



Trans Inclusion Policy

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Table of Contents

1. Key Amendments	3
2. Introduction	4
3. Scope of policy	4
4. Wider experiences	5
5. Language.....	5
6. Support and best practice.....	6
7. If Someone Tells You They Are Trans	6
8. Supporting Transition.....	7
9. Establishing Support.....	8
10. Dates and Timeframes.....	8
11. Communication / Sharing Information.....	9
12. Updating Documentation / Records / ID / Contact Details	9
13. Medical Leave	9
14. Confidentiality	9
15. Toilets	10
16. Staff safety.....	10
17. Dress code/Uniform	10
18. Recruitment	10
19. Review Procedure	11

1. Key Amendments

Page Number	Key Amendment	Date Made
9 - 10	Confirmation that all buildings have gender neutral toilets.	July 2026

2. Introduction

- 2.1. The purpose of this policy is:
- 2.2. Salisbury City Council is committed to treating all employees with dignity and respect. The Council recognises that individuals may hold a range of views and beliefs. All employees are expected to behave professionally, treat colleagues respectfully and comply with this policy.
- 2.3. To maximise the inclusion of trans staff, and prospective staff, in all aspects of the Council.
- 2.4. To give the best possible support to staff who transition at Salisbury City Council and ensure a positive experience of transition at work.
- 2.5. To enable managers and colleagues to support staff effectively.
- 2.6. To recognise and value the diversity of gender identity and gender expression.
- 2.7. This policy is non-contractual and aimed as guidance.

3. Scope of policy

- 3.1. This policy applies to everyone who works at Salisbury City Council. The anticipated audiences are:
 - 3.1.1. Managers (to enable them to support staff)
 - 3.1.2. Trans staff (to enable them to see what they should expect and have confidence in the Council to support them)
 - 3.1.3. Colleagues of trans staff (to enable them to see how trans staff should be treated and develop their understanding.
- 3.2. In this policy we have used the term 'trans' to mean anyone who feels that the sex they were assigned at birth, and the corresponding gender they were assumed to have, does not match or sit easily with their own sense of self.
- 3.3. We have chosen 'trans' because it is one of the broadest and most widely accepted words currently in use. However we recognise it is not a term everyone uses and we recognise and respect everyone's right to choose how they are described as individuals.
- 3.4. These terms may include, but are not limited to: trans, non-binary, gender fluid, man with a trans history, woman with a trans history, man or woman. We particularly note that some people who transition will regard themselves as men or women afterwards and no longer consider themselves trans.

- 3.5. We also acknowledge those who are exploring their gender identity and may describe themselves as gender questioning.
- 3.6. We recognise that not all of the terms used in this policy are familiar to everyone so there is a glossary in Appendix 3. If you would like further advice or support on the terms used then please do contact HR Manager.

4. Wider experiences

- 4.1. It is important to recognise that our experience of gender is not independent of other aspects of our lives. How we experience and/or express our gender is influenced by our ethnicity, ability, culture, faith, age and class, as well as many other factors.
- 4.2. People are not black and trans separately, or trans and disabled separately, rather they are a black trans person, or a trans disabled person and those combined experiences interact to create specific and sometimes highly challenging life circumstances.
- 4.3. Trans inclusion cannot be separated from all other forms of inclusion. There is no hierarchy of rights – it is a matter of support and access for all.
- 4.4. As set out under ‘Scope’ this document uses the term ‘trans’ in a broad and inclusive way. However, trans people are diverse and some groups of trans people experience issues and have needs that others may not. This is particularly the case for non-binary, gender fluid and gender questioning people. We will therefore use those more specific terms where necessary to highlight and address those issues and needs.
- 4.5. To support understanding there is some background information in Appendix 1 (About trans people) and Appendix 2 (About transitioning). These appendices should be read before continuing with the rest of the policy.

5. Language

- 5.1. We aim to use language that recognises the agency of trans people, validates their gender identity and empowers them. We therefore use the following terms and phrases:
 - 5.1.1. ‘Chosen name’, ‘chosen pronoun’ (or simply ‘name’ and ‘pronoun’) We use ‘chosen’ rather than ‘preferred’ because the right of a person to have their pronoun(s) respected is not negotiable.
 - 5.1.2. ‘Preferred’ can imply it is OK to call a person something other than the name or pronoun(s) they have asked for. Choosing your name is

an empowering step for many trans people. It does not, however, imply that trans people 'choose their gender' or 'choose to be trans'.

- 5.1.3. 'Prior to transition' - We use this instead of phrases such as 'when the person was a woman' or 'before becoming a man' as these phrases imply that the gender a person was assumed to have at birth was correct / valid. Such phrases also label the person with their assumed gender which may be upsetting.
- 5.1.4. 'Assigned at birth' / 'assumed at birth' - We use this phrasing to acknowledge that sex is assigned by others at our birth, and we are assumed to have a corresponding gender.

6. Support and best practice

- 6.1. This section sets out what is expected of Salisbury City Council's managers if a staff member shares with you the information that they are trans.
- 6.2. The situation may be new to you as a manager. However, it's important to remember that as a professional manager you have the skills to work with and support people experiencing a range of different life circumstances, of which you don't necessarily have personal experience. You can be supportive and kind without understanding every detail.
- 6.3. Equally Salisbury City Council wants you to feel supported yourself. If you have any questions, contact HR Manager.

7. If Someone Tells You They Are Trans

- 7.1. In many instances a person will tell you they are trans because they are planning to transition. Much of the following section is about supporting that process.
- 7.2. However, it's also possible that someone who transitioned in the past may tell you that they are trans / have a trans history. This could be for a number of reasons, including that:
 - 7.2.1. They are experiencing difficulties that they want your support to address
 - 7.2.2. They are worried about something and want to talk it through with you
 - 7.2.3. They feel 'obliged' to
 - 7.2.4. They are open and positive about their history and want to be visible

7.3. Whatever the circumstance, the following approach is a good place to start:

- 7.3.1. Recognise you might be the first person they have told and your reaction is important
- 7.3.2. Thank them for sharing the information
- 7.3.3. Confirm what they share is confidential – however there may be situations where we have to break confidentiality – this would be if a person was at risk as a result of sharing this information. We would liaise with our Designated Safeguarding Officer to discuss this.
- 7.3.4. Listen
- 7.3.5. Make a statement of support
- 7.3.6. Don't assume anything – from the pronouns someone might want, to the gender identity they might have, to the transition they might / might not want, to the gender expression they might use. Everyone is individual, every experience is different

7.4. Centralise the individual – ask what would they like from you as their manager, what support they need (at the moment); recognise they may not yet have thought that through, or may just want you to be aware for now and do nothing

7.5. Recognise the trans person may not 'have all the answers' – they may be gender questioning and exploring; they may know they are, for example, a trans man, but may not know what steps they want to take (if any) or when they might want to take them – and that's OK.

7.6. Make sure they are aware of this policy along with a zero tolerance to any discrimination.

7.7. It may be useful to explore if they have shared with anyone else and/or whether they have support in their life generally, and be able to link them to local peer support as and when they wish.

7.8. Make sure they know they can come to you at any time

7.9. A checklist in Appendix 5 may help with some practical areas to consider.

8. Supporting Transition

8.1. If someone wishes to make a transition e.g. change name and/or pronoun and/or title and/or gender markers and/or ensure others know about their gender identity / expression / questioning, it's useful to make some simple plans.

8.2. This is likely to include:

8.2.1. Support arrangements

8.2.2. Dates / timeframes

8.2.3. Communication plans

8.3. Plans to update documentation and records (unfortunately SCC current payroll software only accepts markers 'm' and 'f'. We have asked this to be changed. If this is not able to be changed then gender markers would be a consideration if new software is purchased for payroll).

8.4. Plans for any associated leave

9. Establishing Support

9.1. Ensure people are aware of, and able to access, relevant support.

9.2. As well as internal support from their manager, HR Manager some organisations offering support can be found in Appendix 4.

9.3. Some people might welcome regular check-ins; others might prefer to approach the relevant person on an ad hoc basis as and when they need. Ask what their preference is.

9.4. Ensure people know who to contact if they experience any issues or difficulties at work. In Salisbury City Council the main contacts is HR Manager/City Clerk.

10. Dates and Timeframes

10.1. Sometimes people already have a clear idea of when they want to tell people and/or make changes. Others may not have thought that through and may welcome exploratory conversations.

10.2. There may also be circumstances where a person just wants you to know what is going on for them, but does not (yet) wish to make any changes or announcements.

10.3. Timeframes should be led by the staff member and not be influenced by what may be convenient for the organisation. Under no circumstances should a staff member be made to feel pressurised to bring forward, or to delay, any announcement or change.

10.4. Dates and timeframes may need to remain flexible to meet the changing circumstances of the staff member.

11. Communication / Sharing Information

11.1. If the trans individual wants others to use a different name / pronoun etc, it's necessary to communicate this to the rest of the workforce. As a manager you should:

11.1.1. Ask how the person would like that to happen

11.1.2. Identify who needs to be told (e.g. clients, colleagues), what they will be told, when and how, and who will do the telling

11.1.3. Ensure you have the person's consent before anyone is told

11.1.4. Identify how any (appropriate) queries will be fielded

12. Updating Documentation / Records / ID / Contact Details

12.1. Refer to Appendix 5 which gives details of areas where information may need to be updated and considered.

12.2. As long as HMRC are aware that a person is trans, gender fluid or non- binary, any difference between the legal gender marker HMRC hold and the 'lived' gender marker that Salisbury City Council holds and transmits to HMRC as part of their submissions will not be queried.

12.3. As HMRC only accepts binary gender codes (M/F), gender fluid and non-binary people will be asked to select one or the other for HMRC purposes. The code they select need not be the one assigned at birth, but can be the one they feel most closely aligned to, or an arbitrary choice if neither is a better fit than the other. This binary data will be kept confidential.

13. Medical Leave

13.1. If there is a need for time off due to medical reasons, the sickness absence policy will be applied. However the manager should consider any specific requests for time off and where necessary discuss with HR Manager. This may include time off to attend appointments, some of these appointments may involve long journeys.

14. Confidentiality

14.1. All staff have a right to expect confidentiality on personal matters (except in certain safeguarding and criminal justice situations).

14.2. We recognise that 'outing' a person as trans can make their life unsafe and we take breaches of confidentiality seriously.

14.3. A person's trans status / history is no-one else's to share without the person's explicit consent. Salisbury City Council will never assume that a person is happy to share the information they are trans / a person of trans history. In particular we will not assume that if they have shared in some situations / places, they have shared (or are happy to share) in others.

15. Toilets

15.1. Salisbury City Council provides a range of toilet facilities across its premises, including lockable gender-neutral facilities.

15.2. We are committed to ensuring that all staff can access toilet facilities safely, comfortably and with dignity.

15.3. If any member of staff has questions, concerns or specific requirements relating to toilet facilities, they should speak to the Head of HR so that appropriate support can be considered.

15.4. We recognise that access to suitable toilet facilities is important for all staff, including trans, non-binary and cisgender employees.

15.5. We recognise that gender neutral toilet provision is essential for non- binary people and is an option that others, both trans and cis may need or choose.

16. Staff safety

16.1. Salisbury City Council considers the safety of its staff paramount. The principles embedded in this policy recognise that trans staff may face safety issues that others do not or may be at heightened risk especially when travelling after dark or as lone workers. We will consider this when completing our general workplace risk assessments.

17. Dress code/Uniform

17.1. There are explicitly no gendered expectations about dress. If your role requires a uniform we will speak to you about this.

18. Recruitment

18.1. We will take active steps to ensure that trans applicants know they will be welcome. We recognise that a person may sometimes struggle to provide references, ID etc in their current name and we will talk to you about what we need and how we can achieve this.

19. Review Procedure

Date of Next Review	September 2029
Department	HR
Officer with Responsibility	Head of HR
Committee for Approval	Governance, Policy and HR

Appendix 1 - About trans people

People who feel that the sex they were assigned at birth, and the corresponding gender they were assumed to have, does not match or sit easily with their own sense of gender (their gender identity) may use the term 'trans' to describe themselves.

This includes people with a very wide range of different experiences, such as:

People assigned male at birth who recognise themselves to be women (sometimes called trans women);

- People assigned female at birth who recognise themselves to be men (sometimes called trans men)
- People who do not recognise themselves as either men or women (sometimes called non-binary people)
- People who may experience / express different genders at different times (sometimes called gender fluid people).

Nowadays we are starting to recognise that sex and gender are a lot more complex than most of us have been brought up to believe. In particular:

- Sex (what we tend to think of as our physical and biological make-up) and gender identity (what we tend to think of as our inner sense of self as, for example, a man or woman) are both on a spectrum and don't neatly divide into just two categories of male and female.
- We also know that sex does not automatically determine gender identity (being born with what are understood as 'male' sex characteristics doesn't always mean a person is a boy / man). Sex and gender don't always align in the way we expect.

It's really important to know these two things, as they are crucial to understanding trans people and treating them fairly and inclusively. Most of the difficulties and barriers trans people encounter are rooted in misunderstandings of these two points.

Being trans is simply a part of the ordinary diversity of life experiences, roughly as common globally as having red hair, affecting around 1 in 100 people. It is not a mental illness. However, trans people can feel an enormous social pressure to behave in a way that they do not wish to, and this can cause discomfort and distress.

Some trans people will know from as early as they can remember that they are not the gender other people assumed they would be. Others may question their gender for a period of time before coming to an understanding of who they are. Sometimes a person may experience a process of development and change in their gender identity. People who come to realise they are trans, can do so at any age.

It's also important to know that gender identity (e.g. being a man, woman, non-binary person) and sexual orientation (e.g. being lesbian, gay, bisexual, heterosexual, pansexual) are different things. Trans people may have any sexual orientation, just like anyone else.

Appendix 2 – About Transition

Some trans people transition. Transitioning means changing gender expression (cultural gender cues) and/or how you interact with the world (e.g. the documentation you have and the gendered spaces you use) to better align with your gender identity (sense of self). This can refer to social, medical and/or legal changes.

Some trans people change social aspects such as their name, title (Mr, Ms etc), pronoun (he, she, they etc), clothes, hair style, speech and/or body language, and/or any other features of their presentation.

Some trans people undergo medical intervention such as taking hormones and/or having surgery.

Some trans people use a piece of law called the Gender Recognition Act to change their legal gender.

Trans people may use some or all of these things in combination.

Whether, how and at what pace a trans person transitions is individual to them and is affected by their own particular experiences and life circumstances.

The extent and nature of different transitions does not make some people 'more trans' or more 'genuine' or 'serious' than others. Salisbury City Council expects all employees to be treated with dignity and respect regardless of their gender identity or gender expression.

However, it should be recognised that trans people who blend in with others of their gender, experience privileges that those who are perceived as trans often do not. These include being able to use public toilets safely and being correctly gendered by others verbally.

There is plenty more to learn about trans people and the diversity of their lives and experiences. Resources and organisations that can help you are listed in Appendix 4.

Appendix 3 – Glossary of Terms

We have attempted to provide a glossary of terms that is respectful to all. However language can change over time. If any term or explanation below should be reviewed then please contact HR Manager to discuss further.

Ally	(noun) A person who supports and stands up for the rights of marginalised people
Cis gender	Cisgender (sometimes cissexual, or shortened to cis) describes a person whose gender identity is the same as their sex assigned at birth
Gender expression	The way in which a person expresses their gender identity, typically through their appearance, dress, and behaviour.
Gender Fluid	Gender-fluid people are people whose gender changes over time. A gender-fluid person might identify as a woman one day and a man the next. When they realize their gender identity has changed, they might or might not change their gender expression — how they dress and present themselves, for example — and their pronouns.
Gender identity	A person's innate sense of their own gender, whether male, female or something else (see non-binary below), which may or may not correspond to the sex assigned at birth.
Gender questioning	A term used to describe those who are in a process of discovery and exploration about their sexual orientation, gender identity, gender expression, or a combination thereof.
Intersectionality	The idea that identities are influenced and shaped by race, class, ethnicity, sexuality/sexual orientation, gender/gender identity, physical disability, national origin, etc., as well as by the interconnection of all of those characteristics.
Intersex	A term used to describe a person who may have the biological attributes of both sexes or whose biological attributes do not fit with societal assumptions about what constitutes male or female. Intersex people may identify as male, female or non- binary.

Non Binary	Non-binary is used to describe people who feel their gender cannot be defined within the margins of gender binary. Instead, they understand their gender in a way that goes beyond simply identifying as either a man or woman. Some non-binary people may feel comfortable within trans communities and find this is a safe space to be with others who don't identify as cis, but this isn't always the case.
Sex	Sex and gender are terms that are often used interchangeably but they are in fact two different concepts, even though for many people their sex and gender are the same. Sex and gender are both generally referred to in two distinct categories: male and female or man and woman. However, there are naturally occurring instances of variations in sex characteristics (sometimes known as intersex). This is where people are born with hormones, chromosomes, anatomy or other characteristics that are neither exclusively male nor female. They are usually assigned a sex (male or female) by their family or doctor at birth as birth certificates require the sex of the child – either male or female. Individuals with variations in sex characteristics might identify as male, female, or intersex, and they may consider themselves to be a man, a woman, or to have a non-binary identity.
Trans	Denoting or relating to a person whose sense of personal identity and gender does not correspond with their birth sex.
Transition	The steps a trans person may take to live in the gender with which they identify. Each person's transition will involve different things. For some this involves medical intervention, such as hormone therapy and surgeries, but not all trans people want or are able to have this. Transitioning also might involve things such as telling friends and family, dressing differently and changing official documents.

Appendix 4 – Resources and Organisations

Organisation	Website	Brief details of what they do
Gendered Intelligence	www.genderedintelligence.co.uk	GI is a registered charity that works to increase understandings of gender diversity and improve the lives of trans people. They work throughout the UK, offering a broad spectrum of non-judgmental, practical services to the public, private and not-for-profit sectors, including: staff training, speakers and panellists for events and conferences, and wide-ranging consultancy. They also provide services for trans and gender questioning people, especially young people, and those who support them.
LGBT Foundation	https://lgbt.foundation/	LGBT Foundation is a national charity delivering advice, support and information services to lesbian, gay, bisexual and trans (LG BT) communities
Mermaids	https://mermaidsuk.org.uk/	Helping gender diverse kids, young people and their families
All About Trans	https://allabouttrans.org.uk/about/support-organisations/	Website with links to organisations supporting trans people
Stonewall	https://www.stonewall.org.uk/	General information and advice

Appendix 5 – Transitioning at Work Checklist

What Needs Updating?

Updating ID

This may involve:

- New ID / name badges - which may be in more than one name / gender for gender fluid people
- New photo(s) – you may need to make provision to take new photos off site / in private, prior to a social transition date
- Updated security clearances

Updating internal records, data and contact details

This may involve:

- HR records Payroll*** HMRC / DWP*
- Pension records
- Insurances, and other benefits e.g. PMI, EAS Previous general HR documents e.g. appraisal notes
- Copies of recruitment documentation including right to work Phone list(s)
- Email address(es) / pronouns in footers Computer logins / IDs
- Business cards
- Any local IT files e.g. Excel work schedules, project plans** General hard copy prints e.g. meeting minutes
- Online work-related profiles such as LinkedIn
- Website e.g. any profiles, email addresses, bylines for articles / blogs etc Downloadable publications e.g. authored documents, newsletters
- Hard copy publications e.g. leaflets, hard copy newsletters Images – in the office, in publications, on the website Professional memberships and subscriptions
- Awards, commendations, certificates and trophies

*Note: HMRC do not update the gender on their files unless someone has a GRC (Gender Recognition Certificate). However, as long as HMRC is informed, either by the employer or the individual, that someone is changing their gender expression, data transmitted to HMRC that contains a gender coding that does not match the gender code they hold should not cause a problem or query. Unfortunately for non- binary people, HMRC currently only accept M or F gender markers, so the person will have to select one or the other for HMRC purposes.

The situation with DWP is understood to be similar.

*** currently SCC payroll software only accepts markers m or f. We have approached them to ask that this is reviewed. Gender markers would be considered if new payroll software is purchased in the future.

