers open to inspection: Nil

Annexes: None

## **1 Introduction**

- 1.1 West Yorkshire Fire and Rescue payroll is run centrally by Kirklees Council as part of a Service Level Agreement (SLA). The current arrangements are that employees are paid every fourth Monday which equates to thirteen times per year. Employees are paid two weeks in advance and two weeks in arrears.
- 1.2 The Fire Authority Members' payroll is already run on a monthly basis and will not be affected by this change.
- 1.3 Kirklees Council are moving to monthly pay from June 2020 and it is recommended that Fire move to monthly pay from February 2021.

## **2 Information**

- 2.1 West Yorkshire Fire and Rescue payroll is run on our behalf by Kirklees Council on a system called SAP. Employees are paid every four weeks, 13 times per year which is a lunar cycle method payment. The system is required to be updated for changes to software (called patching) and for mandatory legislation changes for taxation before the start of the new financial year. A four-weekly payment cycle means that the deadlines for making these changes is short in comparison to monthly pay. The annual patch costs £40,000 which is included within the cost of the Service Level Agreement.
- 2.2 Kirklees are moving to monthly pay from June 2020 and as such it will require additional resource to maintain fire on four weekly pay and it is probable that the annual cost of the patch to maintain 4-weekly pay will be passed on to Fire.

The benefits to West Yorkshire Fire are two-fold:

- The payroll will be aligned to our budget monitoring reports. Currently budget monitoring is distorted because the four-weekly payroll means that there are two pay periods in one month's report during the year. This requires additional work to align profiles and adjust budget monitoring reports.
- There will be a small saving in the current cost of the SLA, of which payroll accounts for £56,977. The SLA is calculated by the number of payslips generated, so a move to monthly pay would result in a reduction of 1,461 payslips resulting in a saving of around £4,000 per annum.

The perceived benefits to the employee are:

- When there are two payday's in the same calendar month, Universal Credit (UC) payments to employees stop or reduce the following month. If stopped the claimant has to re-apply leading to delays in payments restarting. Whilst further roll-out than this is paused by the Government, the plan remains to move benefits payments to monthly by 2023. Due to benefits payments been unique and personal to the individual the number of employees affected by this is unknown.

- Employees will be paid on the same date (15<sup>th</sup>) every month, unless this date falls over a weekend, when it will be paid sooner, i.e. on the Friday before the weekend. Having a standard pay date means that employees will always know when they are going to be paid which will help them to budget and plan their finances better.
- Monthly pay will mean the December salary will never be later than the 15<sup>th</sup>, making Christmas planning easier. Currently four-weekly pay means the pay day could be the day before or even after Christmas Day;
- There will be a clearer cut-off date for any additional payments due, e.g. overtime; this date will be aligned to the monthly pay cycle and will reduce the time the employee may have to wait to receive those additional payments;
- Having a standard pay date with clearly aligned cut-off dates will minimise the risk of the employee being under/overpaid as well as minimising the risk of incorrect tax and/or NI deductions being made in the first pay day of the financial year;
- As the majority of organisations pay staff on a monthly basis, should the employee ever move to a new employer, the financial transition will be much easier.

### 2.3 Transition

The ideal time for the transition to monthly pay will be pay day in February 2021, this is because the new monthly pay date (15<sup>th</sup>) will be the same as that for four weekly pay. Thus, the employee will not incur any financial detriment as the pay day will be the same under four-weekly pay and monthly pay. Staff will of course see an increase in pay in their February 2021 pay.

Every pay day will be the 15<sup>th</sup> of the month going forward.

Kirklees provided information sessions for their employees and pop-up road shows to enable staff to ask any questions in respect of the move to monthly pay. They have offered to replicate these to fire employees prior to moving to monthly pay.

The move to monthly pay will fully communicated to employees from consultation to implementation by the Corporate Communications team.

### 2.4 Consultation

Before the Authority can move employees to monthly pay there is a requirement for consultation with the representative bodies as this will require a change to employees' terms and conditions.

## 3 **Financial Implications**

- 3.1 There is a small saving as the Service Level Agreement will be reduced by around £4,000 per annum. If Fire employees are to be maintained to be paid every four weeks, the necessary patching of the SAP system could be passed on by Kirklees, this currently costs £40,000 per annum.
- 3.2 Budget monitoring and the payroll period will be aligned meaning that the process will be easier for the finance team and for the budget holder.

## **4 Legal Implications**

- 4.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

## **5 Human Resource and Diversity Implications**

- 5.1 The pay frequency is enshrined within the contract of employment. It is not legally possible to unilaterally vary an express contractual term. Such variations can only be consensual. Variations can be in the form of a collective agreement or an individual variation to the contract of employment and therefore any change to the pay frequency requires a collective agreement with the recognised Trade Unions.
- 5.2 A collective agreement is any agreement or arrangement made by or on behalf of one or more Trade Unions and the employer relating to one or more of the following matters;
- Terms and conditions of employment, or the physical conditions in which any workers are required to work.
  - Engagement or non-engagement, or termination or suspension of employment or the duties of employment, of one or more workers.
  - Allocation of work or the duties of employment between workers or groups of workers.
  - Matters of discipline.
  - A worker's membership or non-membership of a trade union.
  - Facilities for officials of trade unions.
  - Machinery for negotiation or consultation, and other procedures, relating to any of the above matters, including the recognition by employers or employers' associations of the right of a trade union to represent workers in such negotiation or consultation or in the carrying out of such procedures."
- 5.3 The terms of a collective agreement in dealing with an employee's terms and conditions of employment (e.g. pay) will be incorporated into his or her contract of employment and are binding on all employees, whether or not they are a member of the Trade Union.
- 5.4 Subject to the agreement of this committee, the Chief Employment Services Officer (CESO) will enter into consultation with the Trade Unions with a view to seeking agreement.

## **6 Health, Safety and Wellbeing Implications**

- 6.1 There are no direct implications arising from this paper.

## **7 Environmental Implications**

- 7.1 The employees pay slip is issued electronically. However, if the employee chooses to print their pay slip each pay day, a move to monthly pay will result in a saving of printing costs.

## **8 Your Fire and Rescue Service Priorities**

- 8.1 Monthly payroll will satisfy the following fire and rescue priorities:
- We will work efficiently to provide value for money and make the best use of reserves to provide an efficient service.
  - We will be innovative and work smarter throughout the service

## **9 Conclusions**

- 9.1 Kirklees Council who run fire payroll as part of a Service Level Agreement are transitioning to monthly pay from June 2020. It is recommended that West Yorkshire Fire and Rescue Service transitions to monthly payroll from February 2021 in order to align the payroll system with Kirklees. Remaining on four-weekly pay will mean that the required patching to the SAP payroll system to accommodate four-weekly pay is likely to be passed onto Fire. The organisational benefits of monthly pay are a reduction in the cost of the Service Level Agreement and alignment of payroll to budget monitoring reports.



OFFICIAL

# Local Pension Board - proposed changes to the Terms of Reference

## Human Resources Committee

Date: 27 March 2020

Agenda Item:

7

Submitted By: Chief Employment Services Officer

### Purpose

To consider proposed changes to the Terms of Reference of the West Yorkshire Fire and Rescue Authority's Local Pension Board.

### Recommendations

That Members recommend to the Annual Meeting of the Full Authority that the proposals to amend the Local Pension Board Terms of Reference be approved as detailed at paragraph 3.1 in this report.

### Summary

The Local Pension Board Terms of Reference, drafted in accordance with the then relevant and current legislation and guidance, were approved by the Full Authority, prior to its inaugural meeting in July 2015. These were subsequently reviewed in June 2016 when change was made to reflect 12 months' operation and further national guidance about the role and remit of the Board. No further changes have been made since that time.

This report proposes a number of amendments to the Terms of Reference which reflect both concerns of the Local Pension Board members and guidance from relevant bodies (Local Government Association, Scheme Advisory Board and The Pensions Regulator)

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Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: Annex A – comparative study of Local Pension Board  
Annex B – responses from Local Pension Board members

## 1 Introduction

1.1 The West Yorkshire Fire and Rescue Authority's Local Pension Board (LPB) held its inaugural meeting in July 2015.

1.2 Since that time the Board has been comprised as follows;

2 x Scheme Manager representatives (elected Members)

2 x Scheme Member representatives (current / retired / deferred members of the Firefighters' Pension Scheme(s) )

Additionally, there are non-voting technical advisers (officers) who attend the meetings as follows;

Claire Johnson Pensions Officer

Ian Brandwood Chief Employment Service's Officer (with delegated responsibility for the administration and management of pension-related issues).

## 2 Information

2.1 The Board has operated for 4 ½ years and is looking to commence its 5<sup>th</sup> year with effect from 1 July 2020.

2.2 Initially the Board met four times per year and during the course of the 2016 review it became apparent that the nature of the business to be transacted and the number of issues to be scrutinised did not merit that number of meetings per municipal year. In consequence, a reduction in the number of formally scheduled meetings to two was subsequently approved by the Full Authority on the recommendation of the Human Resources Committee.

The Terms of Reference included the provision that "The Chair of the Board, with the consent of the Board membership may call additional meetings" which ensured that the reduction in the number of meetings did not impact on effective scrutiny by the Board.

2.3 In January 2018 further changes were proposed by the LPB relating to **meeting frequency** and office tenure. These were considered by this Committee which resolved that the proposals for change be not supported.

2.4 Concerns were again raised at the January 2019 meeting of the Board regarding the following;

- succession planning and business continuity
- membership

It was proposed that a request be made to increase the size of the Board and that consideration be given to the appointment of independent member(s) to the Board.

2.5 In view of the recommendations at paragraph 2.4, and having considered the fact that, in light of the experience of the operation of LPB's nationally as reflected in annual Local Government Association (LGA) surveys, an increase in membership and move away from reliance on elected members was something that the LGA, the national Scheme Advisory Board and The Pensions Regulator encouraged – albeit not stipulated. A reliance on elected Members had been shown to have a negative impact on adequate **succession**

**planning and business continuity** due to their possible annual turnover. We have been fortunate to date insofar as one of the LPB members has remained a member since 2015. This position, however, cannot be relied upon going forward.

2.6 A comparison survey was undertaken to assess the constitution of the Local Pension Boards in the following Fire Authorities / Committees;

Greater Manchester

Humberside

London Fire Commissioner's office

Merseyside

Tyne and Wear

West Midlands

2.7 Details of the results of the survey are attached at annex A to this report. The study reveals;

Total number of Local Pension Board members

- 3 of the Boards have 4 members (statutory minimum) – including West Yorkshire
- Another 3 have 6 members
- 1 has 7 and 1 has 10 members (London)

Scheme Manager representatives (ie. representatives of WYFRA in its role as scheme manager)

- All of the other Boards examined have Officers as Scheme Manager representatives (West Yorkshire is the only Board which relies wholly on elected members as Scheme Manager representatives)
- Three of these also have one elected member – the remaining four have Officers only
- Only 50% of the Boards (including West Yorkshire) have some elected Member representation

Scheme Member representatives (ie. current, retired or deferred members of the Firefighters' Pension Scheme)

- 4 out of the 8 Boards have specifically included formal Union representation (no information is available at the time of drafting for Tyne & Wear)
- 2 have two scheme member representatives but no formal Union representation (including West Yorkshire) – confirmation of status is also awaited from Tyne & Wear
- 4 of the 8 have 2 x scheme member representatives, a further 3 have 3 and 1 (London) has 5 scheme member representatives. (The London Fire Commissioner's office's scheme member representatives are all Union-appointed).

Note : Union representation is permitted under Regulation 4B of the Pension Board governance guidance which explains that the Scheme Manager (West Yorkshire Fire and Rescue Authority) may determine all issues to do with Board membership.



## Independent members

- 2 of the Boards have appointed independent member(s) and in both cases they act as Chair of the Board

Note: In West Yorkshire the appointment of independent members has previously been difficult (Standards Committee) and, as exemplified by the comparative study results, this is not a popular route.

- 2.8 There is a statutory requirement that a member of a Local Pension Board should have the **knowledge and understanding** of the relevant Firefighter Pension Scheme(s) and associated issues.

This is acquired in West Yorkshire through;

- Regular standing items on the agendas relating to legislative and current issues
- Formal annual training session by the Local Government Association (as part of their Service Level Agreement), and
- Through personal learning and completion of the training elements on The Pensions Regulator website.

Note: all members should have completed relevant training within 12 weeks of their appointment. This can be an onerous task for elected members in terms of their time commitment.

- 2.9 Members are advised that the appointments process for Scheme Member representatives commences in mid-April with formal appointment made by the Authority's Executive Committee in June. Adjustments to the process will be made as appropriate dependent upon the recommendations of this Committee.

## **3 Recommendations**

- 3.1 Taking the survey results into account, consideration of the concerns of our Board about succession planning and business continuity together with the legal responsibilities in terms of knowledge and understanding, the following proposals are presented for Members' specific consideration;

- a) that there be an **increase the total membership of the Board to 6** comprising 3 x Scheme Member and 3 x Scheme Manager representatives

Scheme Manager representatives to be as follows;

2 x officers (Green or Grey book or one of each)

1 x elected member

Scheme Member representatives to be as follows;

2 x pension scheme members (current, retired or deferred drawn from general membership)

1 x pension scheme member appointed by a representative body (FBU or FOA)

- b) that an **independent Local Pension Board member** be not appointed

- 3.2 Possible changes to the **Terms of office** would be considered on submission of recommendations for change to the Local Pension Board's Terms of Reference from this Committee to the AGM as appropriate. This would be reliant to some extent upon the number of elected members to be appointed to the LPB as they are appointed themselves on an annual basis to the Fire Authority.
- 3.3 It may be necessary to **re-schedule** the 10 July 2020 meeting of the Board (as approved at the 21 February 2020 meeting of the Full Authority) to enable any changes to appointments to be implemented in accordance with the statutory requirement for openness and transparency. This will be considered at the Annual meeting on 25 June 2020 as appropriate.

## **4 Financial Implications**

- 4.1 Costs associated with the Local Pension Board will be met from within existing budgetary provision. The Board does not have its own budget. Members are eligible for the reimbursement of travel and subsistence costs where appropriate.

## **5 Legal Implications**

- 5.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

## **6 Human Resource and Diversity Implications**

- 6.1 Beyond normal procedures there are no immediate implications from this report.

## **7 Health, Safety and Wellbeing Implications**

- 7.1 There are no health, safety and wellbeing implications arising from this report.

## **8 Environmental Implications**

- 8.1 There may be a reduction in the carbon footprint if officers are already based at Headquarters where the meetings are to be held as additional vehicle movements may not be required with a change in membership. It is also possible that there will be a reduction in the use of paper when officers choose to receive their papers in PDF format.

## **9 Your Fire and Rescue Service Priorities**

- 9.1 Changes to the membership of the Local Pension Board will satisfy the following Service Priorities;
- We will work efficiently to provide value for money and make the best use of reserves to provide an efficient service.
  - We will be innovative and work smarter throughout the service

## **10 Conclusions**

- 10.1 This Committee is asked to consider a revision to the constitution of the Local Pension Board to ensure that the Board runs as effectively as possible and that it continues to comply with all relevant guidance.

Authority (as at March 2020)	Total LPB membership	Scheme Manager representatives		Scheme Member representatives		Independent Member
		Officers	Elected members	Pension Scheme Members (open application)	Union representation	
West Yorkshire	4	0	2	2	0	0
London Fire Commissioner's office	10	5 (a)	0	0	5 FBU x 3, FOA x 1 Prospect x 1	0
Tyne and Wear	6	2 (PO's or Grey book managers)	1	3	? (response awaited)	0
West Midlands	7	3 (b)	0	3	0	1 (chair) (d)
Greater Manchester	4	2 (DCFO / ACO)	0	2	0	0
South Yorkshire	6	2 (1 x PO 1 x AM)	0	0	2 FBU x 1 FOA x 1	2 (1 = chair)
Merseyside	6	2 (Directors)	1 (c)	0	3	0
Humberside	4	1 Dir Public Safety	1	1	1	0

- a) Management Board members, operational staff, 3-year term
- b) Finance Manager, People support Manager and Admin manager (all Green Book)
- c) appointed annually – been the same person for several years
- d) West Midlands Police (reciprocal arrangements)

**Scheme Manager representatives**

Councillor Harrand

Would like to extend elected Member representation to 2 – one from Labour and one from majority opposition group (Conservative)

Councillor Wenham

(views to be made known at the Human Resources Committee meeting on 27 March 2020)

**Scheme Member representatives**

Chris Lawton

Supportive of the changes.

If it were to be recommended that there be two elected Members on the Board then the total membership of the Board should reduce ie the number of green book / grey book officers be changed to 1.

A total of membership of 6 is practicable but 8 would be too many.

Paul Drinkwater

No response at time of despatch.



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# Gender Pay Gap 2019 - 20

## Human Resources Committee

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Date: 27 March 2020

Agenda Item:

8

Submitted By: Chief Employment Services Officer

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**Purpose** To present the 2019 Gender Pay Gap Report

**Recommendations** It is recommended that the report be noted.

**Summary** West Yorkshire Fire and Rescue Authority (WYFRA) is required to carry out gender pay reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The UK Gender Pay Gap figure for all employees according to data released by the ONS in October 2019 is 17.3%.

WYFRA has a pay gap of 14.7% which is a further reduction on the 2018 pay gap which was 15.1%. Annex one provides the "WYFRA 2019 Gender Pay Report" prior to its official publication on the Government website.

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Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: Gender Pay Gap Report 2019

## 1 Introduction

- 1.1 West Yorkshire Fire and Rescue Authority (WYFRA) is required to carry out gender pay reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, to be published by 31 March 2020. The attached report (Annex 1) provides the Human Resources Committee with the opportunity to review the “WYFRA 2019 Gender Pay Report” ahead of its official publication.
- 1.2 WYFRA is required to provide mean and median pay gap information from 31 March 2019. This will be published on gov.uk and the Authority’s website. To add extra depth to the report a comparison with the 2018 data is also included.

## 2 Information

- 2.1 A “gender pay gap” shows the difference between the average hourly earnings of men and women. This is expressed as a percentage of men’s earnings e.g. a gender pay gap of 15% indicates women earn 15% less than men, whereas a figure expressed as a minus indicates there is a gap present where women earn more than men.
- 2.2 WYFRA has a gender pay gap of **14.7%**, a reduction of 0.4% from the updated 2018 figure of 15.1%. The Office for National Statistics (ONS) has published a national pay gap figure of 17.3% (October 2019). This means that the WYFRA pay gap is tracking 2.6% lower.
- 2.3 WYFRA is expected to provide statements to outline any underlying causes of the gender pay gap and detail steps to be taken reduce the gap year on year. The data from the report will inform the next iteration of the Diversity and Inclusion Action Plan.
- 2.4 Deadline for publication on the Government portal is 31 March 2020 and 31 March 2019 is the date used for calculations in line with reporting requirements.
- 2.5 An infographic summarising the key data alongside the Gender Pay Gap document attached will be published on our public-facing website and uploaded to the gender pay gap reporting portal within the [www.gov.uk](http://www.gov.uk) site.
- 2.6 The figures found in the attached report were calculated using the standard methodologies from the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. It is based on the “ordinary pay” received by “relevant employees”. Ordinary pay does include additional responsibility allowances but not overtime. There are six calculations to carry out:
- a) The mean (average) pay gap
  - b) The median pay gap
  - c) The proportion of males and female employee in each salary quartile band.
  - d) The mean bonus pay gap
  - e) The median bonus pay gap
  - f) The proportion of males and females receiving a bonus payment
- 2.7 This report defines an employee as all employees under any terms and conditions of employment. Any employee employed on 31 March 2019 and in receipt of their usual full basic pay during the relevant pay period will be included.

## 3 Financial Implications

- 3.1 There are no financial implications arising from this report.

## **4 Legal Implications**

- 4.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by Members for legal advice made at the meeting.

## **5 Human Resource and Diversity Implications**

- 5.1 The gender pay gap obligations have been introduced under the Public Sector Equality Duties (Equality Act, 2010). The service continues to work to ensure it is an inclusive employer and to increase gender diversity in the workplace.
- 5.2 WYFRA is confident that people are paid on the basis of the work they do and not their gender or any other protected characteristic as all jobs are evaluated using the Public Sector Job Evaluation Scheme or through nationally-determined rates of pay.

## **6 Health, Safety and Wellbeing Implications**

- 6.1 None directly arising from this report.

## **7 Environmental Implications**

- 7.1 None directly arising from this report.

## **8 Your Fire and Rescue Service Priorities**

- Support, develop and enable our people to be at their best.

## **9 Conclusions**

- 9.1 WYFRA is confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work. The gap is the result of the roles in which men and women work within the organisation and the salaries that these roles attract.
- 9.2 WYFRA remains committed to diversity and inclusion. We promote equality of opportunity and fair and equitable treatment for all employees, regardless of protected characteristics or personal circumstance.
- 9.3 Whilst it is encouraging that the gender pay gap is lower than national figures, there is more to do. Work is underway to enable all employees to take up opportunities for professional development and progression and to ensure all people are enabled to achieve appropriate 'work life balance' and a fulfilling career within WYFRA.





# West Yorkshire Fire and Rescue Service

## Gender Pay Gap Report 2019





## Statement from the Chief Fire Officer, John Roberts & Chair of West Yorkshire Fire & Rescue Authority, Councillor Darren O'Donovan

“West Yorkshire Fire and Rescue Authority is committed to an inclusive workforce. We passionately believe in fair treatment for all employees, regardless of protected characteristics they share or personal circumstances.

We are pleased that WYFRA continues to have a gender pay gap lower than national figures; however we are on a journey and we accept there is more to do to achieve gender parity. There is no quick fix. We don't pay people doing the same job differently. Every job has a salary range and people are appointed based on their experience and expertise alone; our pay structure is completely transparent.

There are still people who believe being a Firefighter is a “Man's job”; these people don't work for WYFRA but such views do still exist within our communities. We are working hard to change how people perceive the roles within fire and rescue services and wish to reassure our communities that people of all genders can make fantastic Firefighters.

For decades there have been significantly more men in operational roles than women and this is something we are working hard to change. Being a Fire Fighter is a tremendously rewarding role and your gender or any other protected characteristic is not an indicator of how great you'll be at making West Yorkshire Safer. We are working hard within West Yorkshire and beyond to support and promote initiatives that 'level the playing field'.

We are a proud public service organisation and remain proud of all the work we do to become an organisation that more closely reflects the communities we serve. We have a long road ahead, but continue making progress. We have a plan in place to continue moving forward to achieve the enormous benefits a diverse workforce and inclusive organisation brings to our people and communities”

A handwritten signature in black ink, appearing to read 'Darren O'Donovan'.

**Cllr Darren O'Donovan**  
Chair of the Fire Authority

A handwritten signature in black ink, appearing to read 'John Roberts'.

**John Roberts**  
Chief Fire Officer



## Introduction

West Yorkshire Fire and Rescue Authority (WYFRA) is required to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. This is because the organisation is identified as a public sector employer with over 250 staff in employment.

Gender pay reporting compares rates of pay and bonuses by gender, and provides opportunity for actions to reduce any imbalance identified. At WYFRA pay rates are transparent and all jobs have an agreed grade; people appointed progress based on knowledge, skills and experience.

We use results from the Gender Pay Gap to assess gender equality in our workplace; the balance of male and female employees at different levels. Any inequalities identified lead to steps being put in place to address them.

## Regulatory Requirements

The regulations give a wide definition of who counts as an employee, (e.g. the self-employed & agency workers); for WYFRA this includes all employees regardless of role and terms and conditions of employment.

There are six calculations organisations must carry out in order to report the Gender Pay Gap:

- A) Mean (or average) pay gap
- B) Median pay gap, (mid way between lowest and highest paid, by gender)
- C) Male and female employees in each salary quartile band.

Three further calculations are required under the regulations, which do not apply to WYFRA and as such reports a nil figure:

- D) The mean (average) bonus pay gap
- E) The median bonus pay gap
- F) The proportion of males and females receiving a bonus payment

WYFRA voluntarily shares data on overtime and additional responsibly allowances (ARAs) in the spirit of transparency. Figures reported were calculated using the methodologies from the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 from guidance issued by Government Equalities Office (GEO) and ACAS.



## WEST YORKSHIRE FIRE AND RESCUE SERVICE GENDER PAY DATA

31<sup>st</sup> March 2019


### Workforce Information - Total Employees

WYFRS Staff 2019 Data			
	Female	Male	
Green	165	147	
Grey	52	899	
Control	34	13	
Retained	8	126	
<b>Totals</b>	<b>259</b>	<b>1185</b>	<b>1444</b>

### A) Mean (Average) Pay Gap

Following more detailed analysis of the 2018 data, the pay gap data has been updated. This is as a result of improved methods of calculating pay rates of retained firefighters. In 2018 revised average hourly rate for women was £13.28 and for men stood at £15.65, or a revised gender pay gap of 15.1%, when taking account of improved retained firefighter pay calculation.

To help identify actions, further detailed analysis has been carried out to establish where pay gap is greatest. As shown below, the largest pay gap is within 'Green Book' group, where Fire Staff and support services are located.

2019	Female	Male	Gap	%	Gender Difference from 2018
All Employee Average (Mean) Hourly Pay Rate	£13.63	£15.97	£2.34	14.7%	0.4% 
Grey Book	£15.38	£16.46	£1.08	6.6%	-
Retained	£13.94	£13.94	£0.00	0%	-
Control	£14.33	£14.23	-£0.10	-0.7%	-
Green Book	£12.92	£14.86	£1.94	13.1%	-

The 2019 gender pay gap is **14.7%**. This has decreased from the updated gender pay gap for 2018 which was 15.1%. The pay data from 2018 showed incorrect retained firefighter hourly pay. The pay gap decreased slightly by **£0.03** in 2019, standing at **£2.34**.

The gap remains steady. Small scale recruitment, low turnover and modest pay rises are factors. A greater pay gap in Fire Staff roles is because many support roles in lower pay brackets are occupied by women; in upper quarterlies service leads and heads of department are mostly men. Mean



hourly rates for women increased by 2.64% and men 2.04%, which is a positive trend as the organisation seeks to uplift the pay rates for lowest paid.



## B) Median Pay Gap

2018 (updated)	Female	Male	Gap	%	Gender Difference from 2017
Median Hourly Pay Rate	£13.41	£14.46	£1.05	7.3%	0.8% ↓

2019	Female	Male	Gap	%	Gender Difference from 2018
Median Hourly Pay Rate	£13.63	£14.85	£1.22	8.2%	0.9% ↑
Grey Book	£14.81	£15.46	£0.65	4.2%	-
Retained	£13.94	£13.94	£0.00	0%	-
Control	£13.63	£15.07	£1.44	9.6%	-
Green Book	£11.61	£14.17	£2.56	18.1%	-

The median pay gap is **8.2%**, which has increased slightly by **0.9%**.

It is important to state there is no difference in how men and women are paid for the same roles at WYFRS. Our pay structure is transparent and based on job requirements alone. Jobs are measured against a consistent common job evaluation / grading scheme, based on a nationally determined and fixed grading structure for Firefighters.

The median pay gap stands at **8.2%**. In 2016 this was 13%, 2017 it stood at 8% and in 2018 it was 7.3%.

The median pay gap has increased slightly from last year by **15p** standing at **£1.22**. The mid salary pay rate difference for men and women shows men are still earning more per hour than their female counterparts.

The most profound difference across the main pay groups across the organisation occurs in the Fire Staff / Green Book group. This currently stands at **18.1%**. The gap can be explained as currently more senior roles are occupied by men and lower paid roles (Support services, and admin), occupied by a higher proportion of women.



### C) Salary Quartile Bands

A quartile is defined as four equal 'slices' of pay data which is filtered by the proportion of women and men and in each:

2018 Salary Quartile Bands - Overview								
Gender	High	Gender Difference from 2017	Mid (Upper)	Gender Difference from 2017	Mid (Lower)	Gender Difference from 2017	Low	Gender Difference from 2017
Women	10%	2% ↑	13%	0% ↔	10%	5% ↑	37%	1% ↓
Men	90%		87%		90%		63%	

Salary Quartile Bands - Overview 2019								
Gender	High	Gender Difference from 2018	Mid (Upper)	Gender Difference from 2018	Mid (Lower)	Gender Difference from 2018	Low	Gender Difference from 2018
Women	11.1%	1.1% ↑	13.6%	0.6% ↑	8.3%	1.7% ↓	38.7%	1.7% ↑
Men	88.9%		86.4%		91.7%		61.2%	
1.7% ↑				0%				

There is a positive trend of increasing numbers of women in the high and mid-upper quartile. Due to small numbers of changes this trend is only evident when the data is split into an upper half and a lower half. This data shows an increase of 1.7% across the top half and a net zero change in the bottom half, though there has been a 1.7% shift between the two lower quartiles.

2018 Salary Quartile Bands - Breakdown						
Quartile	Hourly Rate Range	Women	% Women	Men	% Men	Total
High	£16.36 - £71.15	36	10%	324	90%	360
Mid Upper	£14.32 - £16.36	47	13%	313	87%	360
Mid Lower	£13.67 - £14.32	37	10%	323	90%	360
Low	£8.20 - £13.67	132	37%	228	63%	360
Total		252		1188		1440

Salary Quartile Bands - Breakdown 2019						
Quartile	Hourly Rate Range	Women	% Women	Men	% Men	Total
High	£16.70-£77.75	40	11%	321	89%	361
Mid Upper	£14.75-£16.70	49	14%	312	86%	361
Mid Lower	£13.94-£14.75	30	8%	331	92%	361
Low	£8.75-£13.94	140	39%	221	61%	361
Total		259		1185		1444





The high quartile salary band continues to be underrepresented by women; however, there has been a further slight increase in the top quartile again. In 2017, 8% of posts were occupied by women, 10% in 2018 and a further 1% change to **11%** in 2019. This is positive.

There is a further increase in the number of women in the mid-upper pay band, from 13% in 2016 & 2017 to **14%** in 2019 a rise of **1%**.

A higher proportion of women are still found in the low quartile salary bands. There are more Fire Staff women employed in lower paid, mainly admin roles. People in support roles don't routinely work unsociable hours or shifts meaning hourly rates don't attract enhancements or Additional Responsibility Allowances (ARAs). **39%**, of the lowest salary band are women; however, the **61%** of men are mostly on-call "retained" operational colleagues.

2018 Fire Staff (Support / "Green Book"):							
Quartile	Hourly Rate Range	Women	% Women	Men	% Men	Gender Difference from 2017	Grand Total
High	£14.76 - £54.48	38	50%	38	50%	6% ↑	76
Mid Upper	£12.14 - £14.69	27	35%	50	65%	2% ↓	77
Mid Lower	£9.37 - £12.14	49	65%	27	35%	0% ↔	76
Low	£8.20 - £9.37	56	66%	26	34%	4% ↑	77
Total		<b>165</b>		<b>141</b>			<b>306</b>

Fire Staff (Support / "Green Book") 2019:							
Quartile	Hourly Rate Range	Women	% Women	Men	% Men	Gender Difference from 2018	Grand Total
High	£15.93 - £55.57	37	47%	41	53%	3% ↓	76
Mid Upper	£13.04 - £15.93	25	32%	53	68%	3% ↓	77
Mid Lower	£10.08 - £12.77	47	60%	31	40%	5% ↓	76
Low	£8.75 - £10.07	56	72%	22	28%	6% ↑	77
Total		<b>165</b>		<b>147</b>			<b>312</b>

In order to 'slice' our pay data into four equal quartiles, there are people on the same hourly rate in the High and Mid Upper quartiles; data has been sorted by service number as the differentiator.

Focusing on Fire Staff colleagues in support roles, there is a slight decrease of **3%** in the highest quartile since 2018. The gap remains favourable when compared with 2017. The proportion of women in upper quartile 'Green Book' roles is more favourable than other areas of the organisation. It should be noted that there has been relatively little attrition in this part of the organisation and only a very slight increase in headcount.

In the upper three quartiles there has been a slight negative impact on the gender difference. A **6%** increase in the lowest salary quartile has been noted, rising from 66% to **72%** in this reporting year.



## D-G) Bonus Payments

The Fire Service does not offer a bonus scheme. Therefore:

D) The mean bonus pay gap – **N/A**

E) The median bonus pay gap - **N/A**

F) The proportion of males receiving a bonus payment - **N/A**

G) The proportion of females receiving a bonus payment - **N/A**

## Additional Responsibility Allowances

WYFRA pay Additional Responsibility Allowances (ARAs) on top of base salary for operational colleagues' trained in specific skills such as casualty care, water rescue and technical rescue. WYFRS does not offer a bonus scheme.

In line with our commitment to transparency we have extracted data on ARAs and Overtime, detailed below. Work is continuing to review and rationalise ARA's.

2018 Additional Responsibility Allowance (ARA)						
Quartile	Women	% Women	Men	% Men	Gender Difference from 2017	Grand Total
Grey Book Staff Receiving ARA	29	63%	585	65%	2% ↑	614
Gender Split - Staff Receiving ARA		5%		95%	1% ↑	-
Grey Book Staff Not Receiving ARA	17	37%	320	35%	2% ↓	337
Gender Split - Staff Not Receiving ARA		5%		95%	1% ↑	-
Grey Book Total	<b>46</b>		<b>905</b>		-	<b>951</b>

Additional Responsibility Allowance (ARA) 2019						
	Women	% Women	Men	% Men	Gender Difference from 2018	Grand Total
<b>People Receiving ARA Payments</b>						
Grey Book Staff - Operational Receiving ARA (Excl Retained / Control)	25	48%	497	58%	5% ↑	521
No. Retained, Control & Other staff receiving ARA payments	6	14%	20	14%	-	26
Totals	<b>31</b>	<b>33%</b>	<b>517</b>	<b>50%</b>	3% ↑	547
Gender Split – ARA		6%		94%	1% ↑	



Additional Responsibility Allowance (ARA) 2019						
People NOT Receiving ARA Payments						
Grey Book Staff - Operational <b>NOT</b> Receiving ARA (Excl Retained & Control)	27	52%	402	45%		432
Retained & Control Staff <b>NOT</b> receiving ARA payments	36	86%	119	86%		155
Totals	<b>63</b>	<b>67%</b>	<b>521</b>	<b>50%</b>		587
Gender Split – No ARA		11%		89%	5%	

Review and realignment of ARA payments continues. Overall the number of people claiming has dropped considerably, in comparison to 2018.

There are more women claiming ARAs, increasing from 29 in 2018 to **31** in 2019; a rise of **7%**, which is positive, particularly when compared with a decrease of men claiming from 585 to **516**, which equates to a drop of **14%**.

Women make up **5%** of the Grey Book workforce and yet **6%** of ARAs, which shows a slight positive gender gap as more women claim ARAs than men.

2018 Additional Responsibility Allowance Pay Data				
Average ARA Payment	Women	Men	Gap	%
	£115.88	£190.74	£74.86	39.2%

Additional Responsibility Allowance Pay Data 2019				
Average ARA Payment	Women	Men	Gap	%
	£142.49	£233.49	£91.00	39.0%
Difference from 2018	23%	23%	-	0.2%

ARAs are awarded for specific roles for which higher skills or responsibility allowances are given; for example, USAR (Urban Search and Rescue), Day Crewing and Day Crew Close Call. Some of these roles are linked to a specific location, there may be few women working at the station.

Allowances have increased, but the change is the same for both women and men, which supports our drive to achieve gender parity (both rising by **23%**). There remains a **39%** gap, reducing slightly from last year.



## 2. Overtime

As a 24/7 service overtime payments are used to ensure we remain at safe levels, are operationally resilient and able to respond at all times.

Overtime (2018)						
All Staff	Female		Male		Gender Difference from 2017	Totals
Gender Composition	252	17%	1188	83%		1454
Staff Receiving Overtime	44	7%	553	93%	1% ↑	568
Staff Not Receiving Overtime	208	25%	635	75%	3% ↑	886
% of gender category receiving OT		17%		47%	-	
					<b>Gap</b>	<b>%</b>
Average OT Payment	£198.85		£304.77		£105.92	<b>53%</b>

Overtime (2019)						
All Staff	Female		Male		Gender Difference from 2018	Totals
Gender Composition	259	18%	1185	82%	↑ 1%	1444
Staff Receiving Overtime	45	9%	441	91%	↑ 2%	486
Staff Not Receiving Overtime	213	22%	744	78%	↓ 2%	958
% of gender category receiving OT		20%		42%	↓ 8%	
					<b>Gap</b>	<b>%</b>
Average OT Payment	£125.11		£178.47		£53.36	<b>30%</b> (↓ 24%)
Median OT Payment	£67.93		£51.84		-£15.45	<b>-31%</b>

Women make up a smaller proportion of people receiving overtime payments, however, the median overtime payment for women is higher at **£67.93** when compared with men at **£51.84**, a reverse gap of **-31%**.

Average overtime payments are higher for men at **£177.93**; women receive **£125.11**, almost the same gap, in reverse at **+30%**. A breakdown is shown below.



<b>Overtime – Split by operational area (2018)</b>				
<b>Operational (Grey Book) Staff</b>	<b>Female</b>	<b>Male</b>		
Gender composition of area	5%	95%		
Gender split - staff receiving OT	5%	95%	<b>Gap</b>	<b>%</b>
Average OT Payment	£151.12	£266.61	£115.49	43%
<b>Retained (Grey Book)</b>	<b>Female</b>	<b>Male</b>		
Gender composition of area	5%	95%		
Gender split - staff receiving OT	4%	96%	<b>Gap</b>	<b>%</b>
Average OT Payment	£441.10	£480.17	£40.07	8%
<b>Operational &amp; Retained (Combined)</b>	<b>Female</b>	<b>Male</b>		
Gender composition of area	5%	95%		
Gender split - staff receiving OT	5%	95%	<b>Gap</b>	<b>%</b>
Average OT Payment	£213.25	£311.32	£98.07	31%
<b>Support Staff</b>	<b>Female</b>	<b>Male</b>		
Gender composition of area	56%	44%		
Gender split - staff receiving OT	53%	47%	<b>Gap</b>	<b>%</b>
Average OT Payment	£173.64	£101.01	£62.64	-58%

<b>Overtime – Split by operational area (2019)</b>				
<b>Grey Book &amp; Retained (Operational)</b>	<b>Female</b>	<b>Male</b>	<b>Gap</b>	<b>%</b>
Gender composition of area	5%	95%		
Gender split - staff receiving OT	(29) <b>6%</b>	(421) <b>94%</b>		<b>-1%</b>
Average OT Payment	£82.35	£176.05	£93.70	<b>53%</b>
<b>Green Book (Fire Staff)</b>	<b>Female</b>	<b>Male</b>	<b>Gap</b>	<b>%</b>
Gender composition of area	53%	47%		
Gender split - staff receiving OT	(12) <b>39%</b>	(19) <b>61%</b>		<b>14%</b>
Average OT Payment	£224.74	£239.02	£14.28	<b>6%</b>
<b>Control</b>	<b>Female</b>	<b>Male</b>	<b>Gap</b>	<b>%</b>
Gender composition of area	28%	72%		
Gender split - staff receiving OT	(4) <b>75%</b>	(1) <b>25%</b>		<b>-47%</b>
Average OT Payment	£136.27	£49.24	-£87.03	<b>-100%</b>

A slightly higher percentage of women in operational roles take up overtime, however, the gender payment gap is **53%** lower. Some specific locations and specialist roles where overtime is more prevalent are currently staffed by men, in the main. This accounts for the pay gap. Average overtime payments have reduced significantly since 2018; however, the gap has risen from **43%** in 2018 to **53%** in 2019.

## Progress & Steps Taken

The mean (average) gender pay gap is now at **14.7%**, a decrease of **0.4%**. The pay gap is lower than the Office for National Statistics reported gap of **17.3%**, by **2.6%**.

The key reasons for the gap haven't changed since the 2018 report and include:

- Over representation of men in operational roles; though the demographic is shifting, given that recruitment remains relatively low any change in this area is small given the numbers involved and remains common across the Fire and Rescue labour market. Progress has been made though actions such as:
  - station based initiatives encouraging people from underrepresented groups to apply
  - changing the first stage promotions process from a recruit/develop model to a develop/recruit model which has led to an increase in the numbers of women taking up development in the promotions process.
- We are active regionally and nationally being involved in pilot initiatives such as a regional mentoring programme designed to support women and remove barriers.

Women continue to be under-represented in senior positions, though this continues to improve slightly.

Women continue to be over represented in the lowest quartile.

We are proud of our record and our transparent pay structure means we can be sure any gender pay gap does not stem from paying men and women differently for equivalent work.

The gender pay gap is a result of the specific roles in which men and women currently work within the organisation and the salaries each role attracts.

WYFRA have already taken steps to encourage gender parity, including:

- **Creating an evidence base:** Equality Data is captured and published
  - Promotion and encouragement to share diversity data including gender, though there is much more to do.
  - Continued pay gap reporting and putting in place actions to address issues identified



- **Profile of gender issues:** the organisation is keen to ensure gender issues are high on the agenda and offer a series of awareness and training events each year to promote initiatives. This includes:
  - Celebrating International Women's Day and Men's Day.
  - Gender Staff Network. A gender issues network which has a membership made up of women and male allies to raise the profile and identify actions around gender issues.
  - A seat on the Diversity and Inclusion Board (a strategic body) for the network Chair to ensure gender issues are raised and actioned at a strategic level.
  - A Board level champion is also in place, (Deputy Chief Fire Officer).
  - Women in the Fire Service; we are actively involved and are promoting this sector wide network, increasing our presence at both regional and national 'Women in the Fire Service' events.
- **Training:** Significant training delivered to managers and staff using internal and external experts to equip managers with a deeper understanding of diversity and unconscious bias. We offer tools to support diversity and inclusion at work, including gender issues. Providing Information and awareness events throughout the year.
- **Parent and Carer Support:** WYFRA has a range of family friendly policies including maternity leave, adoption leave and other leave for emergencies such as caring responsibilities. The updated flexi-time policy offers a wider band width to help achieve better work life balance.
- **Menopause:** WYFRA has put in place a range of support measures for women and also delivered a series of awareness raising events to ensure any colleague going through the menopause feels supported and has access to trained people to talk to. Our Occupational Health team provide advice and specific adjustments as required. Managers are now trained. Specific work has been carried out to develop a kit-pack available to women in operational roles dealing with the menopause.
- **Equality Impact Assessments:** WYFRA have now mainstreamed the EIA process, integrating it both within performance improvement frameworks and project management tools. The improved use of EIAs has led to improvements in identifying potential bias in projects, including better consideration of gender issues in new-build fire stations as an example.
- **The Women in the Fire Service Development Programme:** This has been delivered and was well received with positive evaluations. It will be repeated in 2020.



- **Changes in Promotions Process:** Work to change the approach to promotion has led to more women coming forward to take the step up from Firefighter to Crew Manager. Work will continue to change the Watch Manager to Station Manager process.

## Going Forward – What Next?

The key strands of work which will positively impact on the gender pay gap will focus primarily on initiatives which will open up opportunities at all levels to women.

The continued squeeze on budgets continues to limit opportunities to address pay gap through recruitment. In addition the organisation is fortunate that it retains the talent it has, with great levels of engagement evidenced in our latest staff survey. However, the downside of low turnover and few opportunities for growth is that we find it challenging to change the gender pay gap and there is little opportunity to positively impact through offering additional job opportunities at the present time.

We are, however, continuing our drive to make a positive impact, including:

- **Positive Action & Community Engagement:** The successful interventions to support women to get the 'start line' of our most recent Firefighter recruitment programme are to be reviewed with a view to fine-tuning and offering further activities to continue to break down barriers and raise the profile of our organisation amongst underrepresented groups.
- **Talent Management & Succession Planning:** The organisations talent and succession approach is being operationalised and will include opportunities for mentoring and coaching to raise the levels of confidence amongst colleagues, with a particular emphasis on women and other underrepresented groups. Research indicates that women set a much higher personal bar and feel the need to have a much higher percentage of the skills requirements than men and in such cases women are less likely to apply. The programme will support people from underrepresented groups, including women to raise their confidence to take the next steps in their career.





- **Refining Equality Impact Analysis (EIA):** EIA is in place and has been recently reviewed, simplified, refined and built into project management support and training. This embedding of EIA will be monitored and reviewed to ensure it continues to raise potential diversity and inclusion issues which can be removed before projects or initiatives are delivered.
- **Flexible Working:** Following the review of 'family friendly' policies there has been an increase in people taking up opportunities for flexible working, however, there remains more to do, particularly with operational roles.

Operational Management roles in particular are to be reviewed with a view to looking at ways in which more flexibility can be built in.

Removing barriers (real and perceived) and supporting women to have increased confidence to compete for promotion opportunities will be a step forward. This will take time to make the impact necessary to significantly reduce the pay gap further. We are determined to continue making a difference and continue working tirelessly to reduce the gender pay gap.

I, John Roberts, Chief Fire Officer, confirm that the information in this statement is accurate.

Signed

A handwritten signature in black ink, appearing to read 'J Roberts'.

Date: