



LONDON FIRE BRIGADE

Report title

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## Ethnicity Pay Gap Reporting 2021

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Report to

**People Board**  
**Commissioner's Board**  
**Deputy Mayor's Fire and Resilience Board**  
**Audit Committee**  
**London Fire Commissioner**

Date

25 November 2021  
14 December 2021  
18 January 2022  
3 March 2022

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Report classification:

### For Information

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The subject matter of this report deals with the following LFB strategic priorities:

#### The best people and the best place to work

This report reviews the ethnicity pay gap and sets out the measures we have in place to address the pay gap through our Togetherness Strategy and work plan

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Report number – LFC-0634

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For Publication

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## PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE DECISION-MAKER

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### Executive Summary

This report presents LFB's ethnicity pay gap data as of October 2021, and outlines progress and ongoing work in relation to this.

#### Recommended decision(s)

##### For the London Fire Commissioner:

That the London Fire Commissioner notes the content of the report.

##### For the Deputy Mayor:

That the Deputy Mayor for Fire and Resilience notes the report.

## Introduction and background

1. The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 provides the requirement that relevant public bodies (employing 250 people or more) must publish information on gender as outlined below and whilst this is the statutory requirement, the LFB actively publishes more pay gap reporting:
  - a. The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees;
  - b. The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees;
  - c. Information on the difference in mean and median bonus pay;
  - d. The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands.
2. The LFB has published the previous year's Gender Pay Gap report in line with the above requirements, and will also report to the Greater London Authority (GLA) group its ethnicity pay gap; both reports will be published on its website. The brigade's inclusion strategy, the 'Togetherness' Strategy, also commits to publishing the disability pay gap report for 2021 which is also due to be presented to People Board and Commissioners Board, as well as Audit Committee and FRB.
3. With effect from 1 April 2018, the individual holding the office of London Fire Commissioner (LFC) was appointed by the Mayor of London and is not an employee of the LFC. However, in the interests of transparency, the LFC, the Commissioner's pay has been taken into account for the purposes of this report.

## Ethnicity Pay Gap Report

4. Overall, the London Fire Brigade does not have a median pay gap in favour of either white staff or ethnically diverse backgrounds. There is a very small overall mean pay gap in favour of white staff which is consistent with previous years, and there are more significant gaps when the data is broken down into full and part time hourly pay. Fire and Rescue Staff (FRS) have a low proportion of ethnically diverse staff at senior levels; with a recruitment freeze that has spanned most of the recruiting period, it has not been possible to attract diverse talent from outside the organisation. For operational staff, the pay gap only represents part of the story in relation to ethnicity; the mean and the median don't fully express the lack of representation of ethnic diversity at the most senior levels of the organisation. Likewise, soft data and hard data around staff experience expresses difficulty around promotion,

recruitment and other key indicators. It is likely that the negligible pay gap for operational staff continues to increase slightly as a result of the pay freeze; it is likely this will also be positively impacted by the pension remedy. There are also gaps in place when ethnicity is analysed individually, for Black, Asian and other ethnically diverse groups respectively. The appendix to this report sets out the data in full, and the actions LFB are undertaking to tackle the ethnicity pay gap where it exists.

5. There is a **minimal** overall **median** hourly pay gap in favour of white staff, which is a marginal change from the 2019/20 report (which was no pay gap) to 0.36% and represents insignificant change.
6. There is an overall **mean** hourly pay gap **in favour of white staff** of **3.04%**, which is a small increase in the gap reported in 2019/20 of 1.62%.
7. However, there is a very small difference when broken down into full and part time median hourly pay. There is **no pay gap** in favour of white or ethnically diverse staff for median hourly part time pay, which differs from the negligible difference in the 2019-20 report of 0.36%.
8. Using mean hourly pay, the ethnicity pay gaps are different when reporting on the full and part time mean hourly pay rates. For full time staff, there is a small gap in favour of white staff of 3.04%, a small increase in gap from the 2019-20 report where there was a gap of 1.45%.
9. For part time staff, there is a gap in favour of white staff of 10.11%, which represents a negligible change from 10.75% reported in the 2019-20 report.

## **Togetherness Strategy**

10. The main improvement since the previous pay gap reports is the continued delivery of the Togetherness Strategy, a brigade-wide inclusion strategy which underpins the Transformation Delivery Plan. This strategy sets out a significant number of objectives and an ambitious programme of work to achieve, amongst other outcomes, the reduction of both gender and ethnicity pay gaps where they exist. However, the recruitment freeze as a result of COVID 19 have limited outreach work which may impact any improvements to pay gaps in subsequent years
11. The Togetherness Strategy is supported by a Togetherness Board of strategic senior leaders who are named accountable against the strategy actions, and a Representative Committee comprising staff Equality Support Groups (LFB's staff networks) and representative bodies, including Asian Fire Service Association (AFSA), Fairness and Black & Ethnic Minority Members (B&EMM). This coupled with intersectional work across the other groups through events, resources and information provides important support to improve employee experience. The Board have met four times and continue to review and guide Togetherness across the organisation.

## **Culture review**

12. The commitment from the Commissioner to conduct a culture review of the organisation will assess the existing culture of the Brigade and consider the extent to which the Brigade and its

employees have created a culture free from discrimination, unfairness and inequality. The review will seek to identify areas for improvement and areas of strength, publishing a report and making recommendations for improvement where appropriate. There is likely to be a focus around the experience of staff who are ethnically diverse.

## **Recruitment**

13. With regards to recruitment into the LFB, the Outreach team are delivering an effective attraction strategy to improve diversity at entry levels into operational roles. Data in the past 18 months demonstrates a large increase in the diversity intake of firefighters. The team are also supporting Control with attracting diversity into their roles. There is ongoing work to develop a strategy to improve diversity into senior roles in FRS and Control positions.
14. The LFB commissioned Right Track to develop and deliver assessor panel training (around inclusion, bias and good recruitment practise) to 50 members of the LFB. This was completed in May 2021. Further to this, a revised version of this training is now being cascaded on an ongoing basis by the Inclusion/Outreach Team to the wider Brigade (every 3 weeks), to ensure those on recruitment panels understand fair inclusive recruitment.

## **Conclusion**

15. Whilst the ethnicity pay gap outlined in this report looks minimal, it is not necessarily reflective of the staff experience (which is reflected in both survey data and frequently reported experience across staff groups) and there are significant actions being undertaken to tackle the ethnicity pay gaps across the Brigade. The year old Togetherness Strategy and accompanying governance processes are embedding significant change since the 2019/20 pay gap report was published, and LFB expects to continue to close the pay gaps and improve staff experience through the goals and objectives outlined in this strategy.

## **Finance comments**

16. The Chief Finance Officer has reviewed this report and has no comments.

## **Workforce comments**

17. The subject matter of this report is the workforce, specifically ethnicity pay gaps. The report presents the data relating to the ethnicity pay gap and outlines the ongoing work to address this, as outlined in the Togetherness Strategy and impending Culture Review. Work on this area, specifically in relation to recruitment and prioritisation has been impacted by COVID-19 in the two years covered by the report and reference can be made to the EIAs relating to this. The recognised trade unions have been provided with a copy of this report and any comments received from the trade unions will be reported to People Board and Commissioner's Board as appropriate. The trade unions will continue to be involved in the development and delivery of action plans in respect of the ethnicity pay gap, for example through the Togetherness Representative Committee referred to at paragraph 29 above.

## **Legal comments**

18. The paper refers to the ethnicity pay report at Appendix 1, and it is presented for information only. Therefore, no direct legal implications arise.
19. The London Fire Commissioner ('LFC') is a 'relevant public authority' for the purposes of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 (schedule 2 to the Regulations). Regulation 3 and Schedule 1 of the 2017 Regulations set out the obligations on public authorities to publish certain information such as gender pay gap relating to employees.
20. There is no statutory obligation to publish ethnicity pay gap information, but this is good practice, particularly in demonstrating how the LFC meets the Public Sector Equality Duty to advance equality of opportunity. The LFC may collate and publish this information towards that end under the general powers contained in section 5A Fire and Rescue Services Act 2004 (FRSA 2004) which empowers the LFC to do anything it considers appropriate for the purposes of the carrying out of any of its functions., or anything incidental or indirectly to its functional purposes through a number of removes .
21. Transparency and openness of reporting builds confidence, and also ensures the Brigade seeks continuous improvement in its employment practices.

### Sustainability implications

22. Although there are no direct sustainability implications arising from this report, the implementation of the Togetherness Strategy aligns with the aims in the LFB's strategies and plans on responsible procurement and sustainability, and we will continue to consult with the Sustainability Team on relevant areas within the Action Plan.

### List of Appendices

Appendix	Title	Protective Marking
1.	Ethnicity Pay Gap Report and Action Plan	None

### Consultation

Name/role	Method consulted
Insert names/or roles of those consulted, including any with the representative bodies.	Insert how they were consulted – meetings, away day, by email or by draft circulation of this report.
Strategic Inclusion Manager	Report Author
Interim Assistant Director, People Services	Email
Culture Change Team – prior comment	Email
HR Data Team	Email

Name/role	Method consulted
Legal Team	Email
Head of Industrial Relations	Email
Head of Finance	Email

<p><b>ORIGINATING OFFICER DECLARATION:</b></p> <p><b>Drafting officer</b> Tiffany Oarton has drafted this report and confirms the following:</p> <p><b>Assistant Director/Head of Service</b> Kate Bonham has reviewed the documentation and is satisfied for it to be referred to Board for consideration.</p> <p><b>Advice</b> The Finance and Legal teams have commented on this proposal;</p> <p>Hameera Darr Legal Advisor, on behalf of General Counsel (Head of Law and Monitoring Officer)</p> <p>Omolayo Sokoya Financial Advisor, on behalf of the Chief Finance Officer</p>	<p>Drafting officer to confirm the following (✓)</p>
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**Part 2 Confidentiality:** Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part 2 form, together with the legal rationale for non-publication.

**Is there a part 2 form –NO**



LONDON FIRE BRIGADE

## APPENDIX 1: ETHNICITY PAY GAP REPORT

### LONDON FIRE BRIGADE ETHNICITY PAY GAP ACTION PLAN

#### *Introductory Summary*

***Overall, the London Fire Brigade does not have a median pay gap in favour of either white staff or ethnically diverse staff (previously referred to as Black, Asian and staff from minority ethnic (BAME) backgrounds). There is a very small overall mean pay gap in favour of white staff, and there are considerable gaps when the data is broken down into full and part time hourly pay. There are also gaps in place when ethnicity is analysed individually, for Black, Asian and other minority ethnic groups respectively. The following report sets out the data in full, and the actions LFB are undertaking to tackle the ethnicity pay gap where it exists. This report follows the themes outlined in previous years, with little divergence from previous statistics.***

#### **What is the mean and the median?**

The mean measures the average pay for someone who identifies as having an ethnically diverse background such as Black, Asian, Indian and other ethnicities compared to someone who is white.

The median compares the 'middle' pay for an ethnically diverse employee with the 'middle' pay for a white employee when all values are distributed from low to high. The median is less affected by outliers than the mean. We report on both median and mean data in this report.

#### **What is the difference between equal pay and ethnicity pay gap?**

Equal pay measures whether ethnically diverse and white staff are paid the same for performing work of equal value. We have robust processes in place to ensure we pay our people fairly, including job evaluation and a standardised approach to job grading and reward.

The ethnicity pay gap is different. It measures the difference between the average pay for all ethnically diverse and white staff across the Brigade, regardless of their role or seniority.

It is not currently a legal requirement in the UK to report on ethnicity pay gaps (unlike gender pay gap reporting, which is a legal requirement for organisations with over 250 employees) but is considered good practise.

#### **A note on 'ethnically diverse' as terminology**

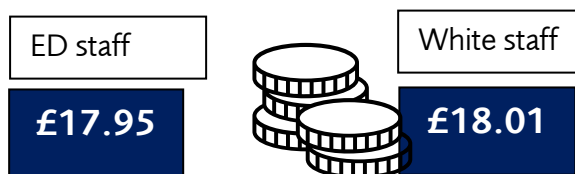
Previous reports have referred to 'BAME (Black, Asian and minority ethnic)' staff, and whilst there are many different ways to refer to people from an ethnic minority background, there are a significant number of acronyms used across different sectors. As an organisation, we have received strong feedback that this term no longer represents good practise and is marginalising and unrepresentative of some white ethnic minorities such as Gypsy, Roman and Traveller of Irish Heritage groups, and also means that the (often very different) experiences of different groups are combined into one homogenous acronym. Where possible as an organisation, we breakdown by group, and have adopted a temporary term of ethnically diverse as an inclusive term until the LFB adopts a permanent stance.

LFB recognises that Black staff experience the workplace differently, and face different types of discrimination to Asian staff, and Asian staff face different challenges to our Eastern European staff, for example. We know that there are a huge range of ethnic minority communities working for LFB, and we wish to acknowledge this in recognition of the contribution of individual staff members, and have therefore chosen not to use the 'BAME' acronym in this report.

LFB continues to work with our equality support groups (staff networks) to understand their preferences and needs in relation to language, and we continue to break down our ethnicity pay gap summary report below into the data on Black, Asian and other ethnic minority groups, as well as grouped as ethnically diverse (ED) staff.

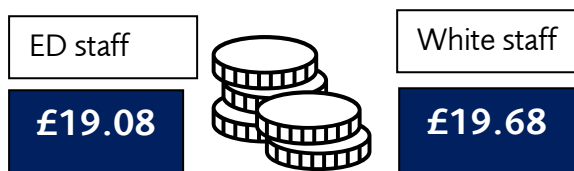
### Summary of LFB Ethnicity Pay Gap(s)

#### Median Hourly Pay: All Staff



What this means: LFB has a **negligible** overall median pay gap in favour of **white staff** of **0.36%**.

#### Mean Hourly Pay: All Staff



What this means: LFB has an overall mean pay gap of **3.04%** in favour of **white staff**.

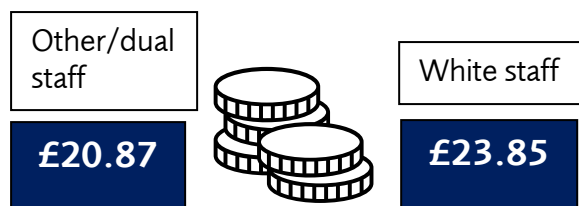
#### ***A note on staff groups, full and part time pay gaps***

Although the overall LFB pay gap in favour of white staff appears small, there are significant differences in pay gaps when the data is broken down across different staff groups, ethnicities and when broken down by full and part time staff. It should be noted that small numbers in groupings can distort the data in control which is the smallest of our staff groups. Two areas are highlighted below, and the report includes full details of all gaps, including some significant hourly pay gaps in favour of white staff.

#### **Largest Pay Gap across all staff:**

#### ***Mean Part Time Hourly Pay: Other ethnic groups and dual heritage***

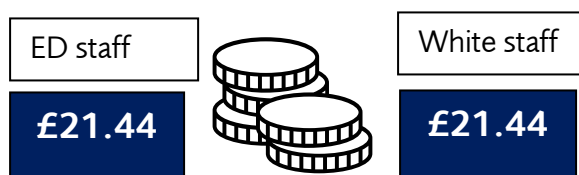




What this means: LFB has a mean pay gap for part time FRS staff of **12.50%** in favour of **white staff** when compared to other ethnic groups (not black or Asian) or dual heritage.

### Smallest Pay Gap:

#### Median Part Time Hourly Pay



What this means: LFB has **no** median pay gap for part time ethnically diverse and white staff.

### Full Pay Gap Analysis

- The LFB has published its ethnicity pay gap information (September 2021).

All staff	Median Hourly Pay		
	ED	White	Pay Gap
	Hourly Rate £17.95	Hourly Rate £18.01	

All staff	Mean Hourly Pay		
	ED	White	Pay Gap
	Hourly Rate £18.33	Hourly Rate £18.63	

### Full and Part Time Breakdown

- At September 2021, 16.7% of full time staff at LFB are ethnically diverse, and 22.52% of part time staff are ethnically diverse.

	Median Hourly Pay Rate (Full Time)	Median Hourly Pay Rate (Part Time)	Mean Hourly Pay Rate (Full Time)	Mean Hourly Pay Rate (Part Time)
ALL STAFF				

ED	£17.95	£21.44	£19.08	£21.44
White	£18.01	£21.44	£19.68	£23.85
Pay Gap	0.36%	0.00%	3.04%	10.11%

3. The data has also been broken down for Black, Asian and other ethnic minority groups individually.

### Pay Gap overall for Black Staff

The following table demonstrates there are small pay gaps in favour of white staff in the median and mean hourly pay rates (full and part time) when compared to pay rates for Black staff.

	Median Hourly Pay Rate (Full Time)	Median Hourly Pay Rate (Part Time)	Mean Hourly Pay Rate (Full Time)	Mean Hourly Pay Rate (Part Time)
<b>ALL STAFF</b>				
Black and Black British	£18.00	£22.07	£19.18	£21.97
White	£18.01	£21.44	£19.68	£23.85
Pay Gap	0.11%	-2.94%	2.49%	7.89%

### Pay Gap overall for Asian Staff

The following table demonstrates there are significant pay gaps in favour of white staff in the median and mean hourly pay rates (full and part time) when compared to Asian staff, apart from in the mean hourly full time rate where there is a very small pay gap in favour of Asian staff.

	Median Hourly Pay Rate (Full Time)	Median Hourly Pay Rate (Part Time)	Mean Hourly Pay Rate (Full Time)	Mean Hourly Pay Rate (Part Time)
<b>Operational</b>				
Asian and Asian British	£17.91	£17.71	£17.75	£17.71
White	£17.92	£18.06	£18.68	£18.39
Pay Gap	0.05%	1.92%	4.98%	3.72%

### Pay Gap overall for other ethnic minority group staff

The following table demonstrates there are pay gaps in favour of white staff in the median and mean hourly pay rates (full and part time) when compared to staff from other ethnic minority groups.

	Median Hourly Pay Rate (Full Time)	Median Hourly Pay Rate (Part Time)	Mean Hourly Pay Rate (Full Time)	Mean Hourly Pay Rate (Part Time)
<b>ALL STAFF</b>				

Any other ethnic group (other ethnic groups and dual / mixed heritage)	£17.87	£21.44	£18.57	£20.87
White	£18.01	£21.44	£19.68	£23.85
Pay Gap	0.80%	0.00%	5.60%	12.50%

4. The data has also been broken down by the three main occupational groups within the LFB:

- a) *Operational*: These are firefighters and operational managers. They make up 82% of the workforce. Their terms and conditions are negotiated nationally, and salaries are determined in accordance with role, with no reference to ethnicity or any other personal characteristic.

<b>Operational</b>	<b>Median Hourly Pay Rate (Full Time)</b>	<b>Median Hourly Pay Rate (Part Time)</b>	<b>Mean Hourly Pay Rate (Full Time)</b>	<b>Mean Hourly Pay Rate (Part Time)</b>
Ethnically diverse	£17.85	£17.69	£17.84	£17.70
White	£17.92	£18.06	£18.68	£18.39
Pay Gap	0.40%	2.02%	4.52%	3.74%

- b) *FRS (Fire and Rescue staff)*: These are non-uniformed support staff. They make up 16% of the workforce. Their terms and conditions are negotiated locally, and salaries are determined through a job evaluation system (Gauge), with no reference to ethnicity or any other personal characteristic.

<b>FRS</b>	<b>Median Hourly Pay Rate (Full Time)</b>	<b>Median Hourly Pay Rate (Part Time)</b>	<b>Mean Hourly Pay Rate (Full Time)</b>	<b>Mean Hourly Pay Rate (Part Time)</b>
Ethnically diverse	£21.46	£22.00	£22.70	£21.89
White	£24.29	£24.29	£26.79	£26.39
Pay Gap	11.66%	9.45%	15.29%	17.03%

- c) *Control*: These are 999 call handlers and their managers. They make up 2% of the workforce. Their terms and conditions are negotiated locally, and salaries are determined in accordance with role, with no reference to ethnicity or any other personal characteristic.

<b>Control</b>	<b>Median Hourly Pay Rate (Full Time)</b>	<b>Median Hourly Pay Rate (Part Time)</b>	<b>Mean Hourly Pay Rate (Full Time)</b>	<b>Mean Hourly Pay Rate (Part Time)</b>
Ethnically diverse	£18.13	£23.74	£19.08	£21.44
White	£19.91	£20.49	£20.75	£21.83
Pay Gap	8.94%	-15.87%	8.08%	1.76%

## Findings

5. There is **negligible** (0.80%) overall **median** hourly pay gap in favour of white staff, which is no significant change from the 2019/20 report.
6. There is an overall **mean** hourly pay gap **in favour of white staff** of **5.6%**, which is a small increase in the gap reported in 2019/20 of 3.98%.

## *Median hourly pay*

### All Staff

7. As detailed above, for median hourly pay for all staff, there is a negligible pay gap between ethnically diverse and white staff. However, there is a very small difference when broken down into full and part time median hourly pay.
8. There is a no pay gap for median hourly part time pay which is a decrease in the gap in the 2019-20 report, where there was a negligible gap of 0.36%.

### Operational Staff

9. In the operational group, 70% of staff are in the firefighter role, and so firefighter pay is the median hourly pay both for ethnically diverse and white employees in the operational staff group. There is a very small ethnicity pay gap in this group for both full or part time hourly pay in favour of white staff (0.4% for full time and 2.02 for part time); this is a slight increase from the 2019-20 report.

### FRS Staff

10. There is an ethnicity pay gap in median full time hourly pay in favour of white staff of 11.66% 10.61%. This is a slight increase in gap from the 2019-20 report, where there was a gap in favour of white staff of 10.61%.
11. There is an ethnicity pay gap in median part time hourly pay in favour of white staff of 9.45%. This is a decrease from the 2019-20 report, where there was a gap in favour of white staff by 2.31%.

### Control Staff

12. Amongst Control staff there are differences in pay gaps when reporting on full time and part time median hourly pay. There is a pay gap in median hourly full time pay in favour of white staff of 8.94%, which is a fractional increase from the 2019-20 report.
13. There is a pay gap in median hourly part time rate in favour of BAME staff of -15.87%; this is a small further increase in pay gap, which in the 2019-20 report was -14.67% in favour of ethnically diverse staff.

14. The Control staff group is small (104 in total in September 2021) and represents just 2% of the LFB workforce, so the data can be skewed by individual employees.

### **Mean hourly pay**

#### **All Staff**

15. Using mean hourly pay, the ethnicity pay gaps are different when reporting on the full and part time mean hourly pay rates. For full time staff, there is a small gap in favour of white staff of 5.6%, a small increase in gap from the 2019-20 report where there was a gap of 1.45%.
16. For part time staff, there is a gap in favour of white staff of 12.5%, which represents a small increase in gap from 10.75% reported in the 2019-20 report.

#### **Operational Staff**

17. Again, there are small differences in pay gaps when looking at part time and full time mean hourly pay rates. For full time operational staff, there is a pay gap in favour of white staff of 4.52%, a small increase in gap from the 2019-20 gap of 2.77%.
18. For part time staff, there is a pay gap in favour of white staff of 3.74%, a small increase in gap from the 2.52% reported in the 2019-20 report.

#### **FRS Staff**

19. There are pay gaps in favour of white staff for both full time and part time mean hourly pay rates. For full time staff, there is a pay gap in favour of white staff of 15.29%, an increase from the 2019-20 report where a gap of 13.87% was reported.
20. For part time staff, there is a significant pay gap in favour of white staff of 17.3%, and this is small increase from the 2019-20 gap of 15.95%.

#### **Control Staff**

21. There are pay gaps in the Control staff group across both full and part time mean hourly rates in favour of white staff. For full time staff there is a pay gap in favour of white staff of 8.08 %, a small reduction from the 2019-20 report where a gap in favour of white staff was reported of 9.64%.
22. For part time staff, there is a pay gap in favour of white staff of 1.76%, a significant decrease in overall pay gap from the 2019-20 pay gap report where the gap was -9.39% and impacted by small numbers.

#### **Data transparency**

23. The analysis of workforce, pay and promotions data, including detailed recruitment data, is important in understanding ethnicity issues. Following governance changes in April 2018, data on diversity will be submitted to the London Fire Commissioner and this may be scrutinised by

the Fire, Resilience and Emergency Planning Committee (FREP). London Assembly members have a continuing interest in the relative performance of GLA bodies on ethnicity and pay, and have asked for this data to be published as part of the Mayor's annual report.

24. LFB publishes a quarterly corporate performance digest 'Our Performance' which includes detailed reporting on ethnicity in relation to recruitment, promotion and retention. A six-monthly People Services Performance Report is also published, highlighting detailed information and data on workforce demographics.

### **Tackling our pay gaps: context and actions**

25. The key ethnicity diversity issue for the LFB is to increase the representation of ethnically diverse staff in the operational workforce where ethnically diverse staff currently comprise just 14.5% of the staff group. This has been impacted by the recruitment freeze and an inability to attract more diverse talent from outside the organisation. A number of initiatives are being developed to improve this, along with representation and cultural change in other areas.

#### *Transformation Delivery Plan*

26. In January 2020, in response to the Phase 1 Grenfell Report recommendations and the HMICFRS inspection report, the new LFB Commissioner Andy Roe launched a Transformation Delivery Plan (TDP), setting out a new organisational vision, purpose, and three core behaviours.
27. The plan has two key enablers, one of which is diversity and inclusion, demonstrating a cultural shift and new direction to achieving diversity and inclusion across all areas of the organisation. The plan provides the structure and accountability for the new Togetherness Strategy (explained further below) and sets out key actions which will have a direct impact on the reduction of the ethnicity pay gap.
28. This will be replaced by the new Target Operating Model, currently in development; EIAs are in place to support the development of this and active engagement with the Inclusion Team.

#### *Talent and Performance*

29. The Transformation Delivery Plan introduced three new core behaviours for LFB staff: compassion, togetherness and accountability. A new behavioural framework was launched cross-organisationally in 2020, and will underpin all operational and non-operational recruitment, promotion, development and performance management.
30. In addition, an Objectives and Performance Conversations is being rolled out. This has been launched for senior and middle managers and is being developed for other grades / ranks. For senior and middle managers, the rollout included a 360 degree feedback process based on the LFB Behaviours, which took place in 2020/21.

#### *Leadership*

31. The LFB Centre for Leadership was established in early 2019. In the past year, it has developed its role as an in-house delivery arm for leadership development. Their work has included the development and delivery of the LFB's new behavioural framework, a new Training for Trainers course, as well as a range of leadership development courses, focused predominantly around

our three core behaviours of compassion, togetherness and accountability. Equality, Diversity and Inclusion are encompassed in all leadership course being delivered and those in development.

32. Supervisory leadership training (Gillian Tanner Programme) is currently being rolled out to approximately 620 participants, across all three staff groups. The Middle Leaders Leadership Programme is currently in development and will be delivered in early 2022 to around 620 middle leaders plus a number of opportunities for talent management.
33. Top manager Group / Director development is managed on a bespoke basis based on themes identified through the 360 process on a team and individual level. Throughout 2021 they have developed a new leadership pathway that is providing leadership development for all staff including supervisory, middle, and strategic leaders. Workshops are due to begin delivery in January 2022 on Strategic Resource days at venues around London.
34. In addition, the Togetherness Strategy commits to a number of actions relating to leadership and development, including training on inclusive leadership. The development of the Middle Leaders Leadership Programme will encompass bespoke workshops aim at supporting leadership development for underrepresented groups of staff, including ethnically diverse staff.

### *Outreach*

35. The Outreach Team was established in September 2017 and engages with under-represented groups (women, LGBT and those from ethnic minority backgrounds) to promote the role of a modern day firefighter.
36. In 2020, the Outreach Team delivered 15 Info (Virtual) sessions, this was a reduced number owing to the impacts of COVID-19. In 2021 to the present date, after the recruitment freeze lifted, there have been 21 Info (Virtual) sessions and a further four booked for December. In 2020 there were a significant increase in applications and successful appointment to the firefighter role by ethnically diverse people (82 in total) and 16 this year, which is a direct result of the recruitment freeze.
37. In addition to career information sessions, the team supports recruitment through attendance at targeted community-based activities such as career fairs, fitness events and cultural festivals across diverse boroughs of London in person where possible and making use of virtual opportunities where appropriate. Candidates are provided with support to meet the required standard for physical tests through one to one coaching or workshops. The team work closely with local career and employment partners to encourage them to promote the role to their service users, alongside work with schools and with education providers to raise awareness with future workforces.

### *Coaching and mentoring*

38. In 2019 we launched a structured Coaching and Mentoring programme across the Brigade. This has created a network of staff, from all staff groups who assist with providing support to staff from all grades. This programme was temporarily delayed and has recently been re-launched. Two streams of the Coaching and Mentoring programme are now available: external coaches from the GLA Coaching Framework for middle managers and above and internal coaching across the organisation. The purpose of the Coaching and Mentoring programme is to improve diversity; career progression coaching; performance coaching and supporting the Leadership

interventions. Discussions are in place for collaborative coaching across the GLA, BTP and some FRS's.

39. Reverse mentoring has been shown to be specifically effective in improving the diversity of the organisation and will be an additional offering from the Coaching and Mentoring Network, however, this offering has been delayed until further resources are available to support the stream of development.

## **Conclusion**

40. There are significant actions being undertaken to tackle the varying ethnicity pay gaps across the Brigade and to improve staff experience, which is arguably as important. The Togetherness Strategy and accompanying governance processes are embedded now, and LFB expects to continue to close the pay gaps where they arise through the goals and objectives outlined in this strategy.