

EQUALITY STRATEGY

2025 - 2029



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Strategic Alignment
The Strategy is aligned to support the Plan for North Lanarkshire and all Programmes of Work

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Foreword

This Equality Strategy aims to engage and support those who experience disadvantage both within our workforce, and our wider resident population to ensure that they can fully participate and benefit from this work.

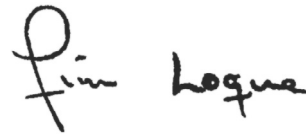
This will be achieved through a continued focus on maximising the impact of available supports and considering how we design and deliver our services to ensure that they fully include all residents and meet their needs as far as possible.

To be successful with this work, we must also find ways of identifying and seeking to overcome barriers to tackling poverty and enabling social mobility for our most disadvantaged residents, whether those be financial supports, employment and education opportunities or access to better quality housing.

As part of this strategy, we will do this in partnership with our residents and communities, seeking to better understand their perspectives and needs and ensuring that these are fully reflected in our plans to build a better future for all residents who choose to make North Lanarkshire their home.

These commitments are fully woven into our Programme of Work and intrinsically linked to the goals of our Resilient People, Brighter Futures, DigitalNL and One Service programmes of work.

Councillor Jim Logue
Leader of North Lanarkshire Council



Des Murray
Chief Executive,
North Lanarkshire Council



Our Ambition - A more equal North Lanarkshire delivered through this strategy

The Plan for North Lanarkshire sets out a clear shared ambition for inclusive growth and prosperity for all. Promoting equality is central to the vision of making North Lanarkshire a vibrant and inclusive place to Live, Learn, Work, Invest, and Visit for all of our residents. To be equal means that we are valued, our rights are upheld and we have the same access to resources and opportunities as others.

We know that that is not the case for some people who share particular characteristics. The Equality Act 2010 and the Public Sector Equality Duty details those characteristics that require both protection and a proactive response to address discrimination and disadvantage.

As the largest employer in North Lanarkshire, we also have responsibilities in ensuring equal access to our job opportunities and our workforce reflects the diversity of the local population. This will ensure a dynamic workforce that can know and meet the needs of the local population.

Our Equality Strategy outlines our mechanism for advancing equality, valuing diversity and upholding and protecting people's rights both in our community and our workplaces. It addresses the systemic disadvantages and inequalities faced by certain groups due to societal structures, prejudice, and discrimination. Having a strategy in place to address these factors is essential. It requires a focused, targeted, pro-active approach at all levels of our authority, leaving nothing to chance.

This Equality Strategy details how we will continue to achieve this through:

- Our equalities governance and structures that provide the leadership, scrutiny and accountability to make continuous progress;
- Our four objectives for mainstreaming success which provides the focus for our services through their equality action plans;
- Setting out the roles and responsibilities of NLC people at all levels of our organisation who work for us and deliver services on our behalf; and
- The delivery and measurable progress against our ten equality outcomes that aim to tackle the greatest disadvantage experienced by our communities.

Background

Since the publication of our last Equality Strategy in 2019, the world - and North Lanarkshire - has experienced significant change. Global and national events such as the cost-of-living crisis, the COVID-19 pandemic, and Brexit have had far-reaching impacts on our communities. For individuals already facing disadvantage - particularly women (including lone parents and older women), Black and minority ethnic people, disabled people, and young people - these crises have deepened existing inequalities across areas such as income, wealth, living standards, employment, health, education, and life opportunities.

These events have exposed the vulnerability of these groups to external shocks, many of whom continue to be disproportionately affected.

When we developed the 2019–2024 strategy, much of our local data was drawn from the 2011 Census. We now have access to the 2022 Census, alongside our own locally gathered intelligence, providing a more accurate and current evidence base to guide our work over the next four years.

We have aligned the timeframe of this new strategy with our ten newly published, evidence-based Equality Outcomes. This ensures a focused and mainstreamed approach to tackling inequality and driving meaningful change across North Lanarkshire.

Our Objectives for Mainstreaming Success - what we have achieved and what we want to achieve over the next four years

Mainstreaming equality means that whatever we do in our work for NLC – whether in the policies or services we develop, or in the decisions we make - we must consider equality matters.

This ensures the Council is meeting the requirements of the general equality duty to:

- Eliminate unlawful discrimination, harassment and victimisation and other unlawful conduct;
- Advance equality of opportunity between people who share a protected characteristic and those who do not; and
- Foster good relations between people who share a protected characteristic and those who do not.

To support us in meeting these requirements we have set the following objectives for mainstreaming success to guide our work for the next four years,

Objective i) To work in partnership with our communities through a shared understanding and purpose.

Objective ii) To demonstrate leadership in equalities and human rights, both within the council and amongst partners, and organisational commitment to excellence.

Objective iii) To ensure that local public services are responsive to different needs and treat users with dignity and respect.

Objective iv) To develop and sustain a skilled and committed workforce able to meet the needs of all local people.

These objectives form the basis of action plans for each of the Council's services ensuring we can advance evidence and track progress against the general duty.

Social Model of Disability

The Social Model of Disability emphasises that disability is caused by the way society is organised, rather than by a person's impairment or difference.

It focuses on removing barriers - physical, attitudinal, and systemic - to enable disabled people to fully participate.

We have adopted this approach to addressing the disadvantage that disabled people experience and will continue to raise awareness at all levels of our organisation.



What we have achieved and what we want to achieve over the next four years

Objective i) To work in partnership with our communities through a shared understanding and purpose.

North Lanarkshire has a rich history of partnership working, both with our communities who live and work in North Lanarkshire and other public sector bodies, organisations and businesses operating in North Lanarkshire.

The Plan for North Lanarkshire with its five priorities and 25 ambitions is a shared Plan with our Community Planning Partners and we understand that to deliver and advance equality cannot be achieved by acting alone – we all have a part to play.

‘Nothing about us without us’ - a mantra stemming from the disability equality movement emphasises that prioritising, designing, planning and delivering facilities and services for disabled people without their input will result in facilities and services that are not fit for purpose. The same can be applied to all different groups of people.

People are diverse, as are the people and communities in North Lanarkshire, and their needs are diverse.

To meet those different needs effectively requires building relationships and genuinely involving people in the design, planning and delivery of services that affect and impact on them. This includes sometimes providing other organisations with funding to deliver services on our behalf because they may be best placed to do that.

Only then will our communities have confidence and trust in the services they access because they will have helped prioritise and develop them.

“We value the long-term partnership we have had with the council for almost 15 years that ensures disabled people are involved in the planning and design of buildings and services. The Equality Strategy continues the commitment to this partnership, and we are pleased to endorse its aims and support its publication”.

Sam Hunter

Chairperson, North Lanarkshire Disability Access Panel

To work in partnership with our communities through a shared understanding and purpose	
Key Achievements	What we want to achieve through the lifetime of the strategy
<p>We have strong connections and relationships with a number of communities that represent the needs of people with protected characteristics, who engage with us to inform our services. We have worked closely with diverse communities to understand lived experiences beyond statistics. Some key achievements include:</p> <p>Engagement with the Muslim community to understand barriers that have resulted in the low uptake of girls and women accessing free period products. This has resulted in Lanarkshire Mosque becoming an access point and opening specifically for 2 hours each day for this purpose.</p> <p>A Town Centre Safety Survey was undertaken in Motherwell and Coatbridge to understand girls and women's experiences of accessing and using the town centres. The results were used to inform the town centre action plans.</p> <p>The engagement between the Community Partnership Team and the Deaf BSL community to inform the development of the Community Safety Strategy.</p> <p>The ongoing partnership with NL Disability Access Panel who are involved at the design stage of our Operational and Community Hubs.</p> <p>Funding many community based organisations who represent the needs of people with different characteristics. £784,933 (61%) of the overall budget across Community Grants schemes was allocated to organisations delivering work targeted to equalities groups in 2024.</p>	<p>Our Community Boards are set up as the main democratic engagement interface between ourselves, our Community Planning Partners and the community. They operate independently from one another across our 9 towns each with their own priorities (LOIPs). As many of the community organisations, which represent the needs of equality groups, operate across North Lanarkshire, there is no geographical fit for those groups to engage at a Community Board level. This has implications for their ability to have influence and access resources that are often distributed at Board level.</p> <p>Furthermore, we understand that for some communities who experience barriers to participation, engaging in formal structures is not a possibility or indeed a desire. We want each Community Board to have confidence that the decisions they make are fair and equitable, particularly around how public resources are used and distributed. Effective engagement will be key to achieving this.</p> <p>Through the life of this strategy, we want to ensure that everyone who wants to be a partner in the design and planning of services that impact on their lives are supported to do so.</p> <p>We will:</p> <ul style="list-style-type: none"> gather and analyse equality data and work with a wide range of partners to develop a robust understanding of the changing identities and needs of our local communities. This evidence-based knowledge will inform our planning and decision making so that we can ensure best quality services and deliver better outcomes for all our residents. use new and creative forms of community engagement so that all of our residents – including seldom heard groups – feel that they can participate in public life and that the council listens to them. This engagement will be an ongoing dialogue and centred on the 'nothing about us without us' philosophy. reflect on lessons learned from our history and the experiences of our partners to improve our practices and our ability to identify potential impacts on equality when making changes. continue to support community-based organisations to deliver services through funding and capacity building support.

Spotlight

Our Lives Research

The Council undertook research to explore the lived experiences and needs of Black and minoritised communities in North Lanarkshire resulting in the 'Our Lives' research report and 33 recommendations for action. It was recognised that the work required to act on the recommendations couldn't be met by the Council alone and the Community Planning Partners' Strategic Leadership Board took this on as one of its priorities, thus giving this work the importance and profile it needed. Through this partnership we continue to engage with our minority ethnic communities and arranged eight events to feedback the findings of the research. In total 150 people from across the different minority ethnic communities in North Lanarkshire were involved. These events were organised in partnership with organisations and members from the different communities.

As well as providing feedback a crucial element was to be solution focused with people coming up with ideas for improving people's language skills, supporting better mental health service provision, increasing cultural activities etc. This has resulted in numerous initiatives to improve the lives of people including:

- the contract with the Asian Business Chamber to support minority ethnic entrepreneurship;
- the development a new Cultural Committee to bring together and celebrate North Lanarkshire's rich and diverse cultures now with 35 members from 20 organisations;
- positive action in recruitment of Congolese and Ukrainian people working in Early Years;
- the decolonisation of our museum's collection reflecting the historical diversity of North Lanarkshire;
- the ESOL Learners Forum who provide a voice for learners to influence ESOL teaching practice;
- the development of Chat Cafes across North Lanarkshire offering informal opportunities to improve English language skills and strengthen social bonds; and
- the seminar attended by 120 staff from partner organisations to explore the needs of migrant women who have experienced gender-based violence and have no recourse to public funds.

"North Lanarkshire Cultural Committee is in its infancy but has had the full support of NLC to grow and develop. This Equality Strategy illustrates the commitment of the council to improve the lives of North Lanarkshire's diverse people by working in partnership with them. We are happy to endorse this Equality Strategy."

North Lanarkshire Cultural Committee

Objective ii) To demonstrate leadership in equalities and human rights, both within the council and amongst partners, and organisational commitment to excellence

As the largest public body in North Lanarkshire, we have a responsibility and a duty to ensure equality is advanced and human rights are upheld for the people of North Lanarkshire. To do that requires us all to play a part, whatever our job role and grade – both within the Council and across our partnerships. We all need to take the lead.

Leadership in equality and diversity is not simply about compliance or ticking boxes—it's about shaping the very soul of an organisation. At its heart, inclusive leadership is a commitment to fairness, respect, and opportunity for all, regardless of background, identity, or circumstance.

When leaders embrace this responsibility, they become architects of culture. Their words and actions set the tone for what is acceptable, what is celebrated, and what is challenged. A leader who speaks openly about inclusion, who listens deeply to marginalised voices, and who acts decisively against discrimination sends a powerful message: everyone belongs here.

But leadership goes beyond symbolism. It involves embedding equality and diversity into the strategic fabric of the organisation. This means developing policies that are not only legally sound but also ethically driven—policies that reflect lived experiences and anticipate barriers before they arise. It means using data not just to monitor progress, but to drive change, to ask difficult questions, and to hold the organisation accountable.

Inclusive leaders also understand that they are not the sole agents of change. They empower others—creating space for diverse talent to thrive, supporting networks and mentoring schemes, and ensuring that leadership itself reflects the diversity of the communities they serve. They know that inclusion is not a destination, but a journey of continuous learning, humility, and adaptation.

Ultimately, leadership in equality and diversity is about courage. The courage to challenge the status quo, to confront bias, and to lead with empathy. It's about recognising that inclusion is not just good practice—it's transformative. It builds trust, unlocks potential, and creates workplaces where everyone can flourish.

To demonstrate leadership in equalities and human rights, both within the council and amongst partners, and organisational commitment to excellence	
Key Achievements	What we want to achieve through the lifetime of the strategy
<p>The Council's Chief Executive leads the way in all matters of equality and human rights. His vision and expectations that the work we undertake as a public body is first and foremost to improve all people's lives is articulated at all levels of the Council as well as with our community planning partners.</p> <p>The Chief Officer - People Resources - has corporate lead for equalities within her portfolio and provides the strategic direction through managing the Equalities Team and chairing the Council's Equality Board.</p> <p>Our Elected Member Equality Champion also ensures that equality and diversity issues are highlighted and progressed within the Council and its communities.</p> <p>The Strategic Leadership Board, which is made up of North Lanarkshire's Community Planning Partners, has taken the lead in ensuring the recommendations from the research undertaken to explore the lived experiences of North Lanarkshire's Black Asian and other Minority Ethnic people is realised. A working group made up of Lead Officers from the partner organisations is driving this with regular updates and progress reported to the Board.</p> <p>Each of our services is represented on the Equality Board. Those service representatives are the driving force behind the development of action plans that build the capacity of their service to deliver on the equality duties.</p>	<p>Our commitment to diversity and equality will be at the heart of the council's vision, ambitions, priorities and plans.</p> <p>We will:</p> <ul style="list-style-type: none"> • encourage political leaders and senior officers to demonstrate leadership by championing equality, promoting respect, challenging prejudice and addressing negative stereotyping of any groups. • work with a wide range of partners to foster good relations and build resilient, cohesive communities that take pride in and feel a sense of responsibility towards their neighbourhoods. • share good practice with and benchmark our practice against local authorities and other relevant organisations. • take effective action where disadvantage exists using positive action measures where appropriate. • lead by example in multi-agency partnerships, encouraging others to adopt rights-based approaches. • share resources, training, and data to build collective capacity for equality across sectors. • continue our work with community-based organisations and groups to co-design and plan services especially those representing marginalised voices.

Spotlight

Tackling gender-based violence in schools

An event aimed at tackling gender-based violence in schools took place in February 2025 at St Ambrose High School.

The event, a collaboration between NHS Lanarkshire and North Lanarkshire Council, brought together over 100 professionals from education, healthcare, policing, and the voluntary sector.

Keynote speakers included Laura Bates, founder of the Everyday Sexism Project, and Michael Conroy of Men at Work, both of whom highlighted the need for

systemic change in schools to prevent gender-based violence.

Discussions focused on expanding initiatives such as the Mentors in Violence Prevention (MVP) programme and the Equally Safe in Schools approach, which aim to educate young people about healthy relationships and bystander intervention.

Barry Smedley, Chief Education Officer, emphasised the importance of the event: "Ensuring our schools are safe and inclusive environments is vital. By working together, we can empower both staff and students to challenge harmful attitudes and behaviours."

Feedback from attendees was overwhelmingly positive.

Objective iii) To ensure that local public services are responsive to different needs and treat users with dignity and respect.

Because our people and communities are not a homogenous group, we need to be able to respond to their difference when they want and need to access our facilities and services. With the move to providing access to services in a more digital way we know that for some groups of people they will experience barriers if that is the only route for them. For instance: older people are less likely to be digitally connected and skilled; some minority ethnic people may not have the necessary language skills; disabled people who use screen readers may find on-line form filling problematic; people whose first language is BSL can be very digitally excluded, particularly older users as information needs to be in BSL; and affordability for some groups is a very real barrier.

Accessing face to face services also needs to be accessible. Employees skills and confidence in supporting service users and customers different needs is crucial and training and development opportunities need to reflect this.

One size does not fit all and we will need to continue to provide information and access to our services in a variety of ways that are proportionate and relevant. Undertaking equality impact assessments when planning and designing services is an important tool to ensuring different needs are taken into account and any indirect discrimination is avoided.

To ensure that local public services are responsive to different needs and treat users with dignity and respect.	
Key Achievements	What we want to achieve through the lifetime of the strategy
<p>Digital NL</p> <p>With the move to providing access to services more digitally we recognised that some people may not be able to benefit without support and consideration. The Council through various working groups – Digital Zones, Improving Customer Experience for example – is ensuring those most excluded are not left behind. Key is continuous engagement and involvement with groups who are impacted.</p> <p>Equality Impact Assessments</p> <p>We have introduced a quality control aspect to impact assessments that includes confirming that the author of the assessment has undertaken equality impact assessment training. Since introducing this 91 employees have undertaken Equality Impact Assessment e-learning and a further 170 have undertaken bespoke Equality Impact Assessment face to face training including 10 Elected Members.</p>	<p>Commitment to equality and human rights is integrated into our business planning and delivery, including service level procurement, resource allocation and performance management.</p> <p>We will:</p> <ul style="list-style-type: none"> • ensure that our decisions, policies and practices are assessed so as they are fair and that opportunities to promote equality and deliver positive outcomes for all communities, service users and employees are pursued. • ensure that the best possible quality local services are provided, appropriate and accessible to the diverse and changing needs of all our residents and service users. • ensure the information we produce and the way we communicate is effective and accessible – we understand that one size does not fit all. <p>In gathering evidence and setting our equality outcomes for 2025-29 we recognised that there were areas we needed to give more focus to. For the lifetime of this strategy, we will have a focus on ensuring our services and information are accessible through the work to deliver the following new equality outcome.</p> <p>Outcome 9. The services and information we provide are accessible and tailored to different people's needs.</p>

Spotlight

Trauma Informed Practice

In May 2023 the council endorsed a vision and strategy to become a trauma informed and responsive organisation. A range of work is ongoing with a focus on creating the culture and conditions that will enable staff to respond in ways which recognise the impacts of trauma, promote recovery and prevent re-traumatisation. This will ensure services and effective supports are accessible for the people that need them most.

"NLC works hard to ensure that creating a more equal community is something that is clear not just within their words of intent in plans such as this but in the way that they engage with our members to ensure that their views are heard and that decision making around individual support packages is undertaken in a way that is compassionate and helps people to retain their dignity"

Deafblind Scotland

Objective iv) To develop and sustain a skilled and committed workforce able to meet the needs of all local people.

Having a workforce that is representative of the people of North Lanarkshire is a key to the people of North Lanarkshire having trust and confidence in the council as both a service provider and employer. Having a rich diversity also brings a richness in experience and skills.

To develop this, we need to recruit widely and inclusively; invest in our workforce as a collective and as individuals. We also need to have fair access to development opportunities so as the workforce is diverse at all levels, in all roles and in all services.

To develop and sustain a skilled and committed workforce able to meet the needs of all local people.	
Key Achievements	What we want to achieve through the lifetime of the strategy
<p>The Council is actively working to build a workforce that reflects the diversity of the communities it serves with examples of its work here including:</p> <p>Disability Equality</p> <p>Recognised as a <i>Disability Confident Leader</i>.</p> <p>Have in place a Disability Policy setting out our commitment to ensure our disabled workers are supported at work. We are in the process of recruiting volunteer Disability Officers who can provide additional support for our employees.</p> <p>Offers guaranteed interviews to disabled applicants who meet job criteria.</p> <p>Hosts an annual disabled employee event.</p> <p>Gender Equality</p> <p>Accredited as an <i>Equally Safe at Work employer</i>.</p> <p>Supports women through policies on flexible working, breastfeeding, menopause and gender-based violence.</p> <p>First local authority to train gender-based violence support officers for staff.</p>	<p>Our commitment to equality and diversity is integral to all employment policies, practices and procedures.</p> <p>We will:</p> <ul style="list-style-type: none"> recruit and retain a younger, more diverse, highly skilled and motivated workforce. create an inclusive workplace where all of our diverse employees feel engaged and able to be themselves and are responsive to local communities. invest heavily in staff development and innovation to stay at the forefront of equalities work. we expect our entire workforce to play a role in achieving the equality strategy and will strengthen their skills to work with communities in new ways. we will promote a commitment to equality and human rights with those we work with and require it in those from whom we commission services. we will continue to approach advancing disability equality through raising awareness amongst our employees and managers on the Social Model of Disability. we will support our employees through their different life stages recognising their changing needs as they age. <p>In addition, through the lifetime of this strategy we want people to work for us, thrive and progress in their employment in NLC. We have set equality outcomes and the measures in place to achieve the following:</p> <p>Outcome i) Young, disabled minority ethnic and LGB&T people work with us at all levels and are supported.</p> <p>Outcome ii) Reduce vertical and horizontal gender occupational segregation.</p> <p>Outcome iii). Increase Minority Ethnic people in the teaching and Social Work workforce.</p>

To develop and sustain a skilled and committed workforce able to meet the needs of all local people.	
Key Achievements	What we want to achieve through the lifetime of the strategy
<p>Race and Ethnicity</p> <p>Signed the <i>Race at Work Charter</i> to support Black, Asian, and Minority Ethnic employees.</p> <p>Chief Social Work Officer serves as Executive Sponsor for Race, leading diversity initiatives.</p> <p>The numbers of employees from a Black and minority ethnic background rose from 123 in 2022 to 219 in 2024.</p> <p>Veterans and Armed Forces</p> <p>Committed to the <i>Armed Forces Community Covenant</i>.</p> <p>Offers guaranteed interviews to service leavers, spouses, reservists, and veterans.</p> <p>Employee Engagement</p> <p>Supports an active <i>Employee Equality Forum</i> where staff can influence policies and strategies.</p> <p>Encourages staff participation in shaping equality and inclusion efforts.</p> <p>Youth and ASN Inclusion</p> <p>Expanded student placement programmes to include young people from Additional Support Needs (ASN) backgrounds.</p> <p>We have agreed with our Trade Union colleagues a statement on Fair Work First and this has been published on the Council's website.</p>	

Spotlight

Positive Action in Recruitment of Minority Ethnic People in Early Years

Through the Our Lives Research it was highlighted that some women from the Congolese community wanted to work but childcare was a real issue for them. In addition, the Academies Team were keen to engage with the newly settled Ukrainian people as a large scale recruitment exercise was taking place in Early Years to staff North Lanarkshire's nurseries as part of a substantial workforce transformation. Undertaking outreach engagement with these communities enabled the NL Academies team to identify that there were a number of very suitable candidates - women with skills and experience from their own countries which would be a great asset to the work of North Lanarkshire. The team were able to make the case to Early Years for inclusion of the identified groups within the recruitment process – to argue that many of the women had worked in or indeed managed care of children establishments, had transferrable skills and to make the case for a more inclusive and diverse workforce.

Early Years embraced this and used a modified outreach recruitment process to support these candidates through the recruitment system. Many of the candidates reported that without the NL Academies team involvement they would not have been aware of the vacancies and would never have considered applying.

43 interested individuals attended outreach recruitment sessions and took part in workshops and professional dialogue, with 33 successfully appointed to Support Worker posts (including 3 males). Importantly for the Congolese women they were able to manage their own childcare responsibilities with the flexible working arrangements offered by these positions.

Improving recruitment outcomes for disabled and minority ethnic people?

Through analysing the composition of our workforce, we recognised that employee diversity for some characteristics was disproportionately low in comparison to our local population. In particular, the recruitment of disabled people and minority ethnic people was highlighted as a cause for concern. In 2020 only 16.4% of minority ethnic applicants were interviewed and only 25.7% of disabled applicants were interviewed (despite the guaranteed interview scheme in operation for any disabled candidate who met the essential criteria for a job).

In 2023 the Council changed its recruitment to an anonymous application process (except for high volume recruitment). In 2024, we saw an increase in the % of disabled and minority ethnic applicants being interviewed. 22.57% of applicants from minority ethnic groups were interviewed (the same as the % for white people) and 33% of disabled applicants were interviewed.

In addition, the numbers of disabled and minority ethnic people employed in the council has increased since 2022.

There are now 219 minority ethnic employees from 123; and 599 disabled employees from 405.

"The Employee Equality Forum is delighted to support the publication of this Equality Strategy. It provides clear objectives and actions that, if fully implemented, will ensure that all who work for the council will be supported to be their best throughout their working lives."

NLC Employee Equality Forum

The NL Diversity Profile

Our People and communities

North Lanarkshire currently has a total population of 340,920 people. The population is projected to increase to 341,174 by 2028.

Protected Characteristics

Age

There have been significant demographic shifts within the population since the 2011 Census, with further change anticipated. Between 2018 and 2028, the 0 to 15 age group is projected to see the largest percentage decrease (-9.8%).

In 2023, the most common age group of mothers in North Lanarkshire was 30 to 34 (993 births). The 40 and over age group has seen the largest percentage increase in births (+31.5%).

Our population is also getting older with 18% aged 65 and over. By 2037, this demographic will have increased by 68.4% from 2012. The 75 and over age group is projected to see the largest percentage increase (+21.8%). In terms of size, however, 45 to 64 is projected to remain the largest age group.

Disability and long-term conditions

The following table shows those in North Lanarkshire of working age. Some of those people will also have more than one impairment / condition.

Nature of disability and long-term condition	% of People of working age 16-65
Deaf or hearing impaired	3.6%
Blind or partially sighted	1.57%
Physical Disability	8.64%
Mental health condition	15.54%
Long term health condition	18.08%

In the 2022 Census 9.22% of all people said they had bad or very bad health.

Gender Reassignment

The 2022 Census was the first time people were asked about their Trans status / history.

811(0.28%) people over 16 have a Trans history (0.4% is the national average). Of those 811 in North Lanarkshire 35% are non-binary and 42.9% are under 25.

Race

Approximately 4.03% of NL population are now people from a Black or minority ethnic group (non-white). Since the last census the population of BME people has increased by 85%.

The largest minority ethnic group is the Asian population who make up 71% of the total BME population. The Black African population has more than trebled in numbers since the 2011 Census.

The Polish population has also increased by over 78% while the overall white population has decreased by 1.05%. The Gypsy Traveller community has decreased by 36% from 205 to 131 people.

Ethnicity	2011		2022	
Total population	337,727	% of pop'n	340,973	% of pop'n
Scottish	313356	92.7%	302736	88.78%
White British	7892	3.33%	12267	3.59%
Irish	4394	1.3%	3188	0.93%
Gypsy Traveller	205	0.06%	131	0.03%
Polish	3009	0.89%	5357	1.57%
Other white	1823	0.53%	3526	1.03%
WHITE TOTAL	330679	97.9%	327205	95.96%
Mixed or multiple ethnic group	708	0.2%	2130	0.62%
Pakistani	3003	0.88%	5024	1.47%
Indian	997	0.29%	1487	0.43%
Bangladeshi	42	0.01%	75	0.02%
Chinese	898	0.26%	1103	0.32%
Other	445	0.13%	638	0.18%
Asian total	5343	1.5%	8328	2.44%
African total	523	0.1%	1853	0.54%
Caribbean or Black total	171	0.05%	236	0.06%
Other ethnic groups	252	0.07%	1219	0.35%

17,267 people living in North Lanarkshire were born outwith the UK. This is an increase of approximately 7000 people since 2011.

Religion or belief

Over 38% of NL people now say they have no religion (below the Scottish average of 51%). The largest faith group is Roman Catholics at 30% of the population, more than double the Scottish average. The second largest faith group is Muslim.

Sex

51.4% of the population in NL are female and 48.6% are male.

Sexual Orientation

2.5% of all people over 16 are lesbian, gay or bisexual amounting to 7119 people. The national average is 3.5%.

Diversity by Sector

Education

11,000 people in NL do not read or write English. That is just over 3% of the population.

The numbers of girls gaining higher level qualifications in STEM subjects from 2022/23 – 23/24 period has reduced.

There has been an increase in attendance rates of young disabled people from 2021-24 from 85.9% to 87.1%.

The attendance rate for Gypsy Traveller pupils (97 registered across all school sectors) for session 2023-24 was 80.42%, a 3.78% increase since session 2019/20.

In session 2023/24 a total of 87 National 3 and 4 level qualifications were achieved by 27 care experienced young people working individually with Virtual School teachers. 93% achieved a qualification in English and 93% achieved a qualification in Maths. 63% achieved three or more national qualifications, 37% achieved four or more and 19% achieved five or more.

There was an increase in the number of instances of exclusions of pupils with additional support needs from 25.4% in 2022/23 to 27.8% in 2023/24.

In North Lanarkshire 1,026 children aged 3-15 provide unpaid care. Of those 279 provide over 20 hours unpaid care a week, including 129 children who provide more than 50 hours of unpaid care a week.

School Based Counselling: 2915 logins and 1567 messages received via our online mental health service, Kooth. 127 young people aged between 10-18 used this service to engage in 1:1 chats to support their mental health and wellbeing.

Our Lives research reported that some girls who wear the Hijab experience harassment at school.

Boys continue to be more likely to be excluded than girls, and there has been a slight increase in exclusions (6 more instances) from 11.3% to 11.5% (all sectors included). The service is committed to continuing focus on reducing exclusions moving forward.

There has been a reduction in girls gaining higher level qualifications in STEM subjects from 2022/23 – 23/24 period. Physics, Design and Manufacturing and Computing Science. STEM subjects will continue to be a focus moving forward.

Levels are higher for Gypsy Traveller pupils leaving school without a positive destination.

The Positive Pathways Programme, We Aspire College and Virtual Schools initiatives are impacting positively on the children and young people participating.

Is Scotland Fairer reported that

- There is a drop off in girls' participation in sport that coincides with the move from PS to HS. The proportion of 13–15-year-olds meeting physical activity guidelines drops to 11% for girls and 24% for boys.
- Analysis of 2020/21 local authority data shows the highest number of racially motivated bullying incidents reported in Scotland's schools on record (since 2007/08).
- Despite improvements in the proportion of adults with degree-level qualifications, there are indications that Islamophobia is impacting on educational outcomes of Muslims. Research revealed evidence that Islamophobia creates barriers in all tiers of education from nursery and school through to college and university. These barriers lead to social anxiety and a lack of attendance and performance.
- Many trans young people have said they are bullied at school, with a self-selecting survey of LGB&T young people conducted in 2022 finding that 57% of 526 trans young people reported experiencing transphobic bullying. However, reported confidence levels in reporting transphobia to school staff or authority figures have fallen.

Employment

All of the following is about people who are economically active aged 16+ in North Lanarkshire.

Unemployment has been at historically low levels since 2020 and there are continued vacancies in almost all sectors of the labour market with employers competing for staff.

Growth in economic inactivity is mainly due to ill health and in North Lanarkshire coincides with less economic activity in women aged 16-64 and reflects post covid trends nationally.

Economic inactivity is of concern especially among those with long term health issues and those caring for others. Unemployment rates are also of concern for people on low incomes especially lone parents, women, disabled people and some minority ethnic communities.

However, the employment rates show for all BME groups in North Lanarkshire, a higher than the Scottish average.

Self-Employment is highest among Asian people at 21.86% in comparison to white people at 9.38%.

The employment rate of disabled people is 53% compared to 82% of non-disabled people.

Disabled people are almost twice as likely to be unemployed as non-disabled people, and 3 times as likely to be economically inactive.

Poverty

The cost-of-living crisis has impacted across the board, however, young single adults have been significantly affected, as have families/lone parents in regard to income, cost of living and access to childcare/employment.

The *Is Scotland Fairer Report* stated that:

- Poverty rates are highest for single women with dependent children (36.2%) and single men without dependent children (35.6%), some 16 percentage points higher than for the total adult population. Poverty rates are also higher

for single female pensioners (23.1%) compared to single male pensioners (17.9%), though both have rates higher than pensioner couples (11.1%).

- Levels of poverty and child poverty among ethnic minorities in Scotland remain worse than for White British people. In 2019/20, 36.9% of ethnic minority adults were in poverty compared with 17.5% of White British adults.
- The poverty rate for Muslim adults has remained persistently higher than the rate for non-religious adults. In 2017–2022, the poverty rate for Muslim adults was 63.1%.
- Households containing a disabled person are more likely to be financially vulnerable. The average disabled household faces £975 a month in extra costs. This figure was £550 /month in 2019. As inflation is expected to rise over the next five years, the extra cost of disability is estimated to reach £1,224 per month by 2029.
- After housing costs, the proportion of working age disabled people living in poverty is 27%. Which is higher than the proportion of working age non-disabled people at 19%.
- In August 2022, 7 in 10 families in Scotland where someone is disabled had cut back on essential expenditure.

Communities

Households

34.6% of all households are occupied by only 1 person. The national average is 37%.

13.5% of one person households are occupied by someone aged over 66.

19,433 are lone parent households, 12.83% of all households. 10,885 are lone parent households with one or more dependent children.

26% of households have no car or van.

Households from ethnic minority backgrounds are over-represented in the private rented sector.

Homelessness

16–25-year-olds remain disproportionately represented in homelessness statistics compared to the general population. 23.6% of all homeless applications in 2023-24 were from 16-25 year olds, and between April 2021 and April 2024, 991 young adults were supported through the Rapid Rehousing Transition Programme.

Crime

In 2024-2025 Police Scotland received, 4209 reports of domestic abuse incidents in North Lanarkshire a slight decrease from the previous year. In 2023-24 4398 referrals were made to Violence Against Women specialist services. 98% of all referrals were for women.

There were 324 recorded hate crimes in North Lanarkshire in 2022-23 a slight reduction in previous years. The rate has remained at 10 in every 10,000 for the past 3 years

Language Skills

169 people use British Sign Language at home, 3958 speak Polish at home and 5259 speak a language at home other than English.

13,892 people do not write English and a further 3319 people have limited or no English skills.

Participation

We know that most of the formal engagement and participation mechanisms are not reflective of the demographic makeup of our communities.

An equality monitoring exercise undertaken on our Community Board community members in April 2024 found that Community Boards make up consisted of:

- 26% of members are disabled which is proportionate with the local population.
- No community boards have any young people under 25 participating.
- All Community Board members aged under 40 are women and 25% are from a minority ethnic background.
- 12% of those aged 65+ are from a minority ethnic background.
- All but one Community Boards have more women participating than men.

Health, Wellbeing and Care

Domestic abuse remains the leading cause of homelessness amongst women, both in North Lanarkshire and across Scotland. Since 2021, 1223 women experiencing domestic abuse were rehoused. 846 of those applications included children (57.3%).

279 children under 16 provide over 20 hours of unpaid care every week. 4448 people aged over 65 provide over 35 hours of unpaid care every week. 12,816 working age people provide over 35 hours / week of unpaid care – that is 5.8% of the working age population.

26.4% of the population have said their activities are limited a little or a lot. 13.2% of the population (over 45000) are limited a lot. Of those, over half are of working age.

11.9% of the population have said they have a mental health condition with the white population experiencing the greatest incidence at 12%. 5% of the Asian population experience poor mental health.

Our own local research has found that many people from a Black and Minority ethnic background, particularly South Asian, feel that mental health and care services do not meet their needs.

Many Asian women are prevented from walking alone due to fear of harassment and access to a car is crucial for getting out and about.

North Lanarkshire Council's Workforce

Since our last Equality Strategy was published in 2019 the Council has taken many steps to increase and sustain a diverse workforce. The following is information we gathered to inform the development of our NLC employment equality outcome for the next four years.

Disabled Employees

Disabled people in our workforce increased from 2.4%- 3.55% between 2022 and 2024. While 45% of our workforce have not self-recorded in this category the levels of non—recording is improving.

1% females are disabled and 8.3% males and over 1/3 (34%) of disabled employees are under 40.

Nearly 60% are working in grades 1-7. 3.5% are working in grades 15-18. No Chief Officers have recorded a disability.

2% of teachers are disabled and 41.8% of disabled employees work p/time.

Minority Ethnic Employees

The number of recorded minority ethnic workers increased from 92 to 214 between 2020 and 2024 an increase of 132.6%.

53.7% of minority ethnic employees work p/time and 44.9% of Minority ethnic workers are in NLC grade 1-6.

There are no minority ethnic employees in NLC 15 and above or Deputy Head and Head Teachers or Principal Teachers.

There are 20 minority ethnic teachers across the whole estate. We know that in some schools there is a 12% minority ethnic pupil population with some of those schools having no minority ethnic teachers. This has a known impact on pupils and their aspirations to become a teacher.

There are only 5 recorded minority ethnic employees working in all areas of Home Support – out of 1430 (0.3%). The Our Lives research told us that people are rejecting home care due to the lack of cultural and language competence of carers.

Women and Men

77% of our workforce are women, and just under half of the entire workforce work part-time - 90% of whom are women.

Approx 4000 female employees – ¼ of the workforce - are part-time and working in our lowest pay grade. 97% of NLC1 grades are occupied by women.

Part time work and low pay creates a lower average hourly rate and contributes towards the overall gender pay gap of 6.9% in the single status workforce. The overall pay gap across all sectors is 3.98%.

The lowest paid grades are mainly in the occupations of – care, cleaning, catering and clerical – known as the 4 Cs and where occupational segregation is very evident.

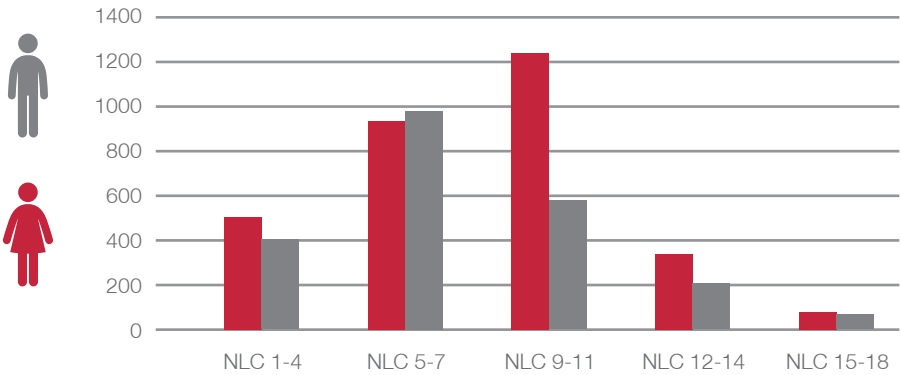
At the other end of the scale there is a reduction in part-time work opportunities, and this means females are more likely to be in lower graded roles when returning to work in order to combine work with other responsibilities – caring for young children for instance.

There is strong gender-based segregation noted in traditional female dominated roles of caring and catering. The only service with more males than females is Enterprise and Communities – the host service for more male traditional roles like cleansing, gardeners, cemetery workers and drivers.

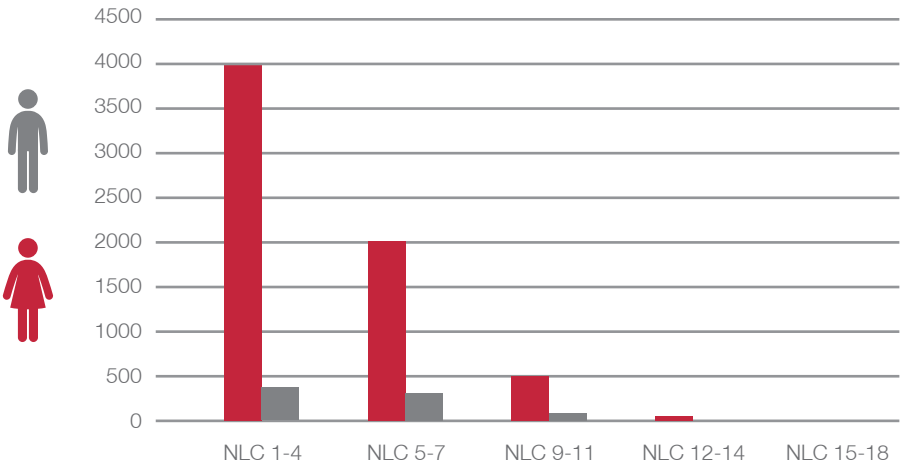
Occupations

Female	%	Male	%
Composition	77%	Composition	23%
Early Years	98.78%	Drivers	100%
Home Support Workers	93.4%	Estate Officers	91.86%
Primary Teacher	94.17%	Refuse Collector	100%
Cleaning	96%	Gardener	100%
Admin and clerical	93%	Streetscene Operative	92%

Grades



Grades and part-time working



Chief Officers have more males than females, illustrating clearly occupational segregation in grades (the glass ceiling effect).

Even in Chief Officers there is a pay gap between men and women at 8.5% - the biggest pay gap across all terms and conditions.

Having work and paid employment provides financial independence, control and having policies that support women to sustain employment recognising their responsibilities as carers is crucial.

Until there is gender equality in employment –women will continue to be in lower paid roles, affecting not only their financial independence during their working lives but affecting their future pensions. It is well document that women disproportionately live in poverty compared to men.

Financial dependence throughout many women's lives can be a key factor in being in a position to live a safe life, as are the networks and support that women can access at work.

Age

5% of our workforce are under 25 and 12.3% are over 60.

Nearly $\frac{1}{3}$ of our employees are women aged over 50.

With an aging workforce comes the need to support that workforce with health conditions and age specific conditions such as the menopause for our predominantly female workforce. We also know that about 80% of people acquire a disability or long-term condition during their working life.

Sexual Orientation

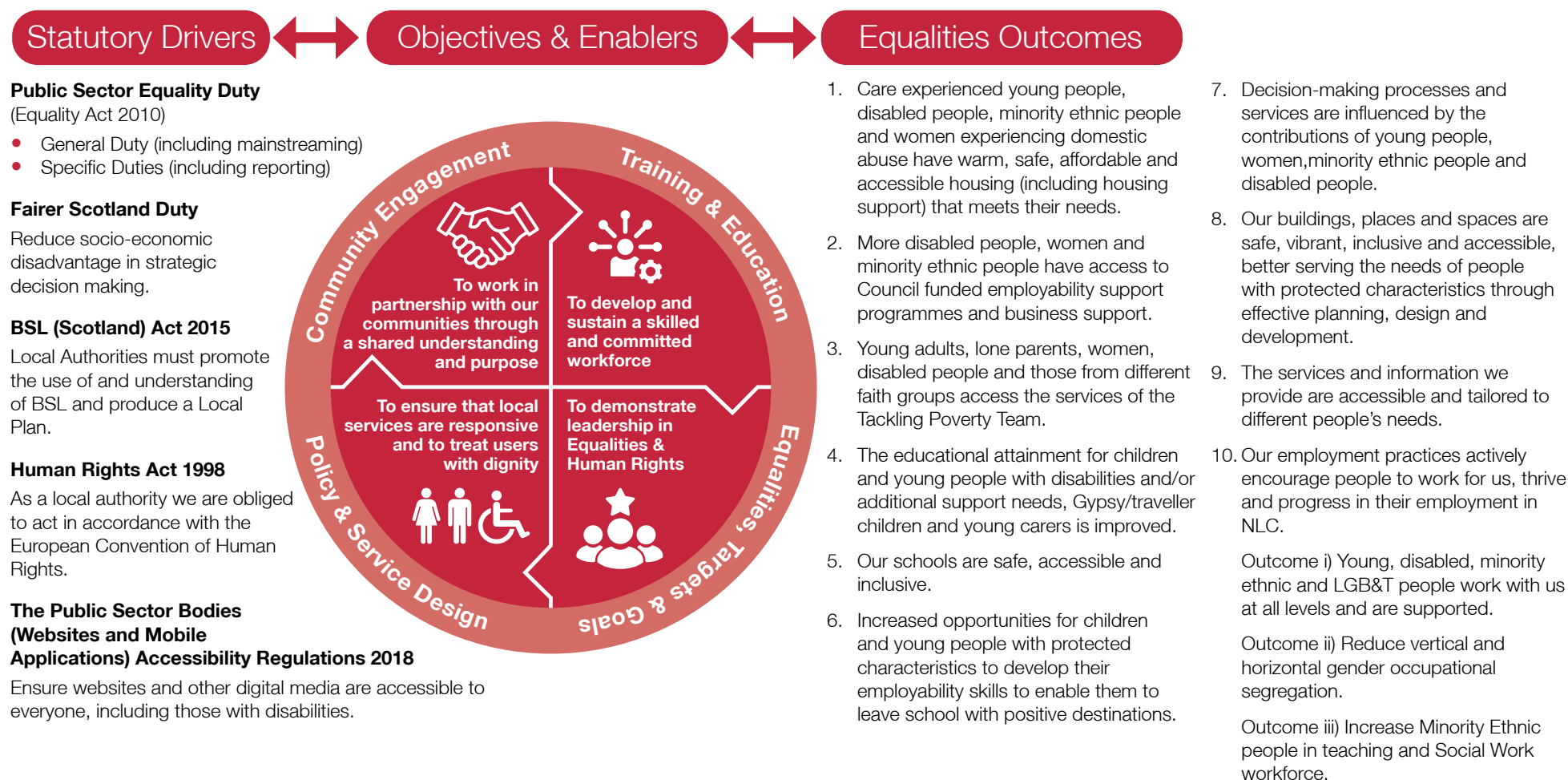
Approx 2% of our workforce have recorded their sexual orientation as lesbian, gay or bisexual – an increase from previous years and more people are recording in this category. But there is still 36 .6% of the workforce who have not recorded.

Gender re-assignment

For the first time we have employees who have recorded in this category – 59 in total. 17 were recruited in 2024.

Our Delivery Plan 2025-2029

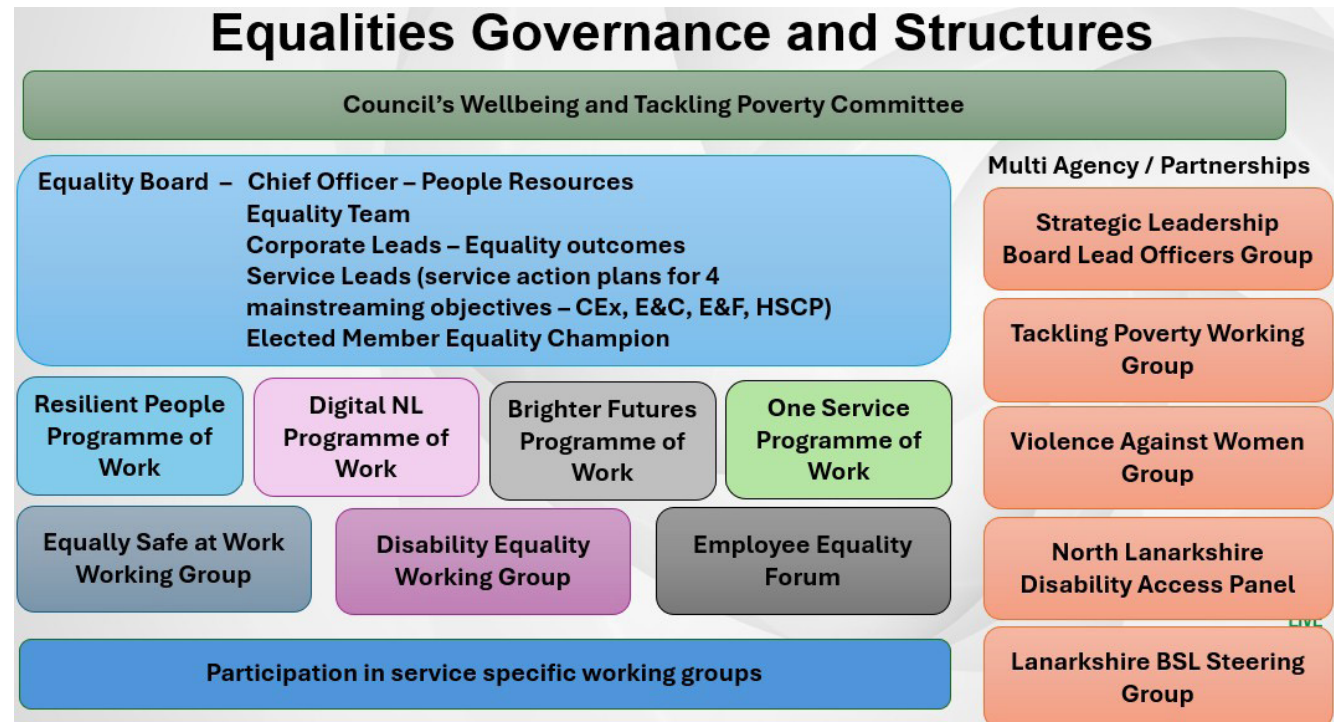
The following diagram shows some of the main legislative duties and regulations that informs our work, and how through our objectives and enablers we will meet the requirements of those duties, and particularly our ten equality outcomes for the next four years.



Governance

Since the publication of our last Equality Strategy in 2019, significant changes have taken place in relation to the governance of equality matters. A new Equalities Board was established in March 2023 to both oversee the work to mainstream equalities across the Council and the progress in relation to the Council's equality outcomes. The Board reports progress to the Wellbeing and Tackling Poverty Committee.

Our work to advance equality is not a standalone project. Equality matters are woven through our Programmes of Work that deliver the priorities in support of the Plan for North Lanarkshire.



Roles and responsibilities

Everyone who works for the council, whether directly or through commissioning, is responsible for ensuring that the objectives of the Equality Strategy are reflected in the planning and delivery of their services.

Wellbeing and Tackling Poverty Committee	This Committee is responsible for taking a lead in ensuring that the Equality Strategy 2024 – 2029 represents a robust and shared vision, meets the needs of the Council, is adopted across the council, and that measures are in place to monitor, challenge and review its progress.
Elected Member Equality Champion	This senior political role demonstrates support for equality and diversity matters and initiatives both within the council and across North Lanarkshire's communities.
Elected Members	Elected Members have a role to play in championing equal opportunities and promoting cohesion and fostering good relations within their constituencies. They are responsible for paying due regard to equality and human rights in all of their constituency work.
Corporate Management Team	CMT is responsible for ensuring that the Equality Strategy is robust, integrated into all aspects of service planning and delivery, and is effectively implemented across the council. Individual members are expected to have oversight of the strategy in their areas and ensure that information about the impact of their services on equality and human rights is gathered, made available and evaluated
Chief Officers	Chief Officers are responsible for ensuring that officers within their areas understand their roles in implementing the strategy and that the strategy is monitored and reviewed.

Equality Board	The Equality Board is responsible for ensuring all equality matters are advanced and fit for purpose.
Managers	All managers are responsible for ensuring that the objectives of the strategy are pursued appropriately within their teams, for gathering and making available information about the impact of their work on different communities and for ensuring that individual staff members understand their specific responsibilities with regard to equality and human rights.
Employees	All council staff are responsible for conducting their work in a way that supports delivery of the strategy and which demonstrates the council's values of fairness, respect, equality and excellence.
Employee Equality Forum	This forum comprises employees from all areas of the council. It is involved in consultation on workforce diversity and equality initiatives.
Trades Unions	Three recognised public sector trade unions and two teaching unions are responsible for supporting their members on matters including diversity and equality and for ensuring that they are consulted on diversity and equality initiatives.
Our contactors	Every year the Council contract external businesses to carry out work and deliver services on our behalf. In doing so, they must reflect our values and duties in relation to equality.

How will we know we are making a difference

We have to know the measures we are taking are making a difference for our communities and within our workforce. Our equality outcomes are supported by a performance management framework. The following provides some of the ways we will know. The framework can be found in Appendix 1 of this Strategy.

Equality outcome 1. Care experienced young people, disabled people, minority ethnic people and women experiencing domestic abuse have warm, safe, affordable and accessible housing (including housing support) that meets their needs.				
Fewer care experienced young people become homeless direct from a care setting.	Number of adaptations and equipment provided in people's homes is maintained.	Monitoring the number of housing approaches from women due to domestic abuse.	Number of ethnic minority people allocated a home through the Common Housing Register.	Increase in number of new homes that meet Housing for Varying Needs Standards.
Equality outcome 2. More disabled people, women and minority ethnic people have access to Council funded employability support programmes and business support.				
Increase in number of BME, disabled and lone parents supported into employment by NLC employability programme.	% Disabled People progressing from the service that no longer require in work support from the service.	Increase in % Project Search graduates into work within 12 months of graduating.	Increase in numbers of women, disabled and BME people receiving Business Start-up Grant.	Increase in number of women (unique) receiving 1-2-1 mentoring support through the Hive.
Equality outcome 3. Young adults, lone parents, women, disabled people and those from different faith groups access the services of the Tackling Poverty Team.				
Increase in Number of Working Age BME and disabled people assisted with benefits advice.	Fewer people accessing the Tackling Poverty Team in relation to Food Poverty.	Increase in income levels via Social Security Benefits.	Reduce the Costs of Living – (Fuel Debt, Rent Arrears, Debt/ Total Debt dealt with).	Number of free period products distributed across North Lanarkshire.
Equality outcome 4. The educational attainment for children and young people with disabilities and/or additional support needs, Gypsy/ traveller children and young carers continues to improve.				
Decrease in number of ASN pupils excluded.	Increase in % of care experienced children achieving Scottish Credit and Qualification Framework (SCQF) awards.	Increase in attendance rates for children assessed as disabled.	% of young carers achieving Scottish Credit and Qualification Framework (SCQF) awards.	% of Gypsy Traveller children achieving Scottish Credit and Qualification Framework (SCQF) awards.
Equality outcome 5. Our schools are safe, accessible and inclusive.				
Number of children and young people accessing School Based Counselling.	Increase in access to Language Line interpreting in schools.	Increase in the number of establishments gaining equality related certification e.g. Rights Respecting Schools, LGBT Chartermark.	The Majority (50-74%) of establishments that have completed the racial equality and inclusion audit and/or training.	Monitor % of racist incidents with satisfactory outcome.

Equality outcome 6. Increased opportunities for children and young people with protected characteristics to develop their employability skills to enable them to leave school with a positive destination.				
Increase in the number of females gaining higher level qualifications in STEM subjects.	% increase in the number of children achieving a positive destination. <ul style="list-style-type: none">• Disabled• ASN• Gypsy Travellers• Young carers• Care experienced	Most (75-90%) of secondary schools are offering bespoke/ alternative curriculum for pupils with social, emotional and behavioural difficulties.	Improved attendance rates for children (primary and secondary) identified as 'at risk of disengaging'/social, emotional and behavioural needs. (Care Experienced ASN)	90% of young people completing positive pathways programme will secure a positive destination.
Equality outcome 7. Decision-making processes and services are influenced by the contributions of young people, women, minority ethnic people and disabled people				
Increase in staff trained in Equality Impact Assessments	Increase funding from council grants schemes to organisations focused on: <ul style="list-style-type: none">• Young people• Women• BME people• Disabled people	% Licensing Forum members who are: <ul style="list-style-type: none">• Young people• Female• BME people• Disabled people	Increase in those participating in community engagement activity or delivery of local priorities that are: <ul style="list-style-type: none">• Young people• BME people• Disabled people	Increase in organisations receiving capacity building or developmental support who are focused on: <ul style="list-style-type: none">• Young people• Women• BME people• Disabled people
Equality outcome 8. Our buildings, places and spaces are safe, vibrant, inclusive and accessible, better serving the needs of people with protected characteristics through effective planning, design and development.				
Monitor number of licensed premises linked to hate crime incidents	Number of licensed premises referred to accessibility standards	Number of Changing Places toilets in operation and accessible across Council assets	Number of public play spaces that are accessible for individuals with disabilities	Number of new town and community hubs / public facing delivery spaces that have been created in line with trauma informed design principles
Equality outcome 9. The services and information we provide are accessible and tailored to different people's needs.				
Complaints received re access to services (decrease)	Increase in number of BSL videos on our website	Increase number of Easy Read publications about our services	Increase in number of employees accessing Language Line / Contact Scotland BSL	Increase in numbers of hits on BSL pages on website
Equality outcome 10. Our employment practices actively encourage people to work for us, thrive and progress in their employment in NLC.				
% of females in top 2% of earners (increase)	More BME people in the teaching workforce	More males working in Home Support	Our ethnicity pay gap has reduced	Increase in numbers of BME and disabled employees promoted.

Appendix 1

NLC Equality Outcomes Performance Management Framework 2025 - 29

Equality outcome 1: Care experienced young people, disabled people, minority ethnic people and women experiencing domestic abuse have warm, safe, affordable and accessible housing (including housing support) that meets their needs.						General Duty
Indicator/How will you know this outcome has been achieved?	Baseline – 31 March 2024	Target Dec 26	Actual Dec 26	Service	Corrective Action	RAG
a) Number of care experienced young people becoming homeless direct from a care setting	4	reduce		Housing Strategy		
b) Number of care experienced young people (looked after less than 5 years ago) becoming homeless	24	reduce		Housing Strategy		
c) Number of care experienced young people (looked after more than 5 years ago) becoming homeless	16	reduce		Housing Strategy		
d) Number of ethnic minority people on the Common Housing Register (expressed as a % of overall applicants in addition to number)	476 (3.23%)			Housing Strategy		
e) Number of ethnic minority people allocated a home through the Common Housing Register (expressed as a % of all allocations in addition to number)	42 (1.15%)			Housing Strategy		
f) Number of housing approaches from women due to domestic abuse	312			Housing Strategy		
g) Number of people with health points on the Common Housing Register	4,463			Housing Strategy		
h) Number of people with health points on the Common Housing Register allocated a home 155	155 903 NLC lets and 202 partner RSL lets			Housing Strategy		
i) Number of adaptations and equipment provided	Approx 3,900 adaptations completed across tenures	Maintain or increase		H&SC		

Equality outcome 1: Care experienced young people, disabled people, minority ethnic people and women experiencing domestic abuse have warm, safe, affordable and accessible housing (including housing support) that meets their needs.						General Duty
Indicator/How will you know this outcome has been achieved?	Baseline – 31 March 2024	Target Dec 26	Actual Dec 26	Service	Corrective Action	RAG
j) Number of additional homes built or acquired (buy back/off the shelf purchases) that meet the needs of people who use a wheelchair (i.e. wheelchair standard homes)	178	Increase		Housing Strategy		
k) Total number of new homes built/acquired that meet Housing for Varying Needs Standards (HfVNS) (NLC and RSL)	3,598 (from lhs annual progress report Feb 2025 data as at 31 March 2024)	Increase		Housing Strategy		

Equality outcome 1: Care experienced young people, disabled people, minority ethnic people and women experiencing domestic abuse have warm, safe, affordable and accessible housing (including housing support) that meets their needs.					General Duty
Action	Start date	End date	Section/ Officer	Progress	RAG
Deliver 6,000 new/additional council homes and increase supply via Registered Social Landlords through the Strategic Investment Plan	started	2035	Housing	3,795 council and RSL homes delivered since 2010/11. Of which 2,376 are council homes.	
Deliver wheelchair housing on all council new development sites where feasible (at least 10% on council sites and 5% on RSL)	started	2028	Housing	104 council wheelchair new homes; 74 RSL new build homes	
Provide equipment and adaptations across tenures	started	2028	H&SC	3,900 adaptations completed across tenures over 2023/24	
Complete re-modelling of specialist linked corridor retirement complex provision to provide more accessible and sustainable accommodation to meet the needs of adults with more complex needs	started	2035	Housing Investment	Re-modelling complete at Dundyvan Gardens, Drummond Drive site start due 2025 and remaining complexes option appraisal and priority investment order identified	
Undertake pilot to provide internet infrastructure and smart homes as part of the council's digital connectivity housing masterplan to evaluate the benefits of telehealth and assistive tech in improving health and wellbeing	Autumn 2025	2028	Housing	Committee approval gained in March 2025 to progress – project group established	

Equality outcome 1: Care experienced young people, disabled people, minority ethnic people and women experiencing domestic abuse have warm, safe, affordable and accessible housing (including housing support) that meets their needs.					General Duty
Action	Start date	End date	Section/ Officer	Progress	RAG
Implement a new Housing Management System that has capacity to provide greater functionality to improve equality analysis and reporting	started	Spring 2028	Housing	New system procured and work underway to migrate data and prep for the new system	
Progress the actions contained within the pan Lanarkshire Gypsy/Traveller action plan	started	2028	All partners (Housing updates the plan)	Action plan revised in January 2025 and pan Lanarkshire group created which meets twice per year	
Embed domestic abuse informed systems and practice across the wider housing sector in North Lanarkshire	started	2028	Housing	RSL and Council Social Landlord Domestic Abuse Forum established – facilitated by NLC Housing to share good practice and develop improved responses for domestic abuse. Online digital domestic abuse directory created, roll out of Safe and Together training for both council and RSL staff and domestic abuse housing policy created.	
Develop and implement trauma informed practice across all aspects of Housing Services	started	2028	Housing	Training Needs Analysis undertaken to identify appropriate training for each housing service role and training well underway with housing locality staff and in house housing trauma trainers.	
Implement the Temporary Accommodation Strategy actions	started	2029	Housing	Temporary Accommodation Strategy approved at Housing Committee in May 2024 – includes a range of actions targets to improve options for CEYP, trauma informed space etc.	

Equality outcome 2: More disabled people, women and minority ethnic people have access to Council funded employability support programmes and business support.						General Duty
Indicator/How will you know this outcome has been achieved?	Baseline – Dec 2024	Target Dec 26	Actual Dec 26	Service	Corrective Action	RAG
a) Number of low income parents engaged on NLC employability programmes	410	820		E&F Employability		
b) Number of low income parents supported into employment by NLC employability programmes	190	448		E&F Employability		
c) Number of disabled parents engaged on NLC employability programmes	26	60		E&F Employability		
d) Number of disabled parents supported into employment by NLC employability programmes	8	15		E&F Employability		
e) Number of disabled people engaged on NLC employability programmes	50	120		E&F Employability		
f) Number of disabled people supported into employment by NLC employability programmes	15	40		E&F Employability		
g) Number of BME people engaged on NLC employability programmes	263	600		E&F Employability		
h) Number of BME people supported into employment by NLC employability programmes	109	230		E&F Employability		
i) % Disabled People progressing from the service that no longer require in work support from the service.	12%	24%		E&F Employability		
j) Number of people supported via the Supported Employment 5 stage model	214	300		E&F Employability		
k) People who have kept their job via SES for up to 2 years	49	100		E&F Employability		
l) Disabled people average hours worked / week	23	25		E&F Employability		
m) Number of Project Search Graduates	16	16		E&F Employability		
n) % Project Search graduates into work within 12 months of graduating	87.5%	90%		E&F Employability		
o) Number of women setting up in self-employment following Business Gateway support	Baseline to March 2025 164	250		Business Gateway Lanarkshire		

Equality outcome 2: More disabled people, women and minority ethnic people have access to Council funded employability support programmes and business support.						General Duty
Indicator/How will you know this outcome has been achieved?	Baseline – Dec 2024	Target Dec 26	Actual Dec 26	Service	Corrective Action	RAG
p) Number of disabled people setting up in business following Business Gateway support	10	18		Business Gateway Lanarkshire		
q) Number of young people setting up in business following Business Gateway support	27	50		Business Gateway Lanarkshire		
r) Number of Minority Ethnic Background persons setting up in business following Business Gateway support	18	30		Business Gateway Lanarkshire		
s) Number of women completing a Planning to Start Review (Enquiry)	315	500		Business Gateway Lanarkshire		
t) Number of disabled people completing a Planning to Start Review (Enquiry)	61	100		Business Gateway Lanarkshire		
u) Number of Minority Ethnic Background persons completing a Planning to Start Review (Enquiry)	48	80		Business Gateway Lanarkshire		
v) Number of women receiving a Business Start-Up Fund grant	Baseline 18months to March 25 58	63		E&C Place Enterprise		
w) Number of disabled people receiving a Business Start-Up Fund grant	Baseline 18months to March 25 5	10		E&C Place Enterprise		
x) Number of young people (16-25) receiving a Business Start-Up Fund grant	Baseline 18months to March 25 8	16		E&C Place Enterprise		
y) Number of Minority Ethnic Background persons receiving a Business Start-Up Fund grant	Baseline 18months to March 25 8	16		E&C Place Enterprise		
z) Number of women led businesses receiving a Business Growth Fund grant	Baseline 18months to March 25 18	36		E&C Place Enterprise		

Equality outcome 2: More disabled people, women and minority ethnic people have access to Council funded employability support programmes and business support.						General Duty
Indicator/How will you know this outcome has been achieved?	Baseline – Dec 2024	Target Dec 26	Actual Dec 26	Service	Corrective Action	RAG
aa) Number of disabled person led businesses receiving a Business Growth Fund grant	Baseline 18months to March 25 1	3		E&C Place Enterprise		
bb) Number of Minority Ethnic Background led businesses receiving a Business Growth Fund grant	Baseline 18months to March 25 2	4		E&C Place Enterprise		
cc) Number of young people (16-25) led businesses receiving a Business Growth Fund grant	Baseline 18months to March 25 0	2		E&C Place Enterprise		
dd) Number of Hive Registrations by women	20 Feb 24 to 31 Mar 25 444	600		E&C Place Enterprise		
ee) Number of women (unique) receiving 121 mentoring support through the Hive	August to March 2025 7	50		E&C Place Enterprise		
ff) Number of female school pupils attending the Hive for entrepreneurship training	N/A	150		E&C Place Enterprise		

Equality outcome 2: More disabled people, women and minority ethnic people have access to Council funded employability support programmes and business support.					General Duty
Action	Start date	End date	Section/ Officer	Progress	RAG
a-h) Targeted support and engagement continuing in NLC Employability Programmes	Started	Dec 26	E&F Employability		
i-l) Support continuing through NLC Supported Employment Service	Started	Dec 26	E&F Employability		
m-n) Continue with Project Search	Started	Dec 26	E&F Employability		

Equality outcome 2: More disabled people, women and minority ethnic people have access to Council funded employability support programmes and business support.					General Duty
Action	Start date	End date	Section/ Officer	Progress	RAG
o-u) Targeted support continuing via Business Gateway	Started	Dec 26	Business Gateway Lanarkshire		
v-y) Business Start-up support available	Started	Dec 26	E&C Place Enterprise		
z-cc) Business Growth Fund support available	Started		E&C Place Enterprise		
dd-ff) Opportunities afforded via the Hive Women's Business Incubator Hub.	Started		E&C Place Enterprise		

Equality outcome 3: Young adults, lone parents, women, disabled people and those from different faith groups access the services of the Tackling Poverty Team						General Duty
Indicator/How will you know this outcome has been achieved?	Baseline – March 2024	Target Dec 26	Actual Dec 26	Service	Corrective Action	RAG
a) Number young parents accessing income maximisation	314	345		E&F Tackling Poverty Team		
b) Number of working age disabled people assisted with benefits advice	5698	6267		E&F Tackling Poverty Team		
c) Number of Working Age BAME people assisted with benefits advice	164	180		E&F Tackling Poverty Team		
d) Increase in characteristics recorded for disability and ethnicity via TPT	4.19% recorded with a disability 66% have ethnicity recorded	4.6% 72%		E&F Tackling Poverty Team		
e) Number of Working Age assisted with benefits advice by sex	8120 – females 6774- males 13 - other	8932 (F) 7451 (M) 14(O)		E&F Tackling Poverty Team		
f) Number of people accessing the Tackling Poverty Team in relation to Food Poverty	1564 people	1408 people		E&F Tackling Poverty Team		

Equality outcome 3: Young adults, lone parents, women, disabled people and those from different faith groups access the services of the Tackling Poverty Team						General Duty
Indicator/How will you know this outcome has been achieved?	Baseline – March 2024	Target Dec 26	Actual Dec 26	Service	Corrective Action	RAG
g) Increase in income levels via Social Security Benefits	£51 million	£51 million		E&F Tackling Poverty Team		
h) Reduce the Costs of Living – (Fuel Debt, Rent Arrears, Debt/Total Debt dealt with)				E&F Tackling Poverty Team		
i) Number of free period products distributed across North Lanarkshire	876,91	1,350,000		Community Partnership Team		G
j) Increased educational institutions engagement	77	140		Community Partnership Team		G
k) Number of free period product distribution points across North Lanarkshire	100	130		Community Partnership Team		G

Equality outcome 3: Young adults, lone parents, women, disabled people and those from different faith groups access the services of the Tackling Poverty Team					General Duty
Action	Start date	End date	Section/ Officer	Progress	RAG
(a) (b) (c) (d) (e) <ul style="list-style-type: none">dedicated welfare rights officer working within Employability, together with working closer with Families Here and Now ServiceImproved recording – with the introduction of Mosaic and auditing by senior officers, demographic recording to improve	April 2025 April 2025		E&F Tackling Poverty Team		
(f) <ul style="list-style-type: none">The Scottish Government Cash First Funding ends in November 2025, and it is anticipated that there may be a reduction in the demand for food poverty referrals to the Tackling Poverty Team as a result of this	November 2025		E&F Tackling Poverty Team		
(g) (h) <ul style="list-style-type: none">Continued social media posts as per Tackling Poverty Communications Policy	April 2025		E&F Tackling Poverty Team		
(i) Continue to promote and raise awareness of the access to free period products, this will be done through marketing of the project, the delivery of an annual period dignity week, working with hard-to-reach communities.	01/04/2025	Ongoing	CPT		

Equality outcome 3: Young adults, lone parents, women, disabled people and those from different faith groups access the services of the Tackling Poverty Team					General Duty
Action	Start date	End date	Section/ Officer	Progress	RAG
(j) Continue to promote and raise awareness of the access to free period products within schools and communities, along with developing targeted initiatives and arrangements with schools in relation to the holiday periods I.E. <ul style="list-style-type: none"> High Schools staying open during summer for students to access products. Produce targeted marketing towards schools. Information in School newsletters. 	01/04/2025	Ongoing	CPT		
(k) Continue the review of existing access points to reduce clustering of sites. To ensure no duplication or grouping of access points in location of nearby public buildings. The better used site, with longer opening hours will be preferred.	01/04/2025	Ongoing	CPT		

Equality outcome 4: The educational attainment for children and young people with disabilities and/ or additional support needs, Gypsy/ traveller children and young carers is improved.						General Duty
Indicator/How will you know this outcome has been achieved?	Baseline – Dec 2024	Target Dec 26	Actual Dec 26	Service	Corrective Action	RAG
a) Increase in % of children assessed as disabled achieving Scottish Credit and Qualification Framework (SCQF) awards / award bearing courses.	Need baseline or monitor first year			E&F		
b) Increase in % of ASN children achieving Scottish Credit and Qualification Framework (SCQF) awards / award bearing courses.	2407/2545 ASN learners achieved. 94.6%	Increase		E&F		
c) Increase in % of care experienced children achieving Scottish Credit and Qualification Framework (SCQF) awards / award bearing courses.	Need baseline or monitor first year			E&F		
d) Increase in % of Gypsy Traveller young people achieving Scottish Credit and Qualification Framework (SCQF) awards / award bearing courses	Need baseline or monitor first year			E&F		

Equality outcome 4: The educational attainment for children and young people with disabilities and/ or additional support needs, Gypsy/ traveller children and young carers is improved.						General Duty
Indicator/How will you know this outcome has been achieved?	Baseline – Dec 2024	Target Dec 26	Actual Dec 26	Service	Corrective Action	RAG
e) % of young carers achieving Scottish Credit and Qualification Framework (SCQF) awards / award bearing courses.	Need baseline or monitor first year			E&F		
f) Number of exclusions for children with Additional Support needs will decrease	Need baseline or monitor first year (figures from last year were incorrect)			E&F		
g) Increase in attendance rates for children assessed as disabled	87.1% (across all sectors)			E&F		

Equality outcome 4: The educational attainment for children and young people with disabilities and/ or additional support needs, Gypsy/ traveller children and young carers is improved.					General Duty
Action	Start date	End date	Section/ Officer	Progress	RAG
a) Link with vocational/external providers to identify award bearing courses.	Aug 25	Jun 26	Education		
b) Link with vocational/external providers to identify award bearing courses.	Aug 25	Jun 26	Education		
c) Link with vocational/external providers to identify award bearing courses.	Aug 25	Jun 26	Education		
d) Link with vocational/external providers to identify award bearing courses.	Aug 25	Jun 26	Education		
e) Link with vocational/external providers to identify award bearing courses.	Aug 25	Jun 26	Education		
f) Dis-regulated Behaviour Policy implementation Bespoke curriculum packages offered to increase motivation, engagement and attendance.	Aug 25	Jun 26	Education		
g) Establishment of monitoring procedures at establishment and cluster level.	Aug 25	Jun 26	Education		

Equality outcome 5: Our schools, are safe, accessible and inclusive.						General Duty
Indicator/How will you know this outcome has been achieved?	Baseline – Dec 2024	Target Dec 26	Actual Dec 26	Service	Corrective Action	RAG
a) Most (75-90%) of feedback from stakeholders (pupils and parents) is positive evidencing that the new Additional Support delivery model is effectively meeting young people and parent/ carers' needs. Relocation of Bothwell Park HS Enhanced support provision in Mainstream PS	Need baseline or monitor first year			E&F		
b) Most (75-90%) of referrals to the Support Around the School Team (SAST) result in a positive outcome for a child or young person	Need baseline or monitor first year			E&F		
c) Number of children and young people accessing School Based Counselling, facilitated by Cluster secondary school has increased by 10%.	1900			E&F		
d) 5% increase in the number of establishments gaining equality related certification e.g. Rights Respecting Schools, LGBT Chartermark	RRSA– 148 LGBT Chartermark (Secondary Schools only) - 5			E&F		
e) Numbers of schools participating in equality educational programmes Mentors in Violence Prevention Equally Safe in School Time for Inclusive Education	Need baseline or monitor first year			E&F		
f) The Majority (50-74%) of establishments that have completed the racial equality and inclusion audit and/or training.	24 (last record in 2022)	Increase		E&F		
g) % of racist incidents with satisfactory outcome % of bullying incidents with satisfactory outcome	Need baseline or monitor first year			E&F		
h) % of girls participating in (extra-curricular) sport	Need baseline or monitor first year			E&F		
i) Number of calls to Language Line – academic year 25/26	13 (24/25)	Increase		E&F		

Equality outcome 5: Our schools, are safe, accessible and inclusive.					General Duty
Action	Start date Aug 23	End date June 24	Section/ Officer	Progress	RAG
a) Evaluation and consultation with parents and pupils	Aug 25	Jun 26	Education		
b) Support Around the School Teams and wellbeing hubs established in every cluster (11 clusters).	Aug 25	Jun 26	Education		
c) Training uploaded to Innovation Hub. User guides available. Support Officer appointed. Monitor staff training figures. Monitor usage across the service	Aug 25	Jun 26	Education		
d) Promote and track RRSA & LGBT Chartermark in schools	Aug 25	Jun 26	Education		
e) Promote and track: Mentors in Violence Prevention Equally Safe in School Time for Inclusive Education	Aug 25	Jun 26	Education		
f) Collated evidence of Equality Audit & Training. Equality audit and challenge questions and sketch note produced to support establishments	Aug 25	Jun 26	Education		
g) Monitor racist and bullying incidents and satisfaction rates with outcomes	Aug 25	Jun 26	Education		
h) Engage with Active Schools	Aug 25	Jun 26	Education		
i) Promote use of Language Line and other interpreting support	Aug 25	Jun 26	Education		

Equality outcome 6: Increased opportunities for children and young people with protected characteristics to develop their employability skills to enable them to leave school with a positive destinations.						General Duty
Indicator/How will you know this outcome has been achieved?	Baseline – Dec 2024	Target Dec 26	Actual Dec 26	Service	Corrective Action	RAG
a) Most (75-90%) of secondary schools are offering bespoke/alternative curriculum for pupils with social, emotional and behavioural difficulties.	Need baseline or monitor first year		E&F			
b) Reduction in the number of exclusions across the service	11.5%	Reduction	E&F			
c) Improved attendance rates for children (primary and secondary) identified as 'at risk of disengaging' / social, emotional and behavioural needs. (Care Experienced ASN)	ASN - 84.6% CE - 83.3%	Increase in attendance for each identified group	E&F			
d) % increase in the number of children achieving a positive destination. Disabled ASN G&T Young carers Care experienced	Need baseline or monitor first year		E&F			
e) 5% increase in the number of females gaining higher level qualifications in STEM subjects.	(Higher (A-C passes) Physics – 73% Higher design and Manufacturing –64.3% Computing Science – 63.9%	Increase	E&F			
f) 90% of young people completing positive pathways programme will secure a positive destination.	98%	Maintain 90+ %	E&F			

Equality outcome 6: Increased opportunities for children and young people with protected characteristics to develop their employability skills to enable them to leave school with a positive destinations.					General Duty
Action	Start date	End date	Section/ Officer	Progress	RAG
a) Secondary schools are offering bespoke/alternative curriculum	Aug 25	Jun 26	Education		
b) Monitor exclusion data	Aug 25	Jun 26	Education		
c) Secondary schools are offering bespoke/alternative curriculum for pupils with social, emotional and behavioural difficulties. Virtual Schools	Aug 25	Jun 26	Education		
d) Monitor Modern Apprenticeship and college data for leavers with protected characteristics.	Aug 25	Jun 26	Education		
e) STEM ambassadors used in schools. Young Women in STEM promote through the use of the Virtual Classrooms.	Aug 25	Jun 26	Education		
f) Positive pathways implemented for children most at risk of being NEET	Aug 25	Jun 26	Education		

Equality outcome 7: Decision-making processes and services are influenced by the contributions of young people, women, minority ethnic people and disabled people						General Duty
Indicator/How will you know this outcome has been achieved?	Baseline – Dec 2024	Target Dec 26	Actual Dec 26	Service	Corrective Action	RAG
a) Increase in those participating in community engagement activity or delivery of local priorities that are: <ul style="list-style-type: none"> Young people (4 of 9) BME (4 of 9) Disabled - 26% 	<ul style="list-style-type: none"> Young people (4 of 9) BME (4 of 9) Disabled - 26% 	Increase		CEx		
b) Increase in organisations receiving capacity building or developmental support who are focused on: <ul style="list-style-type: none"> Young people Women BME Disabled 	No baseline			CEx		

Equality outcome 7: Decision-making processes and services are influenced by the contributions of young people, women, minority ethnic people and disabled people						General Duty
Indicator/How will you know this outcome has been achieved?	Baseline – Dec 2024	Target Dec 26	Actual Dec 26	Service	Corrective Action	RAG
c) Increase funding from council grants schemes to organisations focused on: <ul style="list-style-type: none"> • Young people • Women • BAME • Disabled 	£784,933 (61%) of the overall budget across Community Grants schemes was allocated to organisations delivering work targeted to equalities groups as follows Community Grants – 14% (£100,222 budget) Grant Award Programme 78% (£554,914 budget) Recover NL 31% (£23,863 budget) Community Empowerment Fund 48% (£273,600 budget) UK SPF Microfund 22% (£77,000 budget) Community Asset Transfer Support Fund 40% (£36k budget) Campsies Grant Fund 73% (Budget £164,759)	Increase		CEx		
d) % Licensing Forum members who are: Young people Female BME Disabled	tbc			CEx		
e) % of staff trained in Equality Impact Assessments	50	Increase		CEx		

Equality outcome 7: Decision-making processes and services are influenced by the contributions of young people, women, minority ethnic people and disabled people					General Duty
Action	Start date	End date	Section/ Officer	Progress	RAG
<p>a) Awareness raising and improvement activity with Community Boards, their subgroups and partners to minimise any barriers to participation for</p> <ul style="list-style-type: none"> • Young people • Women • BAME • Disabled <p>Undertake EQIA and Equalities Awareness Training with Community Boards and sub-groups.</p>	Already started	2029	CPT		
Undertake action and improvements to make community boards more physically accessible and inclusive					
Create guidance where improvements are made in response to identified barriers/needs					
Targeted engagement with equalities groups through the LOIP review process					
<p>b) Identify actions to target capacity building based on gaps and under representation across key work streams</p> <ul style="list-style-type: none"> • Groups applying for and receiving grants • Groups receiving developmental support • Groups participating in the CAT process • Groups participating in community boards or LOIP activity 	Aug 2025	Dec 26	CPT		
Implement equalities questions in all areas of CPT business to establish a baseline and ensure a focus on continuous improvement					
<p>c) Identify groups under represented in grant</p> <ul style="list-style-type: none"> • application process • successful applications <p>and undertake targeted engagement and associated action to understand capacity needs</p>	Aug 25	Apr 26	CPT		

Equality outcome 7: Decision-making processes and services are influenced by the contributions of young people, women, minority ethnic people and disabled people					General Duty
Action	Start date	End date	Section/ Officer	Progress	RAG
Ensure all relevant staff are trained in EQIA's and that this is built into the early stages of relevant engagement, committee recommendations or review work					
d) Promote the Forum to new members and target organisations which represent: <ul style="list-style-type: none"> • Young people • Female • BME • Disabled 	June 25	June 26	LB		
e) Monitor applications for Adult SEV Licenses	June 25	Dec 26	LB		

Equality outcome 8: Our buildings, places and spaces are safe, vibrant, inclusive and accessible, better serving the needs of people with protected characteristics through effective planning, design and development.						General Duty
Indicator/How will you know this outcome has been achieved?	Baseline – Dec 2024	Target Dec 26	Actual Dec 26	Service	Corrective Action	RAG
a) Number of hate crimes linked to licensed premises	New	Monitor		CEx/LB		
b) Number of licensed premises referred to accessibility standards	New	TBC		CEx/LB		
c) Numbers of licensed premises participating in Ask Angela initiative.				CEx/LB		
d) Number of Access Panel meetings attended by Council Officers	10	10		CEx		
e) Numbers of consultations with Disability Access Panel at planning/design stage (NLC property)	New 7	10		E&C		
f) Number of improvement actions completed following Access Panel consultation recorded through meetings attended by Council officers	New – TBC Await SH	Monitor		CEx		

Equality outcome 8: Our buildings, places and spaces are safe, vibrant, inclusive and accessible, better serving the needs of people with protected characteristics through effective planning, design and development.						General Duty
Indicator/How will you know this outcome has been achieved?	Baseline – Dec 2024	Target Dec 26	Actual Dec 26	Service	Corrective Action	RAG
g) Number of Changing Places toilets in operation and accessible across Council assets	New – TBC	Monitor		Adult SW/E&C/CEx		
h) Number of Council assets that are digitally enabled to increase digital inclusion for all groups with protected characteristics i.e: Public Wi-Fi available, Digital hub/zone	New 133 23	137 monitor		CEx F&T E&C		
i) Number of public play spaces that are accessible for individuals with disabilities	New- TBC	Monitor		Place/CEx		
j) Number of establishments with hearing loop systems (fixed and or portable) to increase inclusion for individuals with hearing impairments	New- TBC	Monitor		E&C/E&F CEx		
k) Number of new town and community hubs / public facing delivery spaces incl. educational establishments that have been created in line with trauma informed design principles	7	8		E&C/Place/ CEx/E&F		
l) Number of new Town and Community Hubs / service delivery areas with public facing services that have undertaken an annual trauma informed walkthrough	4	7		E&C/Place/CEx		
m) Number of NL venues audited by AccessAble	347	Monitor		Adult SW		
n) Usage of AccessAble i.e. number of hits on website and number of page views	34,514- TBC 54,784- TBC Await CMc	Monitor		Adult SW		

Equality outcome 8: Our buildings, places and spaces are safe, vibrant, inclusive and accessible, better serving the needs of people with protected characteristics through effective planning, design and development.					General Duty
Action	Start date	End date	Section/ Officer	Progress	RAG
a) In partnership with Community Safety teams monitor	June 25	Dec 26	L&D		
b) Highlight areas via Licensing Support Officers (LSOs)	June 25	Dec 26	L&D		

Equality outcome 8: Our buildings, places and spaces are safe, vibrant, inclusive and accessible, better serving the needs of people with protected characteristics through effective planning, design and development.					General Duty
Action	Start date	End date	Section/ Officer	Progress	RAG
c) LSOs to monitor existing licensed premises and promote to new licensed premises	June 25	Dec 26	L&D		
d) Continue to support Access Panel through attendance	June 25	Dec 26	CEx / EqT		
e) Promote the Inclusive Design Protocol and apply the principles of trauma design in Council toolkit launched June 2025	June 25	Dec 26	E&C/Place CEx		
f) Continue to deliver improvement action in response to Access Panel feedback	June 25	Dec 26	E&C/Place CEx		
g) Changing Place audit Nov 24 with wider dialogue across identified Council services to gather consistent understanding with annual review of as is/improvement action. Position statement going through Adult SW governance group.	June 25	Dec 26	E&C/CEx/ Adult SW		
h) Delivery of Comms world public Wi-Fi roadmap and ongoing review. Delivery and maintenance of digital zones within Digital NL POW.	June 25	Dec 26	E&C/CEx		
i) Delivery of 'Our Place' local development projects and progress of community led local place plans. With assessment mechanisms through Open Space strategy consultations, play sufficiency assessment, Your Place survey 2025.	June 25	Dec 26	Place/CEx		
j) Audit completed in July across E&F, Community Operations and Corporate Property	June 25	Dec 26	E&C/CEx/E&F		
k) Hub projects taken forward through One Service have applied the principles. Trauma Design toolkit launched across all services in May 2025 with input at Place Team session during June to encourage application across all relevant projects. Expectation that services apply to projects therefore evidence will need to be requested to demonstrate this.	June 25	Dec 26	E&C/CEx E&F/ Place		

Equality outcome 8: Our buildings, places and spaces are safe, vibrant, inclusive and accessible, better serving the needs of people with protected characteristics through effective planning, design and development.					General Duty
Action	Start date	End date	Section/ Officer	Progress	RAG
l) Engaged with HIS to formally and consistently trial annual walkthroughs at community hub spaces during 2025/25 leveraging groups with people who have lived experience	June 25	Dec 26	E&C/CEX/E&F/ Place		
m) Partnership with Adult SW/AccessAble to capture as is position, with review carried out October 2024	June 25	Dec 26	Adult SW/E&C/ Cex		
n) Partnership with Adult SW/AccessAble to capture data as needed	June 25	Dec 26	Adult SW/E&C/ Cex		

Equality outcome 9: The services and information we provide are accessible and tailored to different people's needs.						General Duty
Indicator/How will you know this outcome has been achieved?	Baseline – Dec 2024	Target Dec 26	Actual Dec 26	Service	Corrective Action	RAG
a) Complaints received re access to services (decrease) - Digital Hubs - Improved Customer Experience	TBC	decrease		CEX		
b) Language Line usage all services – monitor	307 calls	Monitor		EqT		
c) Numbers of Easy Read publications about our services	2	Increase +10		All Services		
d) Number of BSL videos published on Council website (+5)	0	Increase +5		E&C E&F CEX		
e) Number of hits on website BSL pages	0	Monitor		EqT		
f) Numbers of employees accessing training Deaf awareness Working with interpreters Easy Read Social Model of Disability	New output	Monitor for baseline		TOD		
g) Number of Home Support Workers trained to deliver culturally competent services	New output	Monitor		EqT/ HSC		

Equality outcome 9: The services and information we provide are accessible and tailored to different people's needs.					General Duty
Action	Start date	End date	Section/ Officer	Progress	RAG
a) Monitor Council's complaints received	Aug 25	Dec 26	CEx		
b,c,d,e) Develop new interpretation and translation guidance and monitor requests via services.	Aug 25	Dec 26	Equality Board		
d,e) Create and promote new BSL pages to BSL community organisations and monitor.	Aug 25	Dec 26	All services		
f) Review current training and monitor uptake of training. Develop bespoke Social Model of Disability and working with interpreters training.	Aug 25	Dec 26	TOD		
g) develop training and awareness raising materials for HSW	Aug 25	Dec 26	ET/HSPC		

Equality outcome 10: Our employment practices actively encourage people to work for us, thrive and progress in their employment in NLC. Outcome i). Young, disabled, minority ethnic and LGB&T people work with us at all levels and are supported. Outcome ii). Reduce vertical and horizontal gender occupational segregation. Outcome iii). Increase Minority Ethnic people in teaching and Social Work workforce.					
Indicator/How will you know this outcome has been achieved?	Baseline – Dec 2024	Target Dec 26	Actual Dec 26	Service	Corrective Action
Outcome i)					
a) % of employees who are disabled (increase)	606 (3.59%) 85 new appointments	Increase		CEx/PR	
b) % of employees who are BME (increase)	214 (1.27%) 26 new appointments	Increase		CEx/PR	
c) % of employees aged 18-25 (increase)	4.6% (approx.)	Increase		CEx/PR	
d) % of BME employees promoted (increase)	3.2% (8)	Increase		CEx/PR	
e) % of disabled employees promoted (increase)	4.42%	Increase		CEx/PR	
f) Reduce the ethnicity pay gap	6.78%	Reduce		CEx/PR	
g) % employees recording under sexual orientation category (increase)	65%	Increase		CEx/PR	

Equality outcome 10: Our employment practices actively encourage people to work for us, thrive and progress in their employment in NLC.

Outcome i). Young, disabled, minority ethnic and LGB&T people work with us at all levels and are supported.

Outcome ii). Reduce vertical and horizontal gender occupational segregation.

Outcome iii). Increase Minority Ethnic people in teaching and Social Work workforce.

Indicator/How will you know this outcome has been achieved?	Baseline – Dec 2024	Target Dec 26	Actual Dec 26	Service	Corrective Action
Outcome i)					
h) Numbers of Dignity at Work and Sexual Harassment complaints (formal and informal) received from employees: Young people <25 Disabled BME LG&B Transgender		Monitor		CEx/PR	
Outcome ii)					
j) % of Female Secondary Head Teachers (increase)	36.36%	Increase		E&F	
j) % of females in top 2% of earners (increase)	57.4%	Increase		CEx/PR	
k) % home support workers who are male (increase)	6.6%	Increase		AHSC	
Outcome iii)					
l) % increase in number of BME employees in teaching workforce	0.6%	Increase		E&F	
m) % of BME employees in the Social Work workforce	0.9%	Increase		E&F	

Equality outcome 10: Our employment practices actively encourage people to work for us, thrive and progress in their employment in NLC.

Outcome i). Young, disabled, minority ethnic and LGB&T people work with us at all levels and are supported.

Outcome ii). Reduce vertical and horizontal gender occupational segregation.

Outcome iii). Increase Minority Ethnic people in teaching and Social Work workforce.

Action	Start date	End date	Section/ Officer	Progress
a) Disability Working Group action plan. Anonymous recruitment Guaranteed interview	Dec 24	Dec 26	PR	

Equality outcome 10: Our employment practices actively encourage people to work for us, thrive and progress in their employment in NLC.**Outcome i). Young, disabled, minority ethnic and LGB&T people work with us at all levels and are supported.****Outcome ii). Reduce vertical and horizontal gender occupational segregation.****Outcome iii). Increase Minority Ethnic people in teaching and Social Work workforce.**

Action	Start date	End date	Section/ Officer	Progress
b) Anonymous recruitment. Race at Work Charter. Race equality workshop	Dec 24	Dec 26	PR/EqT	
c) Anonymous recruitment. Modern Apprentices Summer placements	Dec 24	Dec 26	PR/TOD	
d) Promotion of Leadership programme Mentoring Framework	Dec 24	Dec 26	PR/TOD	
e) Disability Working Group action plan Promotion of Leadership programme Mentoring Framework	Dec 24	Dec 26	PR/Eq.T/ TOD	
f) Promotion of Leadership programme	Dec 24	Dec 26	PR/TOD	
g) Continue with messages to employees Support to the EEF to reach out to LGB and T employees	Dec 24	Dec 26	PR/Eq.T	
h) Promotion of renewed policy / Support Officers	Dec 24	Dec 26	PR/EPT	
i) Positive action measures? Upfront Leadership programme targeted at DHT in schools	Aug 25	June 27	EF/Ed	
j) Promotion of leadership academy to females ESAW action plan.	Dec 24	Dec 26	PR/TOD	
k) Promotion of Home Support as a career for males – positive action? Communications campaign	Dec 24	Dec 26	HSCP	
l) Positive action measures in teaching	Aug 25	June 27	EF/Ed	
m) Positive action measures SW Workforce Steering Group	Dec 24	Dec 26	EF/Sw	

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To make a request, please contact Corporate Communications at: corporatecommunications@northlan.gov.uk

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