

## NOTICE OF MEETING

# STAFFING AND REMUNERATION COMMITTEE

**Tuesday, 2nd February, 2021, 7.00 pm – MS Teams (view it [here](#))**

**Members:** Councillors Dhiren Basu (Chair), Julie Davies (Vice-Chair), Paul Dennison, Yvonne Say and Matt White

Quorum: 3

### **1. FILMING AT MEETINGS**

Please note this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on. By entering the 'meeting room', you are consenting to being filmed and to the possible use of those images and sound recordings.

The Chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual, or may lead to the breach of a legal obligation by the Council.

### **2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)**

To receive any apologies for absence.

### **3. URGENT BUSINESS**

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under agenda item 10 below. New items of exempt Urgent Business will be dealt with at agenda item 13 below).

### **4. DECLARATIONS OF INTEREST**

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct

## **5. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS**

To consider any requests received in accordance with Part 4, Section B, paragraph 29 of the Council's constitution.

## **6. MINUTES (PAGES 1 - 10)**

To approve the minutes of the meeting held on 1 December 2020.

To approve the minutes of the Special Staffing and Remuneration Committees held on 9 November and 7 December 2020.

## **7. PAY POLICY STATEMENT 2021/22 (PAGES 11 - 24)**

The Council is required to produce an annual Pay Policy Statement to comply with the requirements of the Localism Act 2011. The Council approved its last Pay Policy Statement at Full Council on 16th March 2020.

The attached Pay Policy Statement provides an update for publication in April 2021.

## **8. IMPLEMENTING TRANS EQUALITY POLICY (PAGES 25 - 66)**

As part of the Council's ongoing commitment to equality and diversity, it is recommended that we adopt a specific Trans Equality policy. Members are asked to consider the Trans Equality Policy (attached as Appendix 1) and Practice Notes (attached as Appendix 2).

## **9. PEOPLE REPORT - DECEMBER 2020 (PAGES 67 - 76)**

The People Report is designed to give officers and members relevant workforce data in an easy to understand format in order to support informed strategic decision making.

**10. PERFORMANCE RELATED PAY**

Verbal update on Performance Related Pay.

**11. NEW ITEMS OF URGENT BUSINESS**

To consider any new items of urgent business admitted by the Chair under agenda item 3 above.

**12. EXCLUSION OF PRESS AND PUBLIC**

Items 13-14 are likely to be subject to a motion to exclude the press and public from the meeting as they contain exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paragraph 1.

**13. EXEMPT MINUTES (PAGES 77 - 82)**

To approve the exempt minutes of the meeting held on 1 December 2020.

To approve the exempt minutes of the Special Staffing and Remuneration Committees held on 9 November and 7 December 2020.

**14. NEW ITEMS OF EXEMPT URGENT BUSINESS**

To consider any new items of urgent business admitted by the Chair under agenda item 3 above.

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Friday, 29 January 2021

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## **MINUTES OF MEETING Staffing and Remuneration Committee HELD ON Monday, 9th November, 2020, 1.00 pm**

### **PRESENT:**

**Councillors: Dhiren Basu (Chair), Mark Blake and Nick da Costa**

#### **1. FILMING AT MEETINGS**

The public part of the meeting was live streamed on the Council's website.

#### **2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)**

Apologies for absence were noted from Councillors Davies, Dennison, Say and White.

Councillor Blake was in attendance as substitute for Councillor White, and as the relevant Cabinet Member. Councillor da Costa was in attendance as substitute for Councillor Dennison.

#### **3. URGENT BUSINESS**

In accordance with Part 4 Section B, paragraph 17 of the Constitution, there were no items of urgent business to be considered.

#### **4. DECLARATIONS OF INTEREST**

None.

#### **5. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR FOR EARLY HELP**

The Committee considered the report of the Director of Children's Services on the appointment to the position of Assistant Director for Early Help and Prevention and SEND. In accordance with the Local Authorities Standing Orders (England) Regulations 2001 (as amended) and Part 4 Section K, the Committee considered the recommendation of an interview panel, which took place prior to the Committee convening.

#### **RESOLVED that**

- a. Jackie Difolco be appointed to the post of Assistant Director for Early Help and Prevention and SEND, subject to the objections process of the Cabinet whereby this Committee may only make or approve the appointment of the Assistant Director for Early Help and Prevention and SEND when:
  - (i) no objection has been made by any member of the Cabinet, or

(ii) if any objection is made, the Staffing and Remuneration Committee has declared itself satisfied that the objection is not material or well-founded.

- b. Subject to (a) above, that the appointment of the candidate to the post of Assistant Director for Early Help and Prevention and SEND will be on the salary that is proposed to the Committee. This will be in the range of £99,600 - £115,800 as set out in the Council's Pay Policy Statement.
- c. Subject to (a) above, any appointment made will take effect when the appointed candidate accepts in writing the contract of employment offered to him/her by the Council.

**6. EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED** that the press and public be excluded from the meeting for the consideration of item 7 as it contained exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paragraph 1.

**7. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR OF STRATEGY, COMMUNICATIONS & DELIVERY**

The Committee considered exempt information pertaining to item 5 of the agenda.

CHAIR: Councillor Dhiren Basu

Signed by Chair .....

Date .....

## **MINUTES OF THE MEETING OF THE STAFFING AND REMUNERATION COMMITTEE HELD ON TUESDAY, 1ST DECEMBER, 2020 – 7.00 - 8.45PM**

### **PRESENT:**

Councillors: Dhiren Basu (Chair), Julie Davies (Vice-Chair), Paul Dennison, Yvonne Say and Matt White

### **Officers present:**

Julie Amory – Head of Schools HR  
Mobina Khan – Senior Lawyer  
Ian Morgan – Reward Strategy Manager  
Dan Paul – Chief People Officer  
Raymond Prince – Assistant Head of Legal Services  
Emma Perry – Principal Committee Co-ordinator

### **1. FILMING AT MEETINGS**

It was noted that the meeting was being live streamed on the Council's website.

### **2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)**

There were no apologies for absence.

### **3. URGENT BUSINESS**

There were no items of urgent business.

### **4. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **5. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS**

None.

### **6. MINUTES**

**RESOLVED** that the minutes of the meeting held on 15 October 2020 be approved as a correct record, subject to the following amendments:

- Item 7 – Forward Plan to March 2021 – last paragraph to state 'recruited' and not recruitment.
- Item 9 – People Report – September 2020 – second bullet point – replace 'with an approval given by Cabinet' with 'subject to Cabinet approval'.

- Item 10 – Covid-19 Workforce Update – first bullet point, second sentence to be replaced with ‘It was noted that if an agency role was made permanent within the first 14 weeks of their contract a fee was paid to Hays, if the person was made permanent after this 14-week period there was no fee to be paid’.
- Item 10 – third bullet point, correct the spelling of Whittington Hospital.

**RESOLVED that the minutes of the Special Staffing and Remuneration Committee held on 23 September 2020 be approved, subject to the following amendment:-**

- Remove ‘Also attending’ from the top of the minutes.

**RESOLVED that the minutes of the Special Staffing and Remuneration Committee held on 2 November 2020 be approved, subject to the following amendment:-**

- Item 5 – Changes to the role of Assistant Director Corporate Governance – bullet points 2,3 and 4, replace the word ‘explained’ with ‘stated’.

## **7. GENDER PAY GAP REPORTING**

Ian Morgan, Reward Strategy Manager, introduced the report, as set out in the agenda. The Council was required to publish and report its Gender Pay Gap figures on a yearly basis, in order to comply with the requirements of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

It was noted that as the reporting was six months early there was not a lot of comparative data, however in general the figures were considered reasonable.

Officers responded to questions from the Committee:

- It was stated that an analysis had been undertaken on the data which suggested that the pay gap had got slightly worse and no particular cause had been identified. The analysis had been carried out on a match sample, which reached no firm conclusions.

**RESOLVED that the final results of the Gender Pay Gap be report be noted before they were reported on the government portal and the Committee was made aware that following publication the Council may receive both external and internal interest in the data.**

## **8. FLEXIBLE WORKING REVIEW**

Ian Morgan, Reward Strategy Manager, introduced the report, as set out in the agenda. The policy had been revised at the beginning of 2020 before the scale of the coronavirus pandemic was known and before the country went into the first lockdown. Since that time valuable experience had been gained in just how flexible the workforce could be in a crisis, it was therefore felt that all that had been learnt needed to be captured in a completely revised approach to flexible working.



Officers responded to questions from the Committee:

- It was confirmed that the policy did link to the council's accommodation strategy. There had been a lot of dialogue surrounding what the office accommodation was used for, taking into consideration that there were a number of roles that continued to be office bound. Consideration had also been made that not everyone had a suitable space or felt comfortable to work at home and therefore some office accommodation was required to ensure that those staff could still deliver a service. The short and long options were being considered, as well as making comparisons with other London boroughs and where they may be changing their working practices.
- In response to a question regarding the scope of the policy and senior managers, it was stated that in accordance with their contractual arrangements some of the options may not apply to all senior managers, such as flexi-time arrangements where their role was often more task based and not time specific.
- It was confirmed that the practice notes and Flexible Working Policy would both be available on the council's intranet.
- The following suggestions and points to be considered as part of the policy were noted:-
  - An individual's right to be accompanied, and or represented.
  - Include a section on IT considerations.
  - Flexi working with an end point, or for it to be renegotiated.
  - 4. General Principles – third paragraph, should state that 'no application will be agreed if it would lead to a negative impact on the delivery of the service'.
- The suggestion to also take into consideration a request for flexible working on religious grounds would also be considered and incorporated into the policy.

**RESOLVED that:**

- 1. The new Flexible Working Policy be approved.**
- 2. The Director of Customers, Transformation and Resources and the Chair of the Staffing and Remuneration Committee be delegated the power to make minor changes to the policy and practice notes without the need to refer to committee.**

**9. SCHOOLS MODEL PAY POLICY REPORT**

Julie Amory, Head of Schools HR, introduced the report, as set out in the agenda. It was explained that there had been a delay in the Department of Education issuing the updated teacher pay awards and therefore a delay in the Authority being able to update the policy. Reassurance was given that the pay award would be backdated to 1 September 2020.

Reference was made to a typing error on page 61 of the agenda and the table at 1.1.5. Ms Amory confirmed that the correct version had been circulated to the schools.

In response to a question regarding the timing of the pay award, it was stated that this was based on the academic year and not the financial year.

**RESOLVED that the updated Haringey Schools Model Pay policy for September 2020 be approved and recommended for adoption to Haringey maintained Schools.**

## **10. SENIOR MANAGER PAY SYSTEM**

Dan Paul, Chief People Officer, introduced the report, as set out in the agenda.

Officers responded to questions from the Committee:

- The Chief People Officer was unsure as to the reasoning behind the de-coupling and believed that it was sensible to re-establish the link between the senior manager pay system and the national Joint Negotiating Committees.
- In response to a question regarding performance related pay, it was stated that a pay policy system had been put in place which allowed for the contribution of performance related pay, however this had not happened.
- It was confirmed that the current position was that if an employee was employed on the bottom of the pay range, their pay would increase by annual inflationary pay increases at present. The Chief People Officer stated that apart from being potentially inequitable, this route contained equalities risks and therefore the scheme may not be operating as intended and formed the scope of the review of the Senior Manager pay system.
- Reference was made to information published by the tax payers alliance, which stated that Haringey employed more senior managers over £100,000 than any other London borough. In response, the Chief People Officer stated that he was unaware of this data and suggested that there were different ways of reporting this data. He believed that payment of senior managers within the council was in line with other London boroughs.
- In response to a further question regarding the comparison of senior manager pay across other London boroughs, it was stated that looking at the specific pay bands was outside the scope of review, however the Chief People Officer would provide a comparison in writing to committee members.
- It was explained that the inflationary based national pay increase was a separate process to performance related pay. Concern was raised that this could result in a large amount of wage inflation at the top of the scale. In response to the concerns raised, clarification on the recommendation was given. The committee was being asked to re-establish the link and note that a review was about to start on the senior manager pay system. It was confirmed that the views of the committee would be taken into consideration as part of the review.
- The Vice-Chair requested that a review of the performance at the top of the organisation be added to the work programme of the committee.
- The Committee requested to be kept fully informed of the arrangements to implement any performance related pay.

Councillor Dennison expressed concern about the approach being proposed and did not agree with the review of the senior manager pay system taking place after an approval to re-establish the link between senior manager pay system and the national Joint Negotiating Committees.

**RESOLVED:**

1. The Committee approved the reestablishment of the link between the senior pay system and the national Joint Negotiating Committees (JNC) for the purpose of determining annual inflationary pay increases from 1/4/20 onwards and therefore to apply the increase agreed by the JNC's from 1/4/20 of 2.75%.
2. To note the commencement and scope of a review of the Senior Manager pay system, with results of the review to be brought to a future meeting.

**11. NEW ITEMS OF URGENT BUSINESS**

There were no items of urgent business.

**12. EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED** that the press and public be excluded from the meeting for the consideration of Items 13 and 14 as they contained exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paragraph 1, information relating to an individual.

**13. EXEMPT MINUTES**

**RESOLVED** that the exempt minutes of the Special Staffing and Remuneration Committee meetings held on 23 September, 2 November and 17 November 2020 were approved as a correct record, subject to a couple of amendments.

**14. RECORD OF DECISION TAKEN UNDER URGENT ACTION PROCEDURES OR DELEGATED AUTHORITY**

The Committee noted the decision taken under Urgent Action Procedures or Delegated Authority.

**15. NEW ITEMS OF EXEMPT URGENT BUSINESS**

There were no items of exempt urgent business.

CHAIR: Councillor Dhiren Basu

Signed by Chair .....

Date .....

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## **MINUTES OF THE MEETING OF THE STAFFING AND REMUNERATION COMMITTEE HELD ON MONDAY, 7<sup>TH</sup> DECEMBER 2020, 4.45PM**

### **PRESENT:**

**Councillors: Dhiren Basu (Chair), Seema Chandwani and Tammy Palmer**

#### **1. FILMING AT MEETINGS**

The public part of the meeting was live streamed on the Council's website.

#### **2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)**

Apologies for absence were noted from Councillors Davies, Dennison, Say and White.

Councillor Chandwani was in attendance as substitute for Councillor White, as the relevant Cabinet Member. Councillor Palmer was in attendance as substitute for Councillor Dennison.

#### **3. URGENT BUSINESS**

In accordance with Part 4 Section B, paragraph 17 of the Constitution, there were no items of urgent business to be considered.

#### **4. DECLARATIONS OF INTEREST**

There were no declarations of interest.

#### **5. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR FOR DIRECT SERVICES**

The Committee considered the report of the Director of Environment and Neighbourhoods on the appointment to the position of Assistant Director Direct Services. In accordance with the Local Authorities Standing Orders (England) Regulations 2001 (as amended) and Part 4 Section K, the Committee considered the recommendation of an interview panel, which took place prior to the Committee convening.

#### **RESOLVED that:**

- a. Mark Stevens be appointed to the post of Assistant Director for Direct Services, subject to the objections process of the Cabinet whereby this Committee may only make or approve the appointment of the Assistant Director Direct Services when:
  - (i) no objection has been made by any member of the Cabinet, or

(ii) if any objection is made, the Staffing and Remuneration Committee has declared itself satisfied that the objection is not material or well-founded.

- b. Subject to (a) above, that the appointment of the candidate to the post of Assistant Director Direct Services will be on the salary that is proposed to the Committee. This will be in the range of £99,600 - £115,800 as set out in the Council's Pay Policy Statement.
- c. Subject to (a) above, any appointment made will take effect when the appointed candidate accepts in writing the contract of employment offered to him/her by the Council.
- d. It was agreed that if the successful candidate decided not to accept the role for any reason and there was an alternative appointable candidate, then this candidate be appointed to the role, subject to (a), (b) and (c) above.

**6. EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED** that the press and public be excluded from the meeting for the consideration of item 7 as it contained exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paragraph 1.

**7. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR FOR DIRECT SERVICES**

The Committee considered exempt information pertaining to item 5 of the agenda.

CHAIR: Councillor Dhiren Basu

Signed by Chair .....

Date .....

**Report for:**                    **Staffing and Remuneration Committee – 2 February 2021**

**Title:**                         **Pay Policy Statement 2021/22**

**Report authorised by:**     Richard Grice - Director for Customers, Transformation & Resources

**Lead Officer:**                Dan Paul, Chief People Officer

**Ward(s) affected:**        **N/A**

**Report for Key/  
Non Key Decision:**    **N/A**

**1.        Describe the issue under consideration**

- 1.1        The Council is required to produce an annual Pay Policy Statement to comply with the requirements of the Localism Act 2011. The Council approved its last Pay Policy Statement at Full Council on 16th March 2020.
- 1.2        The attached Pay Policy Statement provides an update for publication in April 2021.

**2.        Cabinet Member Introduction**

Not required for the S&R Committee.

**3.        Recommendations**

- 3.1        That the Committee approve the draft Pay Policy Statement 2020/21, attached at Appendix A.
- 3.2        The Director for Customers, Transformation & Resources is also authorised in consultation with the Chair of the Committee to make such amendments to the Pay Policy Statement as considered minor.
- 3.3        That the Committee remits the Pay Policy Statement (as amended if applicable) for endorsement by Full Council on 22nd March 2021.

**4.        Reason for decision**

- 4.1        In accordance with sections 38 and 39 of the Localism Act 2011 the Council is required to prepare and by resolution of Full Council, approve a Pay Policy Statement for each financial year by the end of 31st March of the previous financial year.

**5.        Alternative options considered**

- 5.1        The Pay Policy Statement is produced annually to comply with the requirements of the Localism Act 2011.

**6.        Background information**

- 6.1 The Localism Act 2011 requires relevant authorities to prepare and publish an annual Pay Policy Statement and we have followed the relevant statutory guidance.
- 6.2 The Act does not take away Haringey's powers to make decisions about pay or to set pay policies but do require us to be open about how decisions are made and to promote fair pay in the public sector particularly for lower paid staff.
- 6.3 The Act also stipulates that we should publish our policies towards pay on the Council's website and ensure that these are kept up-to-date.

## **7. Contribution to strategic outcomes**

- 7.1 The Pay Policy Statement is produced annually to comply with the requirements of the Localism Act 2011.

## **8. Statutory Officers' comments**

### **8.1 Corporate Governance**

In accordance with the Localism Act 2011 the Council is required to prepare and by resolution of Full Council, approve a Pay Policy Statement for each financial year by the end of 31 March of the previous financial year. In addition, the Council may resolve to amend its Pay Policy Statement at any time during the financial year.

As soon as is reasonably practicable following approval, the statement must be published, including publication on the Council's website.

The Pay Policy Statement attached fulfils all the requirements of the Localism Act 2011.

### **8.2 Chief Finance Officer**

There are no direct financial implications arising from this report.

### **8.3 Equalities**

The Council has a public sector equality duty under the Equality Act 2010 to have due regard to the need to:

Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act.

Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it;

Foster good relations between people who share a relevant protected characteristic and people who do not share it;

A "relevant protected characteristic" is age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

The Pay Policy Statement supports the Council's approach to remuneration for its workforce in an accountable, fair and transparent way. This therefore supports the Council's equalities policy and promotes equal pay.

## **9. Use of Appendices**



9.1. Appendix A - Haringey Council's Pay Policy Statement

**10. Local Government (Access to Information) Act 1985**

Not Applicable

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# Pay Policy Statement 2021/22

Published  
April 2021

## **1. Background**

### **Localism Act 2011 - Openness and accountability in local pay**

- 1.1. Section 38(1) of the Localism Act requires local authorities to produce an annual pay policy statement.
- 1.2. The provisions in the Act do not seek to change the right of each local authority to have autonomy on pay decisions, however, it emphasises the need to deliver value for money for local taxpayers.
- 1.3. This statement has been approved by Full Council on 22<sup>nd</sup> March 2021 and any changes during the year will be brought back to Full Council for adoption at the earliest opportunity.
- 1.4. This statement does not apply to Council employees based in schools.

### **Related Remuneration and Transparency Context**

- 1.5 The Council follows the transparency requirements on remuneration as set out in the Local Government Transparency Code 2015 ("the Code"), published by the Department for Communities and Local Government in February 2015, and the Local Transparency Guidance issued on 30 November 2015 by the Local Government Association.
- 1.6 Part of the Code includes publishing information relating to senior salaries within a local authority. A full list of all posts that are paid £50,000 or more per year that fall within the scope of the Accounts and Audit Regulations 2015 is published on the Council's website.

## **2 Governance arrangements for pay and conditions of service within Haringey**

- 2.1 The Staffing & Remuneration Committee as referred to in the Council's constitution Part three, section B under its Terms of Reference has responsibility for the terms and conditions of service for all staff. The Staffing & Remuneration Committee is a Committee of Full Council.
- 2.2 The Staffing & Remuneration Committee is accountable for the remuneration of Chief Officers (see section 4 for more details), and pay in general, and will ensure that remuneration is set within the wider pay context giving due consideration to the relationship between the highest and lowest paid in the organisation (see section 7 for more information). This Committee will remit the Pay Policy Statement for approval by Full Council.

### **3 Pay Strategy**

- 3.1 In December 2014 the Staffing & Remuneration Committee agreed the Council's Modern Reward Strategy, this included a review of pay and grading arrangements for Chief Officers and Senior Managers and employees covered by the National Joint Council (NJC) for Local Government Services terms and conditions.
- 3.2 The Council's vision included the provision to adopt a reward strategy that was modern, sustainable, fair and transparent concerning pay, which rewards employees appropriately for their contribution to the Council.
- 3.3 In April 2016 new pay and grading arrangements were implemented for Chief Officers and Senior Managers. This Pay Policy Statement sets out the new pay arrangements.
- 3.4 For NJC employees the new London Pay Spine was implemented in April 2019.

### **4 Remuneration arrangements of Senior Managers and Chief Officers including the Chief Executive**

- 4.1 The Council's Chief Officers are the Head of Paid Service (the Chief Executive), the Monitoring Officer, statutory chief officers, or non-statutory chief officers being officers who report to the Chief Executive. The term "Chief Officers" also includes a number of deputy chief officers who report directly to a statutory or non-statutory chief officer. The Council defines its Senior Managers as those staff appointed on senior manager pay grades – which start at remuneration levels of £62,200 per annum (as per Appendix A – Senior Manager Pay Bands – April 2019). Chief Officers and Senior Managers are contracted to work sufficient hours as is required to complete the job.
- 4.2 The Council benchmarks its pay rates with other London Boroughs to ensure that it is able to recruit and retain qualified and competent staff. Pay bands for Chief Officers and Senior Managers must be approved by the Staffing and Remuneration Committee. The pay bands for Chief Officers and Senior Managers are at Appendix A.
- 4.3 Where it is proposed to appoint to a Chief Officer post and the proposed salary is £100,000 per annum or more, the Staffing and Remuneration Committee must consider and approve the proposed salary. The current Chief Officer management structure including employee salaries costs, details of bonuses, performance-related pay and benefits-in-kind if any, grade, department and team, whether permanent or temporary, salary ceiling, job titles, services and functions responsible for, budget held and numbers of staff is published on the Council website. Names may only be published if individual salaries are £150,000 or more.
- 4.4 The salary applicable to the Chief Officer posts is published on the Council website.

4.5 Base pay for the senior management population will be reviewed, but not necessarily increased, annually. The progression of a Chief Officer or a Senior Manager through the pay band applicable to him/her will be contribution led based on individual, team and organisation performance. It will not be automatic and the process will be overseen by the Chief Executive.

4.6 The Council may in exceptional circumstances, engage Senior Managers/Chief Officers under contracts for services. The Council publishes in accordance with the Code details of all payments made under contracts for services in excess of £500 on the Council website.

## **5 Remuneration of employees who are not Senior Managers or Chief Officers**

5.1 The pay scales for all employees are increased in line with national and regional pay agreements.

5.2 For a majority of its employees who are not Senior Managers and Chief Officers the Council supports the NJC and regional (Greater London Provincial Council – GLPC) collective bargaining arrangements for pay and conditions of service and utilises the GLPC outer London pay spine (the exceptions to this are a small number of staff who are subject to the Soulbury, Teachers and NHS terms and conditions as detailed in paragraphs 5.4 to 5.12).

5.3 The Council considers it important to be able to locally determine pay rates for some staff where this is necessary. This enables it to respond to regional and local labour market conditions. The Council benchmarks its pay rates with other London Boroughs to ensure that it is able to recruit and retain qualified and competent staff.

5.4 The Council employs a small number of employees who are Educational Psychologists and Education Advisers/Inspectors and uses the pay scales recommended by the Soulbury Committee for these employees.

5.5 The last national pay award agreement for employees covered by Soulbury conditions was implemented with effect from 1 September 2020. Refer to Appendix B for more detail.

5.6 The Council also employs a small number of centrally employed Teachers and uses the national Teachers Pay and Conditions (TPAC) pay scales for these employees.

5.7 The last national pay award agreement for employees covered by TPAC conditions was implemented with effect from 1 September 2020. Refer to Appendix B for more detail.

5.8 Public Health employees who transferred from the NHS into the Council from 1 April 2013 continue to be paid in accordance with NHS terms and conditions of employment.

- 5.9 The last national pay award agreement for employees covered by NHS conditions was implemented with effect from 1 April 2018. Refer to Appendix B for more detail.
- 5.10 Employees subject to NJC conditions are able to incrementally progress through the pay spine column points for their job evaluated grade. Progression will normally be one increment (pay spine column point) on the 1<sup>st</sup> of April each year until they reach the top of their grade.
- 5.11 Employees subject to NHS conditions are able to progress through the steps in their pay band subject to the principles set out in the Framework Agreement on the reform of Agenda for Change.
- 5.12 Employees subject to TPAC and Soulbury conditions can incrementally progress through the pay spine column points subject to satisfactory performance normally on the 1<sup>st</sup> of September each year until they reach the top of their grade.

## **6 Remuneration of the lowest-paid employees**

- 6.1 The Council approved with effect from May 2011 that in future the pay of Council employees at the lower ends of the pay spine receive a level of pay in line with the London Living Wage rate as determined from time to time by the Greater London Authority. This will be by way of an hourly pay supplement as appropriate to ensure that the London Living Wage rate is achieved. This rate was set at £10.75 per hour with effect from 11th November 2019 and is equivalent to a full time annual salary of £20,178.95.
- 6.2 In November 2018 the Council became an accredited Living Wage Employer and will continue to work towards ensuring all workers in the supply chain are paid the relevant Living Wage.

## **7 Job Evaluation**

- 7.1 The pay grades and therefore remuneration levels of employees (except for centrally employed Teachers who are subject to the Teachers Pay and Conditions documents) are determined by the use of a job evaluation scheme. Job Evaluation is a systematic process used to determine the relative worth of jobs within the organisation. It creates a rank order from the smallest to the largest job and ensures that consistent decisions in grades and rates of pay are made.
- 7.2 The table at Appendix B outlines the job evaluation schemes used for each group of employees.

## 8 Pay Multiple

- 8.1 The 'pay multiple' is the ratio between the highest paid taxable earnings and the median earnings figure of the whole of the Council's workforce. The Council's highest paid employee is the Chief Executive and the current pay multiple is shown in the table below.
- 8.2 Earnings for the purpose of calculating the 'pay multiple' are defined covering all elements of remuneration that can be valued (i.e. all taxable earnings for 2020/21 including base salary, variable pay, bonuses, allowances and the cash value of any benefits in kind). The calculation of earnings excludes the cash value of pension provision.
- 8.3 The Council defines its lowest paid employees as those paid on the lowest pay spine point of 1 on the GLPC outer London pay spine. The reason for this definition is that this is the lowest pay spine point in the Council in line with the job evaluation scheme and pay scales agreed with the unions. This excludes trainees, apprentices and interns. However, an hourly pay supplement is added when necessary to ensure that the London Living Wage rate is achieved as outlined in paragraph 5.13.

Description	2020/21
Highest Paid	£190,471.28*
Median	£34,268
Lowest	£20,366.67
Highest to median ratio	5.6
Highest to Lowest ratio	9.4

\*The salary for the highest paid employee (Chief Executive) includes an allowance paid for Returning Officer duties as outlined in paragraph 10.2

## 9 Pay on Appointment

- 9.1 All employees, including Chief Officers, are normally appointed on the lower half of the pay range appropriate for their grade.
- 9.2 The Council delegates authority to Chief Officers / Chief Executive as appropriate to appoint staff above this part of the pay range.
- 9.3 The salary of the Chief Executive, and of any other Chief Officer where the proposed salary is £100,000 or more, will be approved by the Staffing and Remuneration Committee as outlined in paragraph 4.3.

## 10 Market Allowance Payments

- 10.1 The Council acknowledges that our workforce is our most valuable asset when it comes to enabling and delivering services for those who live, work, study or visit the borough. Due to external market factors, allowances may need to be paid to some posts in order to attract and retain staff of the appropriate calibre.



- 10.2 Market allowances are linked to the post, not the person. They cannot be paid to someone because of their level of skill or experience.
- 10.3 A market allowance is deemed suitable where there is evidence of one or more of the following:
- The post has been advertised on more than one occasion and a suitable applicant could not be recruited.
  - Pay benchmarking exercises show that similar local authorities offer market allowances or a higher salary for the same work.
  - A national / local skills shortage where the Council is competing with a number of other employers for applicants.
  - The post is highly specialised with a limited number of potential applicants.
- 10.4 If the post does not meet the suitability criteria the payment of a market allowance is unjustified and may be in breach of equal pay legislation contained in the Equality Act 2010.

## **11 Fees for Election Duties**

- 11.1 Council staff may be engaged on election duties of varying types. The fees paid to Council employees for undertaking these election duties vary according to the type of election they participate in, and the nature of the duties they undertake.
- 11.2 Returning Officer duties (and those of the Deputy Returning Officer) are contractual requirements, and fees paid to them for national elections / referendums are paid in accordance with the appropriate Statutory Fees and Charges Order and are paid by the body responsible for the conduct of the election.

## **12 Pension**

- 12.1 There are three pension schemes covering the Council's employees.
- 12.2 A majority of its employees are entitled to join the Local Government Pension Scheme and receive benefits in accordance with the provisions of that Scheme as applied by the Council. Details of the Council's policy and decisions in respect of discretionary elements of the Scheme are published on the Council's website.
- 12.3 Centrally employed Teachers are entitled to join the Teachers' Pension Scheme and receive benefits in accordance with the provisions of that Scheme.
- 12.4 Public Health employees who transferred from the NHS and are members of the NHS Pension Scheme continue to receive benefits in accordance with the provisions of that Scheme.

## **13 Other Terms and Conditions of Employment**

- 13.1 The Council's employment policies and procedures are reviewed on a regular basis in the light of service delivery needs and any changes in legislation etc.
- 13.2 The Council and trades union agreement, Equal Pay Review 2008, outlined the working arrangements and the payments to be made to the majority of employees below senior manager level. This included arrangements for working outside normal working hours including overtime and call out payments.

#### **14 Payments on Termination of Employment**

- 14.1 In the event that the Council terminates the employment of an employee (including Senior Managers and Chief Officers) on the grounds of redundancy they will receive compensation and benefits in accordance with the Council's Redundancy scheme, which is published on the Council's website. These payments are subject to directions and guidance from HM Treasury on the Local Government Exit Cap Regulations. Variations to this are employees who have TUPE transferred into the Council with different contractual entitlements.
- 14.2 Relaxation of HM Treasury's directions and guidance, "waivers", must be considered by Full Council.
- 14.3 Details of redundancy compensation payments paid to senior management are published on the Council's website.
- 14.4 Our redundancy schemes may be subject to change as part of the Council's response to the Reform of Discretionary Payments Regulations and Local Government Pension Scheme Regulations.

#### **15 Re-employment of Employees**

- 15.1 Section 7 of the Local Government and Housing Act 1989 requires that every appointment to paid office or employment in a local authority shall be made on merit.
- 15.2 Should a successful candidate be in receipt of a redundancy payment the Council will apply the provisions of the Redundancy Payments (Continuity of Employment in Local Government etc.) (Modification) Order 1999 (as amended) regarding the recovery of redundancy payments. The rules of the Local Government Pension Scheme also have provisions to reduce pension payments in certain circumstances to those who return to work within local government service.

#### **16 Further Information**

For further information on the Council's Pay Policy please contact the Council's Head of Employment, Transformation and Reward.

**Chief Officer/Senior Manager Pay Bands**

Pay Bands – Effective from 1 <sup>st</sup> April 2020						
Level	People Leader	Individual Contributor	Step	Min.	Mid. (benchmark)	Max.
A	Senior Leadership		Step 2	£185,600	£197,900	£210,100
B	Director / Assistant Director		Step 3	£146,400	£158,300	£170,200
			Step 2	£119,200	£129,000	£138,700
			Step 1	£102,300	£110,700	£119,000
C	Head of Service	Senior Professional III	Step 3	£86,700	£95,300	£101,800
			Step 2	£74,000	£80,500	£86,600
			Step 1	£63,900	£69,100	£73,900

Employee Group	Job Evaluation Scheme	Last Pay Award Implemented	Next Pay Award Due
<b>National Joint Council (NJC) for Local Government Services – Green Book</b> (the majority of the Council's employees)	Greater London Provincial Council (GLPC) (with local variations)	With effect from April 2020 all London pay spines have been up-rated by 2.75 %.	1 April 2021 (To be agreed)
<b>Chief Executive, Chief Officers &amp; Senior Managers</b>	The HAY job evaluation scheme	With effect from April 2020 An increase of 2.75 %.	1 April 2021 (To be agreed)
<b>Teachers Pay &amp; Conditions - TPAC</b> (centrally employed Teachers)	Teachers Pay and conditions documents	A 1 year pay deal with effect from September 2020  <ul style="list-style-type: none"> <li>• A 5.5 % increase to the minimum of the main pay range</li> <li>• A 2.75 % increase to the minimum and maximum values of all the other pay ranges and allowances for teachers</li> <li>• The re-introduction of advisory pay points for the Main and Upper Pay Ranges</li> </ul>	1 September 2021 (To be agreed)
<b>Soulbury</b> (Education Psychologists & Education Advisers/ Inspectors)	Soulbury	A 1 year pay deal with effect from September 2020  2.75% increase on all Soulbury pay scale points, and all London area and fringe allowances.	1 September 2021 (To be agreed)
<b>Public Health</b> (ex-NHS staff)	The Agenda for Change NHS Job Evaluation Scheme (GLPC or Hay scheme for those whose roles have been reviewed since the transfer date to the Council)	A three-year agreement covering the years from 1 April 2018 to 31 March 2021.  Pay increases over this period are as set out in the Framework Agreement on the reform of Agenda for Change (27 <sup>th</sup> June 2018).	1 April 2021 (To be agreed)

**Report for:**                **Staffing & Remuneration Committee, - 2 February 2021**

**Title:**                      **Implementing Trans Equality Policy**

**Report  
authorised by:**        **Richard Grice – Director of Customers, Transformation and  
Resources**

**Lead Officer:**           **Dan Paul – Chief People Officer**

**Ward(s) affected:**    **N/A**

**Report for Key/  
Non Key Decision:**

**1        Describe the issue under consideration**

- 1.1    The Council values the diversity of its staff which we believe enriches both the workforce and our work with the community. We are committed to welcoming trans individuals by removing barriers to recruitment, development and promotion.
- 1.2    As part of the Council's ongoing commitment to equality and diversity, it is recommended that we adopt a specific Trans Equality policy. Members are asked to consider the Trans Equality Policy (attached as Appendix 1) and Practice Notes (attached as Appendix 2).

**2        Cabinet Member Introduction**

Not applicable.

**3        Recommendations**

- 3.1    That the Committee approve the new Trans Equality Policy ready for implementation with effect from 1<sup>st</sup> March 2021. Staff training on the policy will be incorporated into the council's wider diversity and inclusion training programme.
- 3.2    That the Director for Customers, Transformation & Resources is also authorised, in consultation with the Chair of the Committee, to make such amendments to the Trans Equality Policy as considered minor.

**4        Reason for Decision**

- 4.1 As part of the council's ongoing work to improve our equality and diversity, we have made a commitment to creating a workplace free from bullying, harassment and discrimination for everyone. As part of this commitment our new Dignity at Work policy was approved in May 2019, stating that 'We believe that everyone who works for, or with, the Council has the right to be treated with dignity, courtesy and respect at all times'. This includes providing support and understanding to those individuals who wish to take, or have taken, steps to present themselves in a gender different to their birth gender.
- 4.2 The Public Sector Equality Duty requires public bodies and others carrying out public functions to have due regard to the need to eliminate discrimination, to advance equality of opportunities and foster good relations. The Trans Equality Policy sets out our commitment, intent and principles for trans equality within the council, meeting our Public Sector Equality Duty.
- 4.3 The council has committed to be an inclusive employer, in order to benchmark ourselves against other organisations we undertake the Stonewall Workplace Equality Index each year since 2016. In response to our submission, Stonewall provides an action plan to improve diversity and inclusion within the Council. The recurring recommendation from Stonewall has been to implement a Trans Equality Policy.
- 4.4 Best practice across local government has been to implement a Trans Equality Policy which sets out the support in place for trans staff, for example Homes for Haringey has had a Trans Equality Policy for the past five years.

## **5 Alternative options considered**

n/a

## **6 Background information**

- 6.1 This policy applies to trans staff and their managers, or other staff, who are helping to manage the support process at an individual level.
- 6.2 The key pieces of information from the policy:
- a. The policy and procedure are based on best practice from Stonewall, Unison and universities.
  - b. The policy articulates the rights of trans staff and the responsibility of the organisation in supporting them, covering:
    - Confidentiality
    - Changing employee personal data and information
    - Time off for medical appointments
    - Re-deployment
    - pensions

- c. The practice notes that sit alongside the policy cover the practical implementation of the policy, including:
  - An action plan template for transitioning at work. Managers and employees should create this together.
  - How to change personal data.
  - Communicating an employee's transition to their team.
  - Staff roles and responsibilities, from employee to senior managers.
- d. The policy and practice notes clarify the organisations commitment to trans equality, in a clear, structured and understandable policy and procedure. The documents ensure that trans staff are treated with dignity and respect at all times.
- e. The procedure includes a glossary of terms that are current and available through Stonewall as of October 2019 the appendix.

## **7 Contribution to strategic outcomes**

- 7.1 Contributes to the aims of the workforce strategy and Equalities Action Plan
- 7.2 Supports the objectives that were approved in the March 2018 cabinet report 'Haringey's commitment to being an LGBT+ inclusive borough'
- 7.3 Supports the council's Dignity at Work Policy that was approved in May 2019.

## **8 Staff Networks comments**

The following comments were provided by Laura Wileman, LGBTQ+ Co-Chair:

Haringey prides itself on its diversity. As a council, it is vital that we offer support for all staff, no ifs or buts. Bringing in a policy – as many of our peers have – that provides guidance, confidence and dignity for a colleague who is transitioning or considering coming out, can only be a good thing at what is often a difficult and daunting time. The LGBTQ+ network supports and champions all members of our network – we want everyone to feel safe and able to be themselves at work. This policy has been brought forward by staff, for staff, following consultation with Haringey's equalities networks, particularly the LGBTQ+ network. We welcome it – it is equality in action. It is absolutely the right thing to do.

## **9 Employee Side Trade Union comments**

The following comments were provided by Seán Fox, Employee Side Secretary:

9.1 We are submitting these comments to confirm that the Trade Unions have been fully consulted on the draft policy, this was carried out over a period of time and all Trade Unions were given the opportunity to make comment.

9.2 UNISON has provided feedback on the policy and also sought the views of our National Office and our own National Self Organised LGBT+ Committee both of who are supportive of the inclusive nature of the proposed policy.

9.3 UNISON has a long-standing commitment to a model which is not limited to the current statutory position as it has been our view for many years that this is lacking in its content, our submissions on the Gender Recognition Act reflected this view. In particular the position that associates recognition with medical intervention is one we reject, it is also important to note that the law essentially ignores persons who may identify as non-binary and other positions on the spectrum of identity.

9.4 UNISON welcomes therefore the decision of officers to not limit the policy to the current inadequate legal framework and rather to adopt the Stonewall terminology and glossary which we believe is helpful in ensuring a fully inclusive policy.

9.5 We recognise that this is an evolving area both within society and the legal framework but do not believe that the Council would be serving its transgender staff fairly by reducing the policy to such a limit would be a retrograde signal to those staff who may identify with the wider inclusive definition.

9.6 We would therefore urge the Council to adopt the full policy without further delay and to move forward with the necessary engagement with staff and management. This would send a strong signal to our workforce and particularly our potential work-force that Haringey is an open and inclusive employer. We would also highlight the fact that there is an increasing level of data indicating that younger people have much less binary views on gender identity and recognition and that the adoption of this policy would send a signal to our workforce and wider community that we are serious on this issue.

## 10 **Statutory Officers' comments**

### 10.1 **Chief Finance Officer**

This report proposes the adoption of a new Trans Equality Policy and Practice Notes. The cost of staff training on the policy will be incorporated into the council's wider diversity and inclusion training programme and will therefore be contained within existing HR budgets. There are no other financial implications arising from this report.

### 10.2 **Corporate Governance**



Legal Services were consulted in the preparation of this report and involved in drafting the proposed Trans Equality Policy and Practice Notes. They have confirmed that it complies with all relevant legislation.

**11 Use of Appendices**

Appendix 1 -	Trans Equality Policy
Appendix 2 -	Trans Equality Practice Notes
Appendix 3 –	Trans Equality Policy EQIA

**12 Local government (Access to Information) Act 1985**  
Not applicable.

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# Appendix 1 -Trans Equality Policy

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## 1. Purpose

We believe that everyone who works for, or with, the council has the right to be treated with dignity, courtesy and respect at all times and to have their rights and characteristics under the Equality Act respected and protected. The council aims to act in a sensitive and supportive way by having helpful policies and practices in place to support trans and non-binary staff.

The Public Sector Equality Duty requires public bodies and others carrying out public functions to have due regard to the need to eliminate discrimination, to advance equality of opportunities and foster good relations.

We are working to:

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010;
- Advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
- Foster good relations between people who share a protected characteristic and those who do not.

The Trans Equality Policy sets out our commitment, intent and principles for trans equality within the council. This policy sets out the rights of trans staff, these include but are not limited to:

- Changing of personal data
- Taking time off for medical appointments
- Applying for redeployment and other reasonable adjustments
- Using toilets and changing facilities that align with their gender identity

## 2. Terminology

Trans is an umbrella term to describe people whose gender is not the same as, or does not sit comfortably with, the sex they were assigned at birth.

Trans people may describe themselves using one or more of a wide variety of terms, including (but not limited to) transgender, transsexual, gender-queer (GQ), gender-fluid, non-binary, gender-variant, crossdresser, genderless, agender, nongender, third gender, bi-gender, trans man, trans woman, trans masculine, trans feminine and neutrois.

Trans covers, but is not limited to, people who:

- Are intending to undergo, are undergoing, or have undergone gender reassignment at any stage;
- Identify as having a gender which is different to, or not the same as, or does not sit comfortably with, the sex they were assigned at birth.

- Are planning to have or have had medical interventions which can include interventions such as hormones or surgery.
- Identify as having a gender which is different to, or not the same as, or does not sit comfortably with, the sex they were assigned at birth, but who aren't planning to undergo any medical intervention, or social transition.
- Are non-binary – that is, they are not solely male or female. They may define themselves as both, neither or something entirely different. They may or may not have or plan to undertake any medical interventions.

### **3. Scope**

This policy applies to all staff, in particular trans staff and their line-managers.

This policy should be read alongside the Trans Equality Practice Notes and Dignity at Work Policy.

## **4. General Principles**

### **4.1 Demonstrating a sensitive approach**

It is important to provide support to everyone, whether trans or not, to express their gender in the way they are most comfortable. Staff must think of, and refer to, people as being the gender that they self-identify as, listen to staff and politely ask how someone wishes to be referred to. This might mean using a different name for someone or using a different pronoun e.g. she, her, hers or they, them, theirs. A person might use different names and pronouns for different people or in different contexts or environments e.g. outside of work.

### **4.2 Respect**

It is important to respect people's privacy and personal boundaries – they may not want to reveal information about their past and anything to do with their gender identity (past, present or future) and other personal questions. This is especially important in the context of someone's medical history.

### **4.3 Challenge**

Staff are reminded that if you hear, or see transphobic abuse, harassment or bullying, such as derogatory jokes, name-calling, mis-pronouncing, intrusive questions, or unacceptable and/or unwanted behaviour, to challenge it and/or bring it to the attention of your manager or to a member of HR as soon as possible. This may need to be addressed through the Dignity at Work Policy.

#### **4.4 Confidentiality**

Staff must not tell others about a person's trans status unless permission has been obtained from them. It is a criminal offence to disclose this information without their consent. The council assures staff that as far as is practically possible any documents kept that have a person's previous name and gender will be kept confidential.

### **5. Legislation**

Gender reassignment is one of the nine protected characteristics covered by the Equality Act 2010. The Act protects a person from discrimination, harassment and victimisation if they are proposing to undergo, are undergoing or have undergone a process (or part of a process) of gender reassignment.

Information relating to the gender recognition process is regarded as protected, and it is a criminal offence to disclose such information without an individual's consent. An individual should never be asked if they have a gender recognition certificate (GRC) as it could be regarded as harassment.

### **6. Support for Trans staff**

Staff may require support in order to express their gender in the way they are most comfortable with, this may include socially, culturally or medically transitioning.

Transitioning is the process people may go through to align their physical identity to their gender identity.

Staff can seek support from their line-manager or a member of HR and together they should agree an action plan for any changes needed while at work. This is likely to include (but not be limited to) a plan to change any employee records that will need updating, time off work that will be required for treatment; and the strategy for communicating with colleagues and others (if appropriate). Staff can also seek support from the Employee Assistance Program.

### **7. Employee Personal Data and Information**

Employees can change their personal data and information at any point in their employment.

Records that hold personal details should be changed at a time agreed with the individual. Records will include all of the systems that may contain names, titles and other personal identifiers such as photographs on the organisation's website and Intranet.

The council will take all necessary steps to ensure that an individual's change of name, chosen pronoun and title is respected. Referring to a trans employee, directly or otherwise, by their previous name or an inappropriate pronoun or title may be considered as harassment and would be dealt with accordingly.

## **8. Time off for Medical Appointments**

The Equality Act (2010) states it is discrimination to treat a trans person less favourably at work because they need time for any medical processes connected with gender reassignment, for example, due to recuperation, counselling or medical appointments. This includes all related treatments (e.g. hormone therapies, surgical procedures), and also extends to any rectification of related surgical procedures if these are required.

Planned time off for medical appointments should be arranged outside of working time wherever possible. If this is not possible, annual leave or flexi leave should be booked or with the prior agreement of the manager, the time can be taken and made up at a later stage.

## **9. Re-deployment**

Trans employees can request to be redeployed on a temporary or permanent basis.

Requests to be re-deployed should be discussed with the employee and the employee should be referred to Occupational Health for assessment and formal referral.

## **10. Pensions**

Employees with a full Gender Recognition Certificate (GRC) can have their pension records changed by HMRC. Where this is the case, the employee will need to inform the local Department of Work and Pensions.

State pension age equalised at 65 in 2018, and transitioning should not have any impact on your pension. If you have any queries about pensions, you can contact the pensions manager for further information.

## **11. Links to Other Policies**

**Dignity at Work**

If a trans employee experiences harassment based on their gender identity (transphobia) this would constitute gross misconduct and should be dealt with under the Dignity at Work Policy.

## Document Control

Key Information	
Title	Trans Equality Policy
Document Type	Policy
Document Status	
Author	HR Policy Officer, Haringey
Owner	Human Resources
Contact	HR Policy Officer, Haringey
Date of Publication	To be agreed
Date of Review	To be agreed

Revision History			
Version	Date	Summary of Changes	Name
0.1	25/09/2019	Draft	SB
0.2	30/09/2019	Draft with HR comments	SB
0.3	14/10/19	Draft with TU and Network comments	SB
0.4	01/11/19	Final draft	SB
0.5	21/01/21	Revisions following consultation	DP



## Appendix 2 - Trans Equality Practice Notes

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## 1. Introduction

The council celebrates and values the diversity of its staff and believes that the employment and inclusion of trans people at all levels of responsibility within our organisation will enrich the council and our work with the community. The council will treat all trans employees with respect and strive to provide a positive working environment.

The council is committed to welcoming and supporting trans employees and removing barriers to recruitment, promotion and retention. Providing a working environment that is free from discrimination, harassment or victimisation because of gender identity is an important part in ensuring everyone is respected, valued and treated with dignity at work.

The Public Sector Equality Duty requires public bodies and others carrying out public functions to have due regard to the need to eliminate discrimination, to advance equality of opportunities and foster good relations.

We are working to:

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010;
- advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
- foster good relations between people who share a protected characteristic and those who do not.

By supporting trans staff and creating an inclusive culture, we are not just making a difference to one individual – we are helping to change the way that trans staff are supported in the entire organisation. This will change the way that people engage with trans people in future and will help to create a friendlier and more efficient workplace and borough.

## 2. Scope

This policy applies to all staff, in particular trans staff and their line-managers.

This policy should be read alongside the Trans Equality Practice Notes and Dignity at Work Policy.

### **3. Confidentiality**

The council will respect the confidentiality of all trans staff, applicants, members or residents' identities and will not reveal information relating to their trans status without the prior written agreement of the individual.

If this information is shared with others without the consent of the individual, this will be treated as gross-misconduct and dealt with under the Dignity at Work Policy with the possible outcome being dismissal.

## **4. Practical Support for Trans Staff**

### **4.2 Basic Principles**

There are some basic principles that all staff, especially colleagues and managers of trans staff, should use to make sure that trans staff are treated with dignity and respect at all times.

- Listen to the person and ask them how they want to be treated and referred to.
- Use the name and pronoun that the person asks you to. If you are not sure what the right pronoun is, then simply ask them what pronouns to use and when they want to start using them. If you make a mistake with pronouns, correct yourself and move on. Do not make a big deal out of it.
- Respect trans staff. Never ask what their 'real' or 'birth' name is.
- Respect their privacy. Never tell others about a person's trans status. If someone has come out to you, that doesn't mean they are ready to come out to everyone.
- Educate yourself. If you notice any form of discrimination, report it. If someone is asking them inappropriate questions, tell them.

### **4.3 Rights of Trans Staff**

Trans staff have the right to be treated with dignity and respect at all time. Trans staff may have specific needs in the workplace, these should be carried out in a sensitive and supportive manner.

Trans staff have the right to request any of the following adjustments, these adjustments include but are not limited to:

- Changing of personal data
- Taking time off for medical appointments

- Applying for redeployment and other adjustments
- Using toilets and changing facilities that align with their gender identity
- New uniform to be ordered, as appropriate.

#### **4.4 Action Plan**

We recognise that the process of transitioning is very personal and different for every individual. Therefore, we encourage the employee to write an individual action plan with their manager, a member of HR can assist if necessary, to plan and agree with them how to manage the process while at work. Staff can be supported by a Trade Union Rep or a workplace colleague at the meeting if they wish. Staff should follow the action plan template in appendix 2.

#### **4.5 Documentation**

##### **Name on records**

Employees are able to change their name on internal records to what they would prefer to be known as, this can be done by submitting a [Notification of Personal Changes](#) form.

A staff member does not need a gender recognition certificate (GRC) in order to change their name and title and it is unlawful to ask for one.

##### **Gender on HR and payroll records**

The SAP payroll system links to HMRC and therefore has to meet the requirements of HMRC with regards to gender as it is linked to the NI number and other personal details and entitlement to benefits. It therefore still operates under the rules of the Gender Recognition Act 2004 which only defines gender as male or female.

We fully recognise that the law is insufficient in its terminology but are still bound by what it contains. If the HMRC rules change then the SAP system will be updated accordingly with any new categories. We are therefore currently only able to change your gender on SAP when we receive your Gender Recognition Certificate.

#### **4.6 Communication**

Where a member of staff is transitioning, it may be necessary to communicate this to their team or people that they work with regularly. How and when this is communicated should be entirely individual led and agreed during the transition action.

It is good practice for a relevant manager to take responsibility for informing whoever needs to know, unless the individual going through the process would prefer to do this. Communicating this should be done face-to-face and never via email.

The manager should:

- Make it clear that the transitioning employee is valued and has management's full support in making the transition.
- Explain the Department's policy, guidance, and recommendations.
- Stress that on the transition day the transitioning employee will present themselves consistently with their gender identity and should be treated as such; for example, using the new name and new pronouns.
- Lead by example. Use the new name and pronouns in all official and unofficial communication.
- Make it clear that the process of transitioning should be viewed with respect, while maintaining dignity for the employee and that work will continue as before.
- If the use of educational material is part of the transition plan, announce it at this meeting and not before. This should be shared before the day of transition.

For further guidance, please seek support from a member of HR.

## 5. Roles and Responsibilities

### All Staff

- Be treated with, and treat others with dignity, courtesy and respect at all times.
- Be aware of the Dignity at Work Policy.
- Be able to recognise and intervene if they witness harassment, victimisation or discrimination.
- Report instances of harassment, victimisation or discrimination under the Dignity at Work Policy.
- Be open to receiving feedback about our own behaviour calmly and respectfully

### Employee

- Engage with manager and HR around the logistics of transitioning in the workplace
- Report any instances of harassment, victimisation or discrimination.

### Manager

- Have a holistic approach to supporting employee's wellbeing.
- Proactively support the wellbeing of individuals and the wider team.
- Ensuring that colleagues are informed about the employee's transition in the way agree in the transition action plan.

- Maintain confidentiality at all times.

### **Senior Managers**

- Take a leading role in embedding dignity at work, creating and sustaining an environment which fosters personal and professional respect.
- Respond to reports of harassment, victimisation or discrimination sympathetically, seriously and quickly.

### **HR**

- Ensure that the policy is known to staff and line-managers.
- Act as champions for the policy.
- Ensure that managers are aware of their accountability.
- Maintain confidentiality, including securing paper documents and files.
- Change names, titles and pronouns on HR systems.

### **IT Department / Support Services**

- Change names, titles and pronouns on email and other IT systems.

## **6. Support**

Additional support can be sought from:

### **The Employee Assistance Programme**

[The Employee Assistance Programme \(EAP\)](#) is an independent advisory service and can be contacted for free by phone or email.

### **Staff Networks**

The Lesbian, Gay, Bisexual, Transgender and/or Queer or Questioning, Intersex, Asexual, Non-Binary (LGBTQ+) Network is a forum to provide support to the council's LGBTQ+ staff and to make Haringey Council a more inclusive workplace.

The Network is open to all employees of Haringey Council, whether LGBTQ+ or allies, and is inclusive of LGBTQ+ people with multiple identities.

For further information, please contact: [LGBTPlusNetwork@haringey.gov.uk](mailto:LGBTPlusNetwork@haringey.gov.uk)

### **Trade Unions**

- [UNISON \(external link\)](#)
- [Unite \(external link\)](#)
- [GMB \(external link\)](#)

## 7. Resources

- ACAS, [Supporting Trans Employees in the Workplace](#)
- Equality and Human Rights Commission;
- Government Equality Office;
- Gender Identity Research and Education Society (GIREs);
- Stonewall;
- Gendered Intelligence;
- Press for Change;
- The Gender Trust; and
- Government guidance on the recruitment and retention of transgender staff
- [All About Trans](#)
- [Gendered Intelligence](#)
- [Gender Identity Research and Education Society](#)
- [Mermaids](#)
- [trans\\*formation](#)

## Appendix 1 - Glossary of Terms

We have used definitions within this policy that were current and available through Stonewall as of October 2019. We understand that definitions are ever changing and

will work to update the Trans Equality Policy and Practice notes regularly in line with any updates available from Stonewall. Please do refer to [Stonewall](#) if actively using this policy for the latest terminology.

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**Ally**

A (typically) straight and/or cis person who supports members of the LGBT community.

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**Cisgender or Cis**

Someone whose gender identity is the same as the sex they were assigned at birth. Non-trans is also used by some people.

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**Coming out**

When a person first tells someone/others about their identity as lesbian, gay, bi or trans.

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**Deadnaming**

Calling someone by their birth name after they have changed their name. This term is often associated with trans people who have changed their name as part of their transition.

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**Gender**

Often expressed in terms of masculinity and femininity, gender is largely culturally determined and is assumed from the sex assigned at birth.

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**Gender dysphoria**

Used to describe when a person experiences discomfort or distress because there is a mismatch between their sex assigned at birth and their gender identity.

This is also the clinical diagnosis for someone who doesn't feel comfortable with the sex they were assigned at birth.

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**Gender expression**

How a person chooses to outwardly express their gender, within the context of societal expectations of gender. A person who does not confirm to societal expectations of gender may not, however, identify as trans.

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**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.

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**Gender reassignment**

Another way of describing a person's transition. To undergo gender reassignment usually means to undergo some sort of medical intervention, but it can also mean changing names, pronouns, dressing differently and living in their self-identified gender.

Gender reassignment is a characteristic that is protected by the Equality Act 2010, and



it is further interpreted in the Equality Act 2010 approved code of practice. It is a term of much contention and is one that Stonewall's Trans Advisory Group feels should be reviewed.

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### **Gender Recognition Certificate (GRC)**

This enables trans people to be legally recognised in their affirmed gender and to be issued with a new birth certificate. Not all trans people will apply for a GRC and you currently have to be over 18 to apply.

You do not need a GRC to change your gender markers at work or to legally change your gender on other documents such as your passport.

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### **Intersex**

A medical 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.

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### **LGBT**

The acronym for lesbian, gay, bi and trans.

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### **Non-binary**

An umbrella term for people whose gender identity doesn't sit comfortably with 'man' or 'woman'. Non-binary identities are varied and can include people who identify with some aspects of binary identities, while others reject them entirely.

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### **Outed**

When a lesbian, gay, bi or trans person's sexual orientation or gender identity is disclosed to someone else without their consent.

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### **Person with a trans history**

Someone who identifies as male or female or a man or woman, but was assigned the opposite sex at birth. This is increasingly used by people to acknowledge a trans past.

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### **Passing**

If someone is regarded, at a glance, to be a cisgender man or cisgender woman. Cisgender refers to someone whose gender identity matches the sex they were 'assigned' at birth. This might include physical gender cues (hair or clothing) and/or behaviour which is historically or culturally associated with a particular gender.

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### **Pronoun**

Words we use to refer to people's gender in conversation - for example, 'he' or 'she'. Some people may prefer others to refer to them in gender neutral language and use pronouns such as they/their and ze/zir.

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### **Queer**

Queer is a term used by those wanting to reject specific labels of romantic orientation, sexual orientation and/or gender identity. It can also be a way of rejecting the

perceived norms of the LGBT community (racism, sizeism, ableism etc). Although some LGBT people view the word as a slur, it was reclaimed in the late 80s by the queer community who have embraced it.

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### **Questioning**

The process of exploring your own sexual orientation and/or gender identity.

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### **Sex**

Assigned to a person on the basis of primary sex characteristics (genitalia) and reproductive functions. Sometimes the terms 'sex' and 'gender' are interchanged to mean 'male' or 'female'.

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### **Trans**

An umbrella term to describe people whose gender is not the same as, or does not sit comfortably with, the sex they were assigned at birth.

Trans people may describe themselves using one or more of a wide variety of terms, including (but not limited to) transgender, transsexual, gender-queer (GQ), gender-fluid, non-binary, gender-variant, crossdresser, genderless, agender, nongender, third gender, bi-gender, trans man, trans woman, trans masculine, trans feminine and neutrois.

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### **Transgender man**

A term used to describe someone who is assigned female at birth but identifies and lives as a man. This may be shortened to trans man, or FTM, an abbreviation for female-to-male.

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### **Transgender woman**

A term used to describe someone who is assigned male at birth but identifies and lives as a woman. This may be shortened to trans woman, or MTF, an abbreviation for male-to-female.

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### **Transitioning**

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.

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### **Transphobia**

The fear or dislike of someone based on the fact they are trans, including the denial/refusal to accept their gender identity.

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### **Transsexual**

This was used in the past as a more medical term (similarly to homosexual) to refer to someone whose gender is not the same as, or does not sit comfortably with, the sex

they were assigned at birth.

This term is still used by some although many people prefer the term trans or transgender.

## Appendix 2 - Action Plan

### **Questions to ask:**

**Who needs to know?**

Are there any temporary or permanent changes / reasonable adjustments to the role which should be considered to support the employee? Considerations should include security aspects such as lone working, night working.
Is any time off required? If so how will this be managed? Consider flexible working methods, if appropriate)
What will the employee's title and name be? What pronouns will be used? When will they start using these? Will there be any phasing?
Are there any dress codes to be considered? Are new uniforms needed?
If applicable, how will single sex working requirements be managed?
When and how should colleagues be informed of the transition?
Is there any guidance material which the employee wishes to share with managers and colleagues?
Should the employee encounter unacceptable behaviour towards them (colleagues or service users) who should this be reported to?
Are there any other actions not covered by above?
Is there an agreed date for when this action plan will be disposed of in accordance with the requirements of the Data Protection Act 1998?
Actions agreed
Date of next meeting

	Who will tell them?	When?	Date completed
Senior Manager			
HR Representative			
Line manager			
Team members			
Other colleagues			
Others (specify)			

**Changes to records**

	Who will do this?	When?	Date completed
HR Records			
Name badge			
IT systems including email			
Website			
Voicemail			
Internet/intranet address entry			
Union membership			
Certificates/awards			
Personal file and related data			

Other:			
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**Details of meetings**

Date	Comments	Actions	Date of next meeting

**Document Control**

Key Information	
Title	Trans Equality Practice Notes
Document Type	Practice Notes
Document Status	
Author	HR Policy Officer, Haringey
Owner	Human Resources
Contact	HR Policy Officer, Haringey
Date of Publication	To be agreed
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Revision History			
Version	Date	Summary of Changes	Name
0.1	25/09/2019	Draft	SB
0.2	30/09/2019	Draft with HR comments	SB
0.3	14/10/19	Draft with TU and Network comments	SB
0.4	01/11/19	Final draft	SB
0.5	21/01/21	Revisions made following consultation	DP

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## Appendix 3

### EQUALITY IMPACT ASSESSMENT

The **Equality Act 2010** places a '**General Duty**' on all public bodies to have '**due regard**' to the need to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act;
- Advancing equality of opportunity between those with a 'relevant protected characteristic' and those without one;
- Fostering good relations between those with a 'relevant protected characteristic' and those without one.

In addition the Council complies with the Marriage (same sex couples) Act 2013.

#### Stage 1 – Screening

Please complete the equalities screening form. If screening identifies that your proposal is likely to impact on protect characteristics, please proceed to stage 2 and complete a full Equality Impact Assessment (EqIA).

#### Stage 2 – Full Equality Impact Assessment

An EqIA provides evidence for meeting the Council's commitment to equality and the responsibilities under the Public Sector Equality Duty.

**When an EqIA has been undertaken, it should be submitted as an attachment/appendix to the final decision making report. This is so the decision maker (e.g. Cabinet, Committee, senior leader) can use the EqIA to help inform their final decision. The EqIA once submitted will become a public document, published alongside the minutes and record of the decision.**

Please read the Council's Equality Impact Assessment Guidance before beginning the EqIA process.

1. Responsibility for the Equality Impact Assessment	
<b>Name of proposal</b>	Trans Equality Policy
<b>Service area</b>	Human Resources
<b>Officer completing assessment</b>	Sinéad Booth/Hugh Smith
<b>Equalities/ HR Advisor</b>	Hugh Smith
<b>Cabinet meeting date (if applicable)</b>	
<b>Director/Assistant Director</b>	Richard Grice

## 2. Summary of the proposal

*Please outline in no more than 3 paragraphs*

- *The proposal which is being assessed*
- *The key stakeholders who may be affected by the policy or proposal*
- *The decision-making route being taken*

The [Haringey Workforce Development Strategy 2019-23](#) sets out four strategic themes that are designed to build on the strengths of Haringey Council's workforce and address identified gaps in order to create a better place for Council staff to work and a workforce that can meet the needs of residents. Among these four themes is 'Valuing Differences', which commits to deliver "an inclusive working culture where staff feel engaged and their voices heard" and "discrimination and unconscious bias are proactively addressed". Under this theme, the strategy notes that the Council intends to "review and develop policies to ensure they are inclusive of staff with a protected characteristic".

The proposed Trans Equality Policy and accompanying practice notes represent the delivery of that commitment for trans members of staff. The need for the policy derives from the significant discrimination trans people continue to experience in the workplace across the UK, as highlighted by trades unions including [UNISON](#), [GMB](#), and the [TUC](#).

The policy seeks to clarify information about and guidance on support available to trans staff, including on the practicalities of transitioning while at work. This includes:

- Right to confidentiality, under the law
- Ability to change employee personal data and information
- Right to time off for medical appointments
- Rights to re-deployment
- Pensions information and HMRC
- Template transition plan

The introduction of this policy is expected to positively impact on trans staff within the council by preventing any harassment, victimisation, or discrimination against them, and thereby benefitting their mental health and wellbeing, and promoting retention and professional development. It can also be expected to benefit all staff by reaffirming the Council's commitment to a discrimination and harassment-free workplace for all, where staff should neither experience nor tolerate bullying or harassment.

The policy has been drafted to create greater equity and inclusion for trans staff, supported by the council's staff equalities networks, trade unions and human resources department. The policy is to be considered by the Staffing and Remuneration Committee for approval.

## 3. What data will you use to inform your assessment of the impact of the proposal on protected groups of service users and/or staff?

*Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis. Please include any gaps and how you will address these*



*This could include, for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national. For restructures, please complete the restructure EqIA which is available on the HR pages.*

Protected group	Service users	Staff
Sex	N/A	<a href="#">Corporate Employee Profile March 2020</a> <a href="#">Review of the Gender Recognition Act 2004: consultation analysis</a>
Gender Reassignment	N/A	<a href="#">Equality Human Rights Commission</a>  <a href="#">Tribunals and Gender Recognition Statistics (Ministry of Justice)</a> Main Tables at Table GRP 4.  <a href="#">Stonewall: LGBT in Britain, Trans Report</a>
Age	N/A	<a href="#">Corporate Employee Profile March 2020</a>  <a href="#">Trans Mental Health Study 2012</a>
Disability	N/A	<a href="#">Corporate Employee Profile March 2020</a>  <a href="#">National LGBT Survey 2018</a> (page 23)  <a href="#">Trans Mental Health Study 2012</a>  <a href="#">It's time for reform, Trans* Health Issues in the International Classification of Diseases 2011</a>  <a href="#">Mental health and gender dysphoria: a review of the literature</a>
Race & Ethnicity	N/A	<a href="#">Corporate Employee Profile March 2020</a>

Sexual Orientation	N/A	<a href="#">Corporate Employee Profile March 2020</a> <a href="#">National LGBT Survey 2017</a>
Religion or Belief (or No Belief)	N/A	<a href="#">Corporate Employee Profile March 2020</a> <a href="#">Review of the Gender Recognition Act 2004: consultation analysis</a>
Pregnancy & Maternity	N/A	N/A
Marriage and Civil Partnership	N/A	<a href="#">Tribunals and Gender Recognition Statistics (Ministry of Justice)</a> Main Tables at Table GRP 4.

**Outline the key findings of your data analysis. Which groups are disproportionately affected by the proposal? How does this compare with the impact on wider service users and/or the borough's demographic profile? Have any inequalities been identified?**

*Explain how you will overcome this within the proposal.*

*Further information on how to do data analysis can be found in the guidance.*

There is limited information about the number of trans people in the UK and we do not collect employee data on trans staff.

The policy is intended to offer trans members of staff dignity at work and eliminate bullying, harassment and discrimination. The main impact of the policy therefore relates to the protected characteristic of gender recognition (referred to as gender reassignment in the Equality Act 2010).

The application of this policy would not entail any changes to other staff with protected characteristics. The council's only women-only spaces are bathrooms, and this policy does not entail any changes to these: privacy and dignity for all users is offered by the provision of self-contained cubicles.

## Demographics

### a) Sex

#### Corporate Employee Profile March 2020:

Female	65.2%
Male	34.8 %

**Review of the Gender Recognition Act 2004: consultation analysis:** A number of respondents to the Scottish GRA consultation raised concerns about changes to that legislation, including perceived harms associated with trans women's rights to access women-only spaces such as toilets and changing rooms, perceived risks to women's safety, and a perceived de-prioritisation of the rights of women to those of trans people where those rights are viewed as being mutually exclusive. These concerns were mirrored in a deputation to the Staffing and Remuneration Committee in December 2019.

These concerns would be applicable to the bathrooms in the council offices as we do not have any other women-only spaces where this policy would be applicable. This concern is addressed now and will continue to be addressed through our provision of self-contained cubicles. Application of the Trans Equality Policy would not entail any change regarding access to bathrooms in Council offices. Our existing workforce policies on bullying and harassment prevent abusive behaviour and provide victims with recourse through proper channels.

#### **b) Gender Reassignment**

The need for the policy derives from the discrimination trans people continue to experience in the workplace across the UK, as highlighted by trades unions including [UNISON](#), [GMB](#), and the [TUC](#). Such discrimination can range from less favourable treatment in recruitment and appraisal processes, fewer opportunities for training and progression, and bullying and harassment. Stonewall's [LGBT in Britain: Trans Report](#) notes that 12% of trans employees in the UK have been attacked by colleagues or customers and 51% of trans employees have hidden or disguised the fact that they are trans at work because they were afraid of discrimination.

Evidence shows that discrimination at work can be traumatic, adversely affecting workers' mental health, physical health, and professional development in terms of sustained employment, skill acquisition, and progression. The objective of the policy is to prevent any discrimination that trans members of Haringey Council staff may experience and thereby prevent harm to trans people's health and wellbeing and/or careers.

#### **c) Age**

##### **Corporate Employee Profile March 2020:**

16 – 24	1.9%
25 – 34	13.7%
35 – 44	22.5%
45 – 54	32.3%
55 – 64	26.7%
65 +	2.9%

##### **Trans Mental Health Study 2012:**

In the UK in 2007/2008, 392 people were issued with full GRCs. 67 (17%) were aged 58 and over. In 2018/2019, 323 people were issued with full GRCs and the number of successful applicants aged 58 and over was 13%.

From this data, it is reasonable to conclude that trans people in the UK are younger on average than the Haringey Council workforce. Equally, any trans people in the Haringey Council workforce are more likely to be among the younger, underrepresented age groups than the 30% of staff who are aged 55+.

#### **d) Disability**

##### **Corporate Employee Profile March 2020:**

Disclosed disability	6.5%
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##### **National LGBT Survey 2017<sup>1</sup>:**

In a Government LGBT Survey carried out in 2017, 33% of trans participants indicated that they had a disability, whereas 14% of non-trans respondents said they did.

##### **Trans Mental Health Study 2012:**

In a survey of 889 trans people in 2011, 58% (of the sample) indicated that they had a disability or chronic health condition. 36% identified that they had a mental health issue. 88% (of 549 who answered the question) had been diagnosed with depression or considered they were or had been depressed and 48% (of 483) had attempted suicide at least once.

##### **It's time for reform: Trans\* Health Issues in the International Classification of Diseases 2011:**

Evidence indicates that the mental health issues experienced by trans people are related to the prejudice and discrimination they experience.

##### **Mental health and gender dysphoria: a review of the literature:**

Evidence indicates that transitioning to the gender with which the person identifies helps resolve distress and mental health issues.

The data indicates that mental health conditions are more common among trans people, that this is at least in part caused by experience of prejudice and discrimination, and that transition can help to prevent or ameliorate mental health issues. The objectives of the Trans Equality Policy to eliminate discrimination and facilitate transition at work are therefore relevant to any trans members of Haringey Council staff who experience mental health issues caused by discrimination.

#### **e) Race & Ethnicity**

##### **Corporate Employee Profile March 2020:**

Black, Asian and Minority Ethnicities	52.8%
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<sup>1</sup> <https://government-equalities-office.shinyapps.io/lgbt-survey-2017/>

White Minorities	15.1%
White British	27.1%
Not declared	4.9%

There is no statistical evidence published about the ethnic origin of people who are issued with a full GRC under the GRA. There is no reason to believe that trans people are over-represented or under-represented among any particular racial or ethnic group.

#### **f) Sexual Orientation**

##### **Corporate Employee Profile March 2020:**

Not recorded	47.4%
Bisexual	0.7%
Gay man	0.8%
Heterosexual	41.3%
Lesbian	0.6%
Prefer not to say	9.2%

##### **National LGBT Survey 2017:**

Of the 14,320 self-selected trans people who responded to the UK LGBT Survey in 2017 the following table outlines their sexual orientation. Which shows that many trans people have intersecting identities / multiple protected characteristics.

This sample was self-selecting and not a random sample, so findings cannot be assumed to be representative of the trans population as a whole.

Bisexual	31.6
Gay/lesbian	22.8
Asexual	5.4
Pansexual	14.1
Queer	4.6
Other	6.6
Heterosexual	9.4
Don't know/Prefer not to say	5.4

The data indicates that Trans people are more likely to identify as LGBTQ+ than the general population. Intersectionality is likely to play an important role, therefore, for Trans people who identify with an LGBTQ+ identity.

#### **g) Religion or Belief (or No Belief)**

##### **Corporate Employee Profile March 2020:**

Christian	24%
Hindu	1%
Jewish	0.6%
Muslim	4.8%
None	11.5%

Other	0.7%
Prefer not to say	9.4%
Not recorded	48%

#### **Review of the Gender Recognition Act 2004: consultation analysis:**

A number of respondents to the Scottish GRA Consultation noted that the proposed changes to the system for obtaining legal gender recognition could impact on women whose religion or belief prevented them from sharing spaces with trans women. This concern may be applicable to the handwashing spaces in bathrooms in the council offices. However, this concern was not raised during the consultation for this policy. We do not hold any evidence that women of any religion or faith employed by Haringey Council share these concerns.

#### **h) Pregnancy & Maternity**

The policy is not expected to have any specific impacts in relation to this protected characteristic.

#### **i) Marriage and Civil Partnership**

##### **Tribunals and Gender Recognition Statistics (Ministry of Justice):**

In 2018/19, the GRP granted 34 full GRCs to married applicants across the UK.

The Trans Equality Policy will apply equally to people who are in marriages and people who are in civil partnerships

#### **4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?**

*Please outline which groups you may target and how you will have targeted them*

**Further information on consultation is contained within accompanying EqIA guidance**

Consultation has been carried out in developing and drafting the Trans Equality Policy.

The consultation process has followed the standard process that all workforce policies undergo. This has included engagement with:

- All existing staff equalities groups
  - LGBTQ+ Network
  - EMBRACE Network (previously called BAME Network)
  - Disability and Illness Network
  - the Young Peoples Network
  - the Social Mobility Network

- Recognised Trade Unions
  - UNISON
  - Unite
  - GMB
- Director of Customers, Transformation & Resources
- HR colleagues
  - Acting Head of HR & OD
  - HR Business Partners
  - HR Advisors
  - Policy and Reward Team
- Haringey's Legal Team

The council does not have a women's staff network. This is because staff networks are self-starting and self-managing, rather than formed corporately, and Haringey Council staff have not started a women's network. Consultation relating to the impact on women was sought through the Trade Unions, the London Councils HR Policy Network and Haringey Council's Legal Team.

In order to engage with people with the gender reassignment protected characteristic, the drafted policy was also consulted with trans staff at the LGA and Unison's LGBT members group.

Staff with protected characteristics were engaged through feedback from the staff networks and the Equalities Steering Group. This combined with feedback from external groups, such as Stonewall, LGA trans staff and the London Council's HR Policy Network, provided a robust picture of issues which affect trans employees, and more specifically, those with intersecting identities and other protected characteristics.

Workshops were held with representatives from staff equalities networks which shaped the creation of the workforce Trans Equality Policy.

Stakeholders were then consulted on two drafts of the policies, with Unison taking the policy to their LGBT+ executive committee for comments. The policy was finalised and approved by all stakeholders with support from all groups.

#### **4. b) Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics**

*Explain how will the consultation's findings will shape and inform your proposal and the decision making process, and any modifications made?*

There was a consensus during the consultation process that trans staff are underrepresented within the council and their needs have not been sufficiently addressed within our current processes. That there is a need to advance the rights and supports for trans employees within the council in order to meet our Public Sector Equality Duty.

Key representative groups within the council were consulted with, the priorities arising were as follows:

- To align the policy with Stonewalls guidance
- To align the policy with UNISONS trans policy template
- To ensure that all terms were clear and understandable
- To provide manager specific guidance
- To align our policies with Homes for Haringey's Transgender Policy 2014
- To promote the policy widely

Following the consultation, the policy brought together aspects of current best practice and policies from partner organisations. A transitioning at work action plan was added to the guidance to help managers and employees to understand what the process might entail and make sure that managers are as supportive as possible.

Concerns relating to women's bathroom facilities have been addressed through the mix of facilities which includes single occupancy, self-contained cubicles. However, the consultation brought to light the need for more self-contained cubicles should the offices return to full capacity. Going forward, the organisation is looking to create an agile workforce, which includes how we design our office accommodation. As a result of this consultation, a part of the design spec will be to design private, single cubicle spaces that include a washbasin.

## 5. What is the likely impact of the proposal on groups of service users and/or staff that share the protected characteristics?

*Please explain the likely differential impact on each of the 9 equality strands, whether positive or negative. Where it is anticipated there will be no impact from the proposal, please outline the evidence that supports this conclusion.*

Further information on assessing impact on different groups is contained within accompanying EqIA guidance

### 1. Sex

A number of respondents to the Scottish GRA raised concerns about the implications of legal gender recognition for women. This was mirrored by a deputation to the Staffing and Remuneration Committee in December 2019, where concerns were raised about the potential impact on women and their rights to privacy and protection from abuse.

The council does not provide any single sex services or provide gender segregated offices (these are provided by external organisations where this policy does not apply as it is a Haringey workforce policy), as such the impact on women's spaces is applicable only to the bathrooms in council buildings. This concern is addressed / mitigated through our current provision of self-contained cubicles, which includes a toilet plus vanity unit



and hand-drying facilities. Employees have access to self-contained bathroom facilities to ensure there are facilities that women are comfortable using where they no longer wish to use shared spaces.

This EqIA highlighted the need to develop even more self-contained cubicles and will incorporate this into any updates to council accommodation. In the longer term, this will have a positive impact based on sex and women's spaces. This will be monitored through engagement with trade unions

Positive		Negative		Neutral impact	X	Unknown Impact	
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## 2. Gender reassignment

The proposed policy will have a significantly positive impact on current and future trans employees within the council. There are benefits for transgender employees through having clear policy and process for gender recognition and transitioning at work. These benefits will include:

- Freedom from discrimination
- Lower risk to mental health
- Improved retention and progression

Introducing a clear process for transitioning at work both socially and formally will enable trans people to be treated with dignity, courtesy, and respect, without having to go through the process without and guidance or clear process.

It is our duty to advance equality of opportunity. This policy outlines how we will do that for trans staff and therefore create a positive impact on their time at Haringey.

Positive	X	Negative		Neutral impact		Unknown Impact	
----------	---	----------	--	----------------	--	----------------	--

## 3. Age

While the policy is not designed to address age inequality, there is evidence that there are additional challenges for older employees in transitioning socially and legally. This policy would positively impact on the challenges older employees face, through increased understanding and support from the organisation. As such, older trans people would experience benefits including lower risk to their mental health.

The data indicates that a proportionately higher number of younger people than older people are trans. The people the policy is most likely to benefit are therefore younger members of Haringey Council staff.

Positive	X	Negative		Neutral impact		Unknown Impact	
----------	---	----------	--	----------------	--	----------------	--

## 4. Disability

There is substantial evidence that shows a link between the mental health issues experienced by trans people to the prejudice and discrimination they experience. By introducing this policy and addressing prejudice and discrimination within the council we hope to positively impact on staff with disabilities.

Positive	X	Negative		Neutral impact		Unknown Impact	
----------	---	----------	--	----------------	--	----------------	--

## 5. Race and ethnicity

There is no data on the impact of this policy on race and ethnicity, however Trans people may face dual discrimination on the grounds of their race and their gender reassignment. The intersectional nature of discrimination can compound the impact on the individual and it is important to understand the whole person and not a single aspect of their identity.

Positive		Negative		Neutral impact	X	Unknown Impact	
----------	--	----------	--	----------------	---	----------------	--

## 6. Sexual orientation

There is data which shows that many trans people also identify as LGBTQ+ and have intersecting identities / multiple protected characteristics. It is highly likely that the introduction of this policy would have a positive impact on employees who have intersecting characteristics.

The LGBTQ+ Staff Network have championed trans inclusion at Haringey, where the introduction of this policy would significantly advance the rights and inclusion of a part of its membership.

Positive	X	Negative		Neutral impact		Unknown Impact	
----------	---	----------	--	----------------	--	----------------	--

## 7. Religion or belief (or no belief)

There has been feedback of concerns from the Scottish GRA Consultation that increased rights for trans people could impact on women whose religion or belief prevented them from sharing spaces with men.

The council does not provide any single sex services or provide gender segregated offices (these are provided by external organisations where this policy does not apply as it is a Haringey workforce policy), as such the impact on women's spaces is applicable only to the bathrooms in council buildings. This concern is addressed through our current provision of self-contained cubicles, which includes a toilet plus vanity unit and hand-drying facilities. Employees have access to self-contained bathroom facilities to ensure there are facilities that women comfortable using.

Positive		Negative		Neutral impact	X	Unknown Impact	
----------	--	----------	--	----------------	---	----------------	--

### 8. Pregnancy and maternity

There is no evidence of an impact of transgender equality on pregnancy and maternity.

Positive		Negative		Neutral impact	X	Unknown Impact	
----------	--	----------	--	----------------	---	----------------	--

### 9. Marriage and Civil Partnership

People in marriages and people in civil partnerships will be treated equally in all aspects of the Trans Equality Policy

Positive		Negative		Neutral impact	X	Unknown Impact	
----------	--	----------	--	----------------	---	----------------	--

### 10. Groups that cross two or more equality strands e.g. young black women

This EqIA has identified the intersecting identities of employees within the council and has sought to address any inequalities that trans staff may face. Groups that are likely to have experienced disadvantage based on their intersecting identities and who may benefit from the introduction of the Trans Equality Policy include:

- BAME trans people
- Young trans people
- Older trans people
- LGBTQ+ trans people
- Disabled trans people
- Trans people who have mental health conditions

### Outline the overall impact of the policy for the Public Sector Equality Duty:

- Could the proposal result in any direct/indirect discrimination for any group that shares the relevant protected characteristics?
- Will the proposal help to advance equality of opportunity between groups who share a relevant protected characteristic and those who do not?

This includes:

- a) Remove or minimise disadvantage suffered by persons protected under the Equality Act
- b) Take steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups
- c) Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low

- Will the proposal help to foster good relations between groups who share a relevant protected characteristic and those who do not?

The Trans Equality Policy will help to eliminate discrimination suffered by trans members of Haringey Council staff. There is no foreseeable risk of discrimination against any other group of people arising from the implementation of the policy.

The proposal will advance equality of opportunity for trans staff as the policy will encourage staff to bring their true selves to work, and support retention and progression of trans staff.

The Policy will help to foster good relations between groups who share a relevant protected characteristic and those who do not as the policy and guidance encourages productive and supportive dialogue between employees.

#### 6. a) What changes if any do you plan to make to your proposal as a result of the Equality Impact Assessment?

Further information on responding to identified impacts is contained within accompanying EqIA guidance

Outcome	Y/N
<b>No major change to the proposal:</b> the EqIA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. <u>If you have found any inequalities or negative impacts that you are unable to mitigate, please provide a compelling reason below why you are unable to mitigate them.</u>	Y
<b>Adjust the proposal:</b> the EqIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly <u>set out below</u> the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below	N
<b>Stop and remove the proposal:</b> the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision.	N

#### 6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty

Impact and which relevant protected characteristics are impacted?	Action	Lead officer	Timescale

Potential impact on women only spaces.	To further promote the self-contained bathrooms.	Sinéad Booth	From date of implementation and ongoing.
<p><b>Please outline any areas you have identified where negative impacts will happen as a result of the proposal but it is not possible to mitigate them. Please provide a complete and honest justification on why it is not possible to mitigate them.</b></p>			
N/A			
<p><b>6 c) Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented:</b></p>			
<p>HR will monitor workforce equalities data, requests for advice and support from managers and staff, any formal procedures related to the policy.</p>			

<b>7. Authorisation</b>	
EqlA approved by ..... (Assistant Director/ Director)	Date .....
<b>8. Publication</b>	
<i>Please ensure the completed EqlA is published in accordance with the Council's policy.</i>	

Please contact the Policy & Strategy Team for any feedback on the EqlA process.

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**Report for:** Staffing & Remuneration Committee – 2 February 2021

**Title:** People Report - December 2020

**Report authorised by:** Dan Paul, Chief People Officer

**Lead Officer:** Ian Morgan, Reward Strategy Manager

**Ward(s) affected:** N/A

**Report for Key/  
Non Key Decision:** N/A

**1. Describe the issue under consideration**

The People Report is designed to give officers and members relevant workforce data in an easy to understand format in order to support informed strategic decision making.

**2. Cabinet Member Introduction**

Not applicable.

**3. Recommendations**

The Report is for information and for the Committee to note.

**4. Reason for Decision**

Not applicable.

**5. Alternative Options Considered**

Not applicable.

**6. Background information**

The People Report combines key workforce data and analysis including headcount, the cost of both the permanent workforce and off payroll arrangements, starters/leavers and sickness absence as shown in Appendix A.

## 6.1. People Report Headlines

- 6.1.1 In December 2020, the established workforce has increased by 3.5%, which has resulted in the average cost per FTE increasing to approx. £39,000.
- 6.1.2 The level of Consultant and Interim engagement has reduced by 3 FTE, resulting in costs decreasing by 51%. Another factor which has contributed to costs reducing significantly is due to the compulsory leave Consultant/ Interims (as well as employees) are obliged to take during December.
- 6.1.3 The number of agency workers being used by the Council since September 2020 has increased by 5.9%. An increase in the agency workforce is to be expected as the Council has been operating lateral flow testing sites and due to the time limited nature of the project and the funding, these are staffed by agency workers. The majority of other roles being covered continues to be predominately frontline posts such as Civil Enforcement Officers, Family Support Workers and Social Workers. This quarter has also seen a number of back office roles such as Business Support Officers and Project Managers being temporarily filled by agency workers. Whilst the Council aims to reduce agency usage there will always be pockets across the organisation to help deliver services to our residents whilst permanent recruitment is undertaken. The Council will continue to monitor this to ensure that the usage does not increase significantly.
- 6.1.4 One of the Borough Plan outcomes is to increase the percentage of the workforce aged under 40, which is presently 25%. Currently for 2019/20, the median across London Boroughs for this age group is 30.9%. During the last rolling year period 45% of new starters appointed were from this age group.
- 6.1.5 All sickness rates have improved across the board and costs have reduced by 4.9% when compared to the previous quarter. The figure for average sickness days, 8.8, includes staff absent at management request/ COVID.

## 7. Contribution to strategic outcomes

In order to streamline the production of timely workforce data the People Report will act as a single source of people data for the use of both officers and members.

The production of this report will complement the reports produced by Finance to give officers and members a set of management controls that will help track the reduction in the workforce, both on and off payroll; and the associated spend across the Council.

It will enable officers and members to track the progress of HR related initiatives controlling recruitment, establishment numbers, and performance management exercises.



**8 Statutory Officers' comments**

**Chief Finance Officer**

This report recommends Committee to note the changes in the workforce over the period September 2020 to December 2020. The impact of these changes have already been considered as part of the regular budget monitoring process and would have been reported accordingly. There are no other financial implications arising from this report.

**Corporate Governance**

Not applicable. It is noted that this report is for information only.

**9. Use of Appendices**

Appendix A - People Report (December 2020)

Appendix B - Haringey Council Employment Profile (December 2020)

**10. Local Government (Access to Information) Act 1985**

Not applicable.

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## People Report

December 2020

Appendix A



Measure		Reporting Period					% Change
		Mar 2020	Jun 2020	Sep 2020	Dec 2020	Status	Dec to Sep 2020
<b>Established Workforce</b>							
Headcount	M	2150	2251	2286	2366	↑	3.5
FTE	M	1949.6	2015.9	2048.6	2128.9	↑	3.9
Cost base pay - monthly (£000)	M	£6,117	£6,315	£6,433	£6,868	↑	6.8
Cost base pay - annualised (£000)	M	£73,406	£75,775	£77,202	£82,420	↑	6.8
Average cost per FTE (£000)	M	£38	£38	£38	£39	↑	
<b>Off Payroll Workforce - Agency</b>							
Headcount	M	561	541	545	577	↑	5.9
FTE	M	515.2	475.0	492.5	507.9	↑	3.1
Cost - monthly (£000)	M	£3,105	£2,614	£2,644	£2,763	↑	4.5
Cost - annualised (£000)	M	£37,260	£31,373	£31,731	£33,152	↑	4.5
% Agency of total workforce	M	20.9	19.1	19.4	19.3	↓	
<b>Off Payroll Workforce - Consultants/Interims</b>							
Headcount	M	11	11	11	8	↓	-27.3
FTE	M	9.8	10.0	10.8	7.8	↓	-27.8
Cost - monthly (£000)	M	£118	£101	£117	£57	↓	-51.0
Cost - annualised (£000)	M	£1,418	£1,216	£1,403	£688	↓	-51.0
<b>Total Workforce (Established + Agency/Consultants/Interims)</b>							
Headcount	M	2722	2803	2842	2951	↑	3.8
FTE	M	2474.6	2500.9	2551.9	2644.6	↑	3.6
Cost - monthly (£000)	M	£9,340	£6,416	£9,195	£9,688	↑	5.4
Cost - annualised (£000)	M	£112,084	£76,991	£110,336	£116,259	↑	5.4
<b>Leavers</b>							
Headcount	RY	297	294	260	242	↓	
FTE	RY	266.4	261.8	231.3	210.8	↓	
% Resignation/retirement	RY	64	59	60	67	↑	
% TUPE	RY	2	2	0	0	→	
% Redundancy	RY	19	26	28	20	↓	
% Other	RY	15	13	12	12	→	
No. Leavers Aged <40	RY	116	101	84	87	↑	
<b>Starters</b>							
Headcount	RY	300	247	387	567	↑	
FTE	RY	267.7	225.8	329.0	473.5	↑	
% Permanent appointments	RY	63	61	74	73	↓	
% Fixed term appointments	RY	33	35	24	26	↑	
% Temporary appointments	RY	4	4	2	2	→	
No. New Starters Aged <40	RY	157	126	181	254	↑	

Data Period = Period the data relates to:

M = Month (based on snapshot within the month)

RY = Rolling Year (based on 12 rolling months)

## Status Arrows

The arrows indicate the change between the current reporting period and the previous period:

↑	Increase
↓	Decrease
→	No Change

## People Report

December 2020

Appendix A



Measure		Data Period	Reporting Period					% Change
Sickness Absence*			Mar 2020	Jun 2020	Sep 2020	Dec 2020	Status	Dec to Sep 2020
Sickness rate (average days)	RY		9.0	10.0	9.4	8.8	↓	-6.2
Long term sickness rate (20+ days)	RY		6.0	6.5	6.6	6.2	↓	-6.3
Short term sickness rate (<20 days)	RY		3.0	3.0	2.8	2.5	↓	-9.5
Sickness cost (£000)	RY		£2,214	£2,346	£2,295	£2,183	↓	-4.9

**Data Period = Period the data relates to:**

M = Month (based on snapshot within the month)

RY = Rolling Year (based on 12 rolling months)

**Note:**

\*Data is at November 2020.

**Status Arrows**

The arrows indicate the change  
between the current reporting period  
and the previous period:

↑	Increase
↓	Decrease
→	No Change

## Appendix B - Council Employment Profile (December 2020)

Data as at 31/12/2020



### Profile by Services

Headcount  
Full-time equivalent (FTE)

Top 5% of earners - Female  
Top 5% of earners - BAME  
Top 5% of earners - Disability

Age 16 to 24  
Age 25 to 34  
Age 35 to 44  
Age 45 to 54  
Age 55 to 64  
Age 65 and over  
Average Age

Disability  
BAME  
White Minorities  
White  
Not declared  
Female  
Male  
Part-time

Adults & Health		Children's Services		Corporate Governance		Customers, Transformation & Resources		Director of Finance		Environment & Neighbourhoods		Housing, Regeneration & Planning		Haringey December 2020		Haringey September 2020		Targets
523		626		82		425		58		419		229		2,362		2,306		
470.5		540.1		80.5		409.4		55.6		373.8		211.2		2,141.0		2,083.1		
Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	
15	28.3	9	17.0	4	7.5	10	18.9	1	1.9	4	7.5	10	18.9	53	49.5	52	48.1	50.0
6	20.0	4	13.3	7	23.3	7	23.3	1	3.3	4	13.3	1	3.3	30	28.0	26	24.1	22.0
0	0.0	0	0.0	1	50.0	0	0.0	0	0.0	0	0.0	1	50.0	2	1.9	2	1.9	3.7
11	2.1	15	2.4	2	2.4	12	2.8	1	1.7	12	2.9	1	0.4	54	2.3	40	1.7	
80	15.3	83	13.3	10	12.2	56	13.2	9	15.5	35	8.4	39	17.0	312	13.2	318	13.8	
111	21.2	158	25.2	21	25.6	109	25.6	8	13.8	76	18.1	72	31.4	555	23.5	535	23.2	
160	30.6	191	30.5	20	24.4	134	31.5	16	27.6	149	35.6	73	31.9	743	31.5	730	31.7	
142	27.2	158	25.2	29	35.4	108	25.4	21	36.2	128	30.5	40	17.5	626	26.5	613	26.6	
19	3.6	21	3.4	0	0.0	6	1.4	3	5.2	19	4.5	4	1.7	72	3.0	70	3.0	
47		47		47		46		48		49		45		47		47		
39	7.5	37	5.9	6	7.3	27	6.4	1	1.7	14	3.3	8	3.5	132	5.6	131	5.7	
313	59.8	345	55.1	45	54.9	191	44.9	40	69.0	188	44.9	95	41.5	1,217	51.5	1,180	51.2	
76	14.5	71	11.3	12	14.6	82	19.3	5	8.6	37	8.8	50	21.8	333	14.1	330	14.3	
113	21.6	142	22.7	23	28.0	135	31.8	11	19.0	102	24.3	77	33.6	603	25.5	594	25.8	
21	4.0	68	10.9	2	2.4	17	4.0	2	3.4	92	22.0	7	3.1	209	8.8	202	8.8	
379	72.5	510	81.5	54	65.9	262	61.6	27	46.6	154	36.8	132	57.6	1,518	64.3	1,487	64.5	
144	27.5	116	18.5	28	34.1	163	38.4	31	53.4	265	63.2	97	42.4	844	35.7	819	35.5	
127	24.3	193	30.8	7	8.5	56	13.2	5	8.6	97	23.2	41	17.9	526	22.3	527	22.9	

**Top 5% of earners: Female, BAME and Disability**

#### Definition

The Top 5% of earners is based on:

1. Permanent staff and those staff on fixed term/temporary contracts employed for over a year.
  2. Ranking staff according to their gross full-time equivalent (FTE) pay from highest to lowest.
- Gross pay includes base pay, London weighting, honoraria and other contractual payments.

#### Ethnicity Key

BAME	Black, asian, mixed, chinese and other nationalities
White Minorities	Non British white staff - Irish, Greek, Greek Cypriot, Turkish, Turkish Cypriot, Kurdish, Gypsy, Irish Traveller & other white europeans
White	Includes all British nationalities - British, English, Scottish, Welsh, and Northern Irish

**Profile by Grade Bands**

Scale1 to Scale5		Scale 6 to SO1		PO1 to PO3		PO4 to PO7		PO8+		HC1C to HC3A		HB1A to HA2A		Other		Totals	
Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%
12	2.4	9	2.4	7	1.3	1	0.2	0	0.0	0	0.0	0	0.0	25	8.3	54	2.3
43	8.6	49	12.9	89	16.5	74	16.7	9	8.7	2	2.7	2	11.1	44	14.5	312	13.2
96	19.2	85	22.3	145	26.9	119	26.8	27	26.0	16	21.9	5	27.8	62	20.5	555	23.5
167	33.4	113	29.7	164	30.4	144	32.4	41	39.4	24	32.9	7	38.9	83	27.4	743	31.5
162	32.4	108	28.3	122	22.6	100	22.5	27	26.0	29	39.7	4	22.2	74	24.4	626	26.5
20	4.0	17	4.5	12	2.2	6	1.4	0	0.0	2	2.7	0	0.0	15	5.0	72	3.0
35	7.0	27	7.1	39	7.2	15	3.4	0	0.0	2	2.7	0	0.0	14	4.6	132	5.6
313	62.6	232	60.9	268	49.7	215	48.4	31	29.8	21	28.8	6	33.3	131	43.2	1,217	51.5
56	11.2	54	14.2	107	19.9	56	12.6	25	24.0	8	11.0	3	16.7	24	7.9	333	14.1
90	18.0	77	20.2	134	24.9	148	33.3	45	43.3	41	56.2	8	44.4	60	19.8	603	25.5
41	8.2	18	4.7	30	5.6	25	5.6	3	2.9	3	4.1	1	5.6	88	29.0	209	8.8
287	57.4	272	71.4	376	69.8	251	56.5	57	54.8	40	54.8	6	33.3	229	75.6	1,518	64.3
213	42.6	109	28.6	163	30.2	193	43.5	47	45.2	33	45.2	12	66.7	74	24.4	844	35.7
229	45.8	64	16.8	81	15.0	30	6.8	6	5.8	4	5.5	1	5.6	111	36.6	526	22.3

**Period**  
**January to December 2020**

Recruitment & Retention					
Applicants		Starters		Leavers	
		Head count	%	Head count	%
Age 16 to 24	0.0	32	7.0	3	1.3
Age 25 to 34	0.0	106	23.1	51	21.5
Age 35 to 44	0.0	129	28.1	44	18.6
Age 45 to 54	0.0	112	24.4	51	21.5
Age 55 to 64	0.0	67	14.6	70	29.5
Age 65 and over	0.0	13	2.8	18	7.6
Not declared	0.0	0	0.0	0	0.0
Disability	0.0	9	2.0	19	8.0
BAME	0.0	205	44.7	108	45.6
White Minorities	0.0	35	7.6	37	15.6
White	0.0	93	20.3	77	32.5
Not declared	0.0	126	27.5	15	6.3
Female	0.0	303	66.0	174	73.4
Male	0.0	156	34.0	63	26.6

 Data not currently available

**Period**  
**October to December 2020**

Scale1 to Scale5  
Scale6 to SO1  
PO1 to PO3  
PO4 to PO7  
PO8+  
HC1C to HA2A  
Other  
Disability  
BAME  
White Minorities  
White  
Not declared  
Female  
Male

Formal Procedures							
Capability Cases		Harassment Cases		Grievance Cases		Disciplinary Cases	
Head count	%	Head count	%	Head count	%	Head count	%
0	0.0	0	0.0	3	11.5	14	36.8
0	0.0	0	0.0	5	19.2	5	13.2
1	50.0	0	0.0	12	46.2	13	34.2
1	50.0	1	100.0	4	15.4	6	15.8
0	0.0	0	0.0	1	3.8	0	0.0
0	0.0	0	0.0	1	3.8	0	0.0
0	0.0	0	0.0	0	0.0	0	0.0
0	0.0	0	0.0	2	7.7	7	18.4
2	100.0	0	0.0	12	46.2	26	68.4
0	0.0	0	0.0	5	19.2	2	5.3
0	0.0	1	100.0	5	19.2	4	10.5
0	0.0	0	0.0	4	15.4	6	15.8
1	50.0	1	100.0	21	80.8	22	57.9
1	50.0	0	0.0	5	19.2	16	42.1

**Period**  
**January to December 2020**

Leaving Reason Groups											
Resignation		Redundancy		Retirement		Contract End		Dismissal		Other	
Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%
2	1.4	0	0.0	0	0.0	1	7.7	0	0.0	0	0.0
43	30.9	3	6.1	0	0.0	3	23.1	2	22.2	0	0.0
36	25.9	5	10.2	0	0.0	1	7.7	1	11.1	1	14.3
26	18.7	13	26.5	1	5.0	5	38.5	2	22.2	4	57.1
30	21.6	23	46.9	11	55.0	2	15.4	2	22.2	2	28.6
2	1.4	5	10.2	8	40.0	1	7.7	2	22.2	0	0.0
7	5.0	7	14.3	4	20.0	0	0.0	0	0.0	1	14.3
57	41.0	29	59.2	4	20.0	10	76.9	4	44.4	4	57.1
17	12.2	9	18.4	5	25.0	1	7.7	4	44.4	1	14.3
53	38.1	10	20.4	10	50.0	1	7.7	1	11.1	2	28.6
12	8.6	1	2.0	1	5.0	1	7.7	0	0.0	0	0.0
102	73.4	39	79.6	14	70.0	10	76.9	4	44.4	5	71.4
37	26.6	10	20.4	6	30.0	3	23.1	5	55.6	2	28.6

BAME	Black, asian, mixed, chinese and other nationalities
White Minorities	Non British white staff - Irish, Greek, Greek Cypriot, Turkish, Turkish Cypriot, Kurdish, Gypsy, Irish Traveller & other white europeans
White	Includes all British nationalities - British, English, Scottish, Welsh, and Northern Irish

**Sexuality**

Not recorded/known  
Bi-Sexual  
Gay Man  
Heterosexual  
Lesbian  
Prefer not to say  
Total recorded

No.	% of all staff	% of recorded
1,002	42.4	
20	0.8	1.5
21	0.9	1.5
1,026	43.4	75.4
16	0.7	1.2
277	11.7	20.4
1,360	57.6	100.0

Religion/ Belief	No.	% of all staff	% of recorded
Christian	585	24.8	43.4
Hindu	28	1.2	2.1
Jewish	14	0.6	1.0
Muslim	119	5.0	8.8
None	297	12.6	22.0
Other ...	12	0.5	0.9
Prefer not to say	293	12.4	21.7
Not Recorded	1,014	42.9	100.0



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