



Joint (Race, Disability and Gender) Equality Scheme

December 2010



Joint (Race, Disability and Gender) Equality Scheme December 2010

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Our website www.biglotteryfund.org.uk

Accessibility

Please contact us to discuss any particular communications needs you may have.

Our equality principles

Promoting accessibility; valuing cultural diversity; promoting participation; promoting equality of opportunity; promoting inclusive communities; reducing disadvantage and exclusion. Please visit our website for more information.

We care about the environment

The Big Lottery Fund seeks to minimise its negative environmental impact and only uses proper sustainable resources.

Our mission

We are committed to bringing real improvements to communities and the lives of people most in need.

Our values

We have identified three values that underpin our work: being supportive and helpful, making best use of Lottery money and using knowledge and evidence.

You can find out more about us, our values and the funding programmes we run by visiting our website www.biglotteryfund.org.uk

The Big Lottery Fund is committed to valuing diversity and promoting equality of opportunity, both as a grantmaker and employer. The Big Lottery Fund will aim to adopt an inclusive approach to ensure grant applicants and recipients, stakeholders, job applicants and employees are treated fairly.

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Foreword

I am delighted to endorse this revision to our Joint (Race, Disability and Gender) Equality Scheme.

This revised Scheme takes into account the achievements made under our previous Scheme and lessons learnt, new evidence on our performance as an employer and service provider and feedback from consultees. In particular, this revision sets out our new priorities for improvement and an action plan for achieving them, over the next three years.

In the past 12 months we have focused our attention on exploring whether we are asking applicants and grant-holders the right questions about how they deal with equality. We want to identify what impact our funding is making and who is benefiting from it. We recognise that we need to ask these questions in a way that is proportionate both to the size of the organisation and the funding that is being requested. Our decisions in this area have been translated into a number of priorities and tasks, which in turn feature in our Scheme's action plan.

We have also recently produced a three year Equality Strategy which aims to develop a shared understanding of the Big Lottery Fund's approach to promoting equality and tackling inequality through a focus on where there is greatest need. Our revised Scheme sits within that Strategy.

I hope you find our revised Scheme a reflection of the commitment among our staff, Board and committees to ensuring that equality and diversity are at the heart of our policy-making and service delivery.



Peter Wanless

Chief Executive

Section 1: Introduction

About the Big Lottery Fund

1.1 The Big Lottery Fund (BIG) came into being as a new UK-wide Lottery distributor on 1 June 2004 through an administrative merger of the New Opportunities Fund and the Community Fund. BIG was formally established in law following the passage of the National Lottery Act 2006 on 1 December 2006 when it assumed the responsibilities of the dissolved National Lottery Charities Board (Community Fund) the New Opportunities Fund, and the Millennium Commission.

1.2 BIG aims to bring real improvements to communities and the lives of people most in need. To achieve this, we have identified three values that underpin all of our work: making best use of Lottery money, using knowledge and evidence and being supportive and helpful. More details of our Mission and Values are on our website at www.biglotteryfund.org.uk

1.3 BIG is responsible for giving out half of the money for good causes raised by the National Lottery. Our funding covers health, education, environment and charitable purposes. We are a UK-wide distributor making grants in England, Scotland, Wales and Northern Ireland, across the UK and to UK-based charities working overseas (through our International Grants programme).

1.4 BIG has a UK-wide Board, which is supported by four Country Committees and a number of corporate committees: Resources, Remuneration and Audit and Risk.

1.5 The BIG Senior Management Team is headed by the Chief Executive, together with seven directors responsible for:

- Strategy, Performance and Learning
- Communications and Marketing
- Finance and Corporate Services
- England
- Northern Ireland
- Scotland
- Wales

BIG thinking – our strategic framework

1.6 We launched 'Big thinking – our Strategic Framework to 2015' in June 2009. This strategy was informed by our 'Big thinking' public consultation as well as what we have learned from our experiences of funding so far. This framework will shape our funding arrangements over the next six years. In particular it sets out the steps that we will take to continue to improve as an intelligent funder over the next few years.

1.7 The five principles which guide this Intelligent Funder approach are:

- creating and sharing a clear vision and purpose
- knowing and stating our place in the market
- creating a learning organisation
- aligning structures and the use of resources with our vision
- managing and adapting to change.

Section 1: Introduction

1.8 We have identified six thematic areas which will shape the way we use our funding and other resources to achieve change over the 2009–2015 period. These are: Outcomes; Lasting Impact; Capacity Building; Working Together; Innovation; and, Engagement. These themes are helping us help the communities we serve, shaping the choice and focus of our new programmes, the way we provide support to applicants and the range of work we are doing to promote and share learning among existing grant holders. In addition, these themes lie at the heart of the work we are doing to make our processes simpler and more customer-friendly.

1.9 All of our programmes share the same mission – to bring real improvements to communities and the lives of people most in need. They also cover the three broad themes that are set out in our Policy Directions as agreed by the UK Government. These are:

- supporting community learning and creating opportunity
- promoting community cohesion and safety
- promoting well-being.

1.10 Our aim is to fund projects and organisations that make a difference. Instead of focusing on what an organisation is or does, we focus particularly on what the organisation aims to achieve with our funding, in other words, the outcomes of our funding.

1.11 Details of all of our current funding programmes can be found on our website at www.biglotteryfund.org.uk

Our commitment to equality

1.12 BIG believes in a fair and inclusive society where people have equal rights, freedoms and opportunities and where their different needs are recognised and barriers are removed. We are committed to using our funding to address the needs of those facing disadvantage and discrimination and to help reduce the inequalities that exist in our society.

1.13 Our Equality Strategy 2010 – 2013 provides a framework for implementing our equality vision. It includes four areas of work where we want to focus our attention:

- change internal culture and practice
- improve equality practice in our funded organisations
- promote equality for our customers (of access to, treatment by and benefit from services we fund) and
- tackle inequality through targeted programmes and funding policy.

1.14 BIG has adopted a mainstreaming approach to equality, which ensures we consider the needs of a wide range of marginalised groups in our planning and decision-making. We recognise however that affirmative action (sometimes called positive discrimination) is also sometimes necessary to effect real change when there is no other way a group could be provided for.

1.15 Our equality assurance process has been designed to help us meet our mainstreaming commitments. This process is intended to help staff think about and address the equality implications of all our business activity (for example, policies, programmes) during their planning and development stages and when they are being reviewed.

Section 1: Introduction

1.16 We have also agreed a number of key equality principles, which underpin our internal and external business. They are:

- promoting accessibility
- valuing cultural diversity
- promoting participation
- promoting equal opportunities
- promoting inclusive communities and
- contributing to the reduction of disadvantage and exclusion.

1.17 Need is the fundamental driver for BIG's work. Our assessment of need determines the programmes we develop and the way we distribute our funding. This requires us to develop a good understanding of the problems and challenges faced by people, and the way in which needs go unmet or partially met, whether by the individual themselves, their family or community or by the market, the state or voluntary sector services.

1.18 Thinking about equality considerations as part of the picture of need helps to uncover where there are barriers or additional difficulties faced by people in accessing services, which could be overcome. We do not equate being a member of a group protected under equality law as automatically 'in need,' or 'disadvantaged' rather we expect projects to demonstrate the need that their proposed beneficiaries are facing, whoever they might be. In defining need, we will advise projects (irrespective of whether they are applying to a targeted or open programme) to think about all of the people that might benefit and subsequently the barriers that the design and delivery of the project needs to address.

1.19 We have established a number of processes, which enable us to promote equality more effectively:

Governance

- ▶ We have developed a clear governance structure for equality issues, which includes equality being a regular agenda item at Board meetings and the appointment of a Board lead on equality.

Human resources

- ▶ We provide comprehensive training in equality and diversity matters. Our programme includes a mandatory induction module and e-learning 'equality in the workplace' programmes for staff and managers.
- ▶ Our staff competency framework sets out the knowledge, skills and behaviours our staff need to help deliver our business objectives include specific equality and diversity behaviours.
- ▶ BIG is a Disability Symbol user, which means we have signed up to five commitments on recruiting, employing, retaining and developing disabled people.
- ▶ We also participate in the Disability Standard (managed by the Employers Forum on Disability), which enables us to identify areas for improvement in our employment practice and service delivery. We achieved the Silver Standard in 2009.
- ▶ BIG has established a process to support disabled staff and their line managers to make reasonable adjustments.
- ▶ We have introduced a campaign to address unacceptable behaviour including bullying, harassment and discrimination.
- ▶ We offer a range of flexible working policies to enable staff to achieve a work/life balance.

Section 1: Introduction

Communication

- ▶ We are committed to ensuring that our marketing strategies are inclusive and take account of diverse needs. All events are carried out in line with our events standards, which include an equality protocol. Funding programmes are promoted on our website and through targeted information, events, conferences and exhibitions.
- ▶ We aim to ensure that imagery in our publications and the language we use reflects the diversity of the UK population and promotes a positive attitude to minority communities.

Policy and programme development

- ▶ We use an evidence-based approach to policy and programme development, drawing on relevant internal/external data and research.
- ▶ We continue to improve the beneficiary data we capture at pre and post-award.

Outreach and development

- ▶ We are committed to building the capacity of small, new and inexperienced groups as well as those representing marginalised communities, to access our resources on an equal basis and to improve the delivery of their outcomes. This commitment may be delivered directly by BIG, through running specific capacity building grant programmes or by working with other funders and stakeholders.
- ▶ We are committed to ensuring that this development and outreach work is targeted on the basis of development and support needs and is informed by the outcomes of research and evaluation.

Pre-application

- ▶ We work with prospective applicants to improve the quality of applications we receive.
- ▶ Our 'Equality Matters' guide encourages grant applicants to think about diversity and equality issues when planning their projects as well as setting out the equality standards we expect from grant-holders. This guide is part of our drive to promote equality and maximise opportunities for people to take part in the projects we fund. We have developed a complementary training module for use by funding advisors.

Application

- ▶ Our application materials are produced in plain English and we ask applicants to advise us if they have any specific communication requirements.
- ▶ We ensure that applicants are made aware of the equality standards we expect them to achieve. We do this by clearly stating our equality principles and using examples of good practice through our application materials.
- ▶ The criteria for grant-making ensures that the projects we fund support our equality principles by fully involving the communities they serve, being accessible in the broadest sense and ensuring that minority communities are positively portrayed.
- ▶ We also expect that applicants have policies and systems in place to meet their legislative requirements relating to equality.
- ▶ All successful applicants should demonstrate a commitment to the value of diversity and equality that is in keeping with their size and the situations in which they work.
- ▶ Our staff receive guidance to ensure that they assess equality-related criteria in a consistent and informed manner. This is supported through a role-specific equality-training programme.

Section 1: Introduction

- ▶ The recruitment process for our decision-making committees is open, transparent and targets people from under represented sections of the community including disabled people, people from black and minority ethnic communities, young people and women (where this is within our powers). Particular efforts are made to identify and remove potential barriers to participation.
- ▶ Decision-makers must demonstrate an understanding of and commitment to equality principles as part of the selection process.
- ▶ Our decision-making processes are transparent. Unsuccessful applicants receive feedback and are told why their projects have not been funded.

Grant management

- ▶ We require grant-holders to ensure compliance with best equality practice as well as legislation, both internally and externally; this is balanced against organisational capacity and the size of grant.

Evaluation and research

- ▶ We aim to ensure that evaluation and research specifications take into account access and participation, and that their design and conduct do not exclude particular groups. This may mean allocating additional resources to ensure that such stakeholders can participate in the evaluation or research.

Section 2: Our Joint Scheme

Production of our revised Scheme

2.1 Under the Disability Equality Duty (DED) which came into force in 2006, BIG was required to produce an equality scheme. The same requirement did not exist under the Race Equality Duty 2000 (RED) however, our Board took the decision to produce a Joint (Race and Disability) Scheme as we felt it would allow us to meet the general duty to promote race equality more effectively.

2.2 We subsequently published our first Joint (Race and Disability) Equality Scheme on 5 December 2006. Our first annual progress report was published in February 2008 and our second report in April 2009.

2.3 The Gender Equality Duty (GED) came into force on 6 April 2007. Under the Duty, BIG was again not required to produce a Gender Equality Scheme however, we agreed that in line with our approach to the RED, it would make sense to integrate a gender perspective into our existing scheme.

2.4 Our Joint (Race, Disability and Gender) Equality Scheme was subsequently published in July 2009.

2.5 Under the DED, BIG is required to review its scheme after three years. We wanted our revised scheme to run in tandem with our financial year; 1 April – 31 March and therefore sought and received permission from the Commission for Equality and Human Rights to delay production to meet this aim. We also made a commitment to review and revise all of the scheme's existing priorities (not just those pertaining to disability).

2.6 In drafting our revised scheme's new priorities and the action plan for achieving them, we drew on the results from a comprehensive mapping exercise. This assessed: achievements made under our former action plan; equality assurance activity; the results of a cross-organisation mapping exercise (designed to assess our current race/disability/gender equality performance as an employer and a service provider); and information gathered on current and planned equality initiatives across the business.

2.7 We then consulted on our draft priorities and action plan both through our joint union group and through a series of external focus groups during August – September 2010. Further details on the consultation process can be found in section four: Involvement.

2.8 Our revised scheme and the new action plan (section nine), reflect consideration of the feedback from this consultation exercise.

2.9 This work was overseen by a group of senior managers and co-ordinated by our Corporate Equality Manager (CEM).

Aims

2.10 We intend to achieve the following outcomes through our Joint Equality Scheme (JES):

- ▶ Increased satisfaction with the delivery of our functions across all racial and disability groups and both genders.
- ▶ Identification and removal of any potential and actual negative equality impacts of our functions and policies.
- ▶ A workforce that better represents the public it serves.
- ▶ A workforce that believes BIG is an equal opportunity employer.

External reporting arrangements

2.11 Under the RED we are required to produce an annual progress report, which highlights our ethnic employment monitoring results. Under the DED we are required to provide an overview of progress against the disability action points within our scheme's action plan, the results of our information gathering and how we have used this information. We have no external reporting requirements under the GED.

Internal reporting arrangements

2.12 BIG's Senior Management Team and Board will be asked to consider and approve our external progress reports prior to their external publication.

Section 2: Our Joint Scheme

Accountability

2.13 Ultimately BIG's Chief Executive and Senior Management Team will be responsible for ensuring that the scheme is put into action across BIG.

Review

2.14 On 27 April 2009 the Government published the Equality Bill, and on 8 April 2010 the Equality Act received Royal Assent. The Act includes a new Public Sector Equality Duty. Parts of the Equality Act started to come into force on 1 October 2010. It is proposed that the Public Sector Equality Duty will come into force in England and in Scotland from April 2011, and in Wales in Spring/Summer 2011. The duty will cover all the protected grounds: age, disability, gender, gender reassignment, pregnancy and maternity, race, religion and belief and sexual orientation. BIG will respond to directions arising from this Duty (which may necessitate revising our current Scheme again) once guidance has been issued.

Complaints

2.15 Employees wishing to complain about BIG failing to meet its duties under the DED, RED or GED can do so by raising the matter with their line manager or Human Resources (for employment matters) or the Corporate Equality Manager (for external issues).

2.16 Members of the public may make complaints by contacting our Customer Care and Quality Adviser at:

Big Lottery Fund

1 Plough Place
London
EC4A 1DE

Telephone: 020 7211 3700

Fax: 020 7211 1753

customer.services@biglotteryfund.org.uk

Section 3: What the law says

Our general duties regarding race, disability and gender

3.1 The DED, RED and GED require BIG, along with all other public authorities, to meet general duties to promote race, disability and gender equality.

3.2 The general duties require us, when carrying out our functions, to have due regard of the need to:

- eliminate unlawful racial, disability and gender discrimination
- promote equality of opportunity regardless of race, disability or gender
- eliminate unlawful harassment because of disability and gender
- promote good relations between persons of different racial grounds
- encourage participation by people with a disability in public life
- promote a positive attitude to people with a disability
- take steps to take account of people's disabilities, even where that involves treating a person with a disability more favourably than other persons.

3.3 To help BIG to meet the general duties, to demonstrate its commitment and to measure its success, there are a number of duties it must carry out.

The specific duties on race, disability and gender

3.4 Under the specific duties BIG is required to publish a disability equality scheme. BIG is not required to produce either a race or gender equality scheme, but we have decided that it makes sense to do so.

3.5 Our scheme sets out:

- how BIG will meet the general and specific duties
- how disabled people, people from black and minority ethnic communities and men and women have been involved in producing the scheme (see section four: Involvement)
- an action plan for achieving our priorities.

3.6 It makes arrangements for:

- gathering information about BIG's performance on race, disability and gender equality
- assessing and consulting on the likely impact of relevant policies and functions on the promotion of disability, race and gender equality and improving these where necessary
- monitoring BIG's policies and functions to ensure there is no adverse impact on the promotion of gender, disability and race equality
- publishing the results of such assessments and consultation
- ensuring public access to information and services, which BIG provides
- training BIG staff in the race, disability and gender duties
- reporting on progress and in particular demonstrating that action has been taken in the scheme and the appropriate outcomes have been achieved
- reviewing and revising the scheme.

3.7 The specific employment duties are set out in Section six of the scheme.

Section 3: What the law says

Three-yearly review

3.8 Under the DED, BIG is required to review and published a revised scheme every three years. The revision must incorporate how effectively BIG has met the actions set out in its previous scheme and explain what has changed as a result of those actions.

Section 4: Involvement

4.1 In developing our revised scheme, BIG sought to involve and hear the views of the people who will ultimately be affected by our policies, functions and priorities. This included our staff and a range of external stakeholders and customers.

4.2 When drafting BIG's priorities, we used the findings from an anonymous staff satisfaction survey completed in 2009. All responses were analysed in terms of the respondent's ethnicity, disability status and gender which allowed us to identify if there were any particular trends.

4.3 Our consultation exercise involved members of both unions and a series of external focus groups. The focus groups involved organisations representing the views of disabled people, men and women and BME communities as well as organisations led by their members. They included grass roots and subject-specific organisations together with national and umbrella bodies.

4.4 In total we conducted five focus group events (one each in Scotland, Northern Ireland and Wales) and two in England (South West and West Midlands regions). Forty organisations participated; 11 representing disability, 10 race, 6 gender and 13 generic/other. See appendix three for details.

4.5 Overall, the feedback from the consultation exercise demonstrated broad support for the Big Lottery Fund's draft priorities.

4.6 A number of the suggestions made by respondents have resulted in minor adjustments to the draft priorities. Others will require a written response setting out our current practice or explaining that the suggestions lie outside the remit of the scheme and subsequently its consultation. This has been managed through a consultation report which has been circulated to all consultees.

4.7 A smaller number of suggestions, however, required closer attention. Where judged appropriate, these were translated into recommendations for amended or new priorities/activities, which the Big Lottery Fund's Senior Management Team and Board subsequently gave full approval for in November 2010.

Section 5: Gathering evidence

Information systems

5.1 In revising our JES we sought to identify the various situations where disabled people, people from BME communities and men and women, came into contact with our processes and policies, and what systems we had to measure their experience of that contact. We identified the following systems as providing quantitative and qualitative data:

Internal

1. Employment statistics covering each stage of the employment cycle from recruitment through to leaving (broken down by race, disability and gender).
2. Employee surveys – recording staff satisfaction levels with different aspects of working for the Big Lottery Fund (broken down by race, disability and gender).
3. Benchmark reports – 2009 results from the Big Lottery Fund’s participation in the Employer’s Forum on Disability’s Disability Diagnostic.
4. Achievements made under internal priorities within scheme’s action plan.
5. Equality assurance activity (regarding internal business).

External

1. Application, award and awarded amount rates for projects directed at or of particular relevance to disabled people, people from black and minority ethnic communities and men/boys or women/girls (see appendix 5).
2. Accessibility requests (information or events).
3. Complaints (disaggregated by the race, disability and gender discrimination dimension of the request or complaint).
4. Customer satisfaction survey results.
5. BIG’s evaluation and research.
6. Achievements made under external priorities within scheme’s action plan.
7. Equality assurance activity (regarding external business).

Analysis, action planning and review

5.2 Evidence gathered from the above information systems was then analysed and used to inform our action plan. We will continue to gather evidence periodically to review the effectiveness of our action plan.

Section 5: Gathering evidence

New information systems

5.3 Our new priorities (as set out in section nine) include a number that will develop/adapt systems for the collection of new sources of information:

- Internal priority 2 – BIG will undertake a paper-based review of the experiences of disabled job applicants.
- Internal priorities 5 and 6 – BIG will explore opportunities for setting up staff networks and using feedback to inform policies and practices.
- Internal priority 10 – BIG will undertake an internal equal pay audit.
- External priority 2 – BIG will develop beneficiary funding profiles to help identify and respond to funding patterns.
- External priority 5 – BIG will introduce new beneficiary equality data requirements to applicants and grantholders, which will provide more robust information about who is/is not applying, receiving and benefitting from BIG's funding.
- External priority 7 – BIG will identify good equality practice among funded projects and share this information with wider stakeholders.
- External priority 9 – BIG will commission a number of qualitative studies to identify how effectively our funding meets the needs of different beneficiary types (beginning with gender).
- External priority 11 – BIG's customer insight group will explore the best mechanism for determining the experiences of customers by race/gender or disability.

Section 6: Employment duties

6.1 The RED imposes a specific duty to monitor employment policies and procedures. It requires us to have in place arrangements for fulfilling, as soon as is reasonably practicable, monitoring of the following aspects of employment by reference to racial group:

- Numbers of staff in post
- Numbers of applicants: for employment (internal and external recruitment)
- Numbers of staff who apply for and receive training
- Numbers of staff who benefit or suffer detriment as a result of performance assessment procedures
- Numbers of staff involved in grievance procedures
- Numbers of staff subject of disciplinary procedures
- Numbers of staff leaving employment.

6.2 The DED is less prescriptive and states that public bodies must set out arrangements for gathering information about recruitment, development and retention of disabled employees and put these arrangements into practice. The GED states that public bodies must gather and use information on how the public authority's policies and practices affect gender equality in the workforce. As the RED requirements are more comprehensive, we have decided to adopt the same monitoring procedures for all three strands.

Monitoring staff in post and applicants for employment (internal and external recruitment)

6.3 Our online application form makes completion of personal monitoring information mandatory (with the exception of sexual orientation which is voluntary).

6.4 Staff are able to update their personal files electronically and are reminded to do so on an annual basis.

6.5 This information can be linked to each member of staff's unique personnel number and other demographic data such as age and grade. The system incorporates the latest industry standard reporting tools and allows us to track the experiences of staff, by ethnicity, disability status and gender, at each of the required "aspects of employment": that is, numbers of staff in post and numbers of applicants for employment etc.

Monitoring staff who apply for and receive training

6.6 We provide a wide range of training opportunities. Our online system allows us to collate and monitor formal training data.

Monitoring staff who benefit or suffer detriment as a result of performance assessment procedures

6.7 We report on performance appraisal grades as well as the receipt of performance related bonuses following nomination.

Monitoring staff involved in grievance procedures or the subject of disciplinary procedures

6.8 We currently monitor all formal grievance and disciplinary cases.

Section 6: Employment duties

Monitoring staff who are leaving BIG

6.9 We currently monitor all leavers as well as reasons for leaving and conduct voluntary exit interviews, which enables qualitative data to be captured.

Analysis and action planning

6.10 We are committed to collating and analysing our monitoring data annually.

6.11 In line with the general duty of the RED*, we will take action when the monitoring data presents adverse impact on grounds of ethnicity. We will also take action where the data identifies an adverse impact on grounds of disability and gender.

Publishing results

6.12 We are required to publish the results from our monitoring every year. We do this through BIG's Annual Accounts and Report.

* To have due regard to the need to eliminate unlawful racial discrimination; promote equality of opportunity; and promote good relations.

Section 7: Access to information and services

7.1 Under the RED, we are required to provide details of the information and services we provide and to summarise how we make these accessible. The DED does not impose a similar requirement; however in the interest of good practice we have applied this principle to the whole scheme in recognition of the particular difficulties that can be experienced by disabled people. We have also acknowledged gender accessibility issues where relevant.

7.2 We have identified a series of key customer interfaces, which relate to implementing our policies and functions. We have then scoped how we currently make those interfaces accessible. Lastly, we have identified how we will take action to improve accessibility further.

7.3 The following key customer interfaces have been identified:

1. External events
2. Enquiries
3. Outline proposal
4. Application
5. Assessment
6. Grant set-up and grant management
7. Publications
8. Day-to-day communication
9. Website

7.4 For the purposes of identifying people with accessibility requirements the following key groups have been listed:

- ▶ Visually impaired people
- ▶ Deaf and hearing impaired people
- ▶ People with mobility impairments
- ▶ People with learning disabilities
- ▶ People with a mental health condition (where relevant)
- ▶ People whose first language is not English.

1. External events

General accessibility

- ▶ We host events to provide information about our grants programmes (information events and conferences) and to seek feedback from key stakeholders (consultation events). Our mailing lists are inclusive of groups representing race, disability and gender issues.
- ▶ Invitations to our external events include a request for attendees to notify us if they have any access requirements. Examples are provided.
- ▶ Staff organising events are required to carry out equality access checks.
- ▶ Visually impaired people
- ▶ Hand outs can be produced in large print on request.
- ▶ Where the lead-in time is four weeks or more we can produce hand-outs in Braille or audio-cassette.
- ▶ Electronic versions of hand-outs (compatible with voice activated software such as Browsealoud or JAWS) can be produced in advance on request.

Deaf people (people whose first or preferred language is Sign Language) and hearing impaired people

- ▶ Sign Language interpreters, sign supported English communicators, lip speakers and Palantype note-takers (a note-taker that uses a system of taking notes on a computer screen which a deaf person can then read from the screen) can be provided on request.
- ▶ Portable loop systems can be hired if a request is made and the booked venue does not already have an installed loop system.

People with mobility impairments

- ▶ We only book venues that are accessible to wheelchair users and other people with mobility impairments. This includes car parking arrangements, the entrance, toilets and all rooms to be used.

Section 7: Access to information and services

People with learning disabilities

- ▶ Key support workers can attend events alongside people with learning disabilities.
- ▶ Hand outs can be produced in easyread (a format for people with learning disabilities) on request.

People with a mental health condition

- ▶ Key support workers or colleagues can attend events alongside people with mental health issues if requested.

People whose first language is not English

- ▶ In the case of targeted events, we will consider using outsourced tailored services appropriate to the audience, such as language interpreters for people whose first language is not English.

2. Enquiries

General accessibility

- ▶ We have developed a protocol for staff to follow when responding to enquiries relating to the need for accessible information.

Visually impaired people

- ▶ No additional provisions.

Deaf/hearing impaired people

- ▶ Enquiries can be made using textphone and typetalk (including contact with staff within BIG's Information and Policy teams where required).

People with mobility restrictions

- ▶ No additional provisions.

People with learning disabilities

- ▶ No additional provisions.

People for whom English is not their first language

- ▶ Our enquiry service uses 'language line', which provides a phone based interpretation service for callers for whom English is not their first language.

3. Outline proposal

General accessibility

- ▶ Some of our grants programmes operate an outline proposal or pre-application stage. Where pre-application outreach support is available, it consists of signposting, detailed policy information on programmes and demand management.
- ▶ On the outline proposal form (OPF) applicants are advised to let us know about any particular communication requirements they might have. We make a commitment to consider all reasonable requests for particular formats or interpretation support.
- ▶ BIG will only accept outline proposal forms, completed in English (with the exception of those designated under the EU Charter for Regional or Minority Languages and Welsh Language Act 1993).

Visually impaired people

- ▶ The OPF can be supplied in large print on request.
- ▶ We will consider producing the OPF in Braille and audio-cassette if requested.
- ▶ The OPF is available as an electronic document on BIG's website. Where the OPF has an RTF version, it can be read aloud using the installed screen reader software 'Browsealoud'. Applicants may also use other screen reader software such as JAWS. The OPF form can be enlarged on screen and it can be completed electronically with screen-writer software and submitted via email (along with a signed printed copy). Feedback from customers suggests, however, that there can be usability difficulties with RTF, for example, formatting and layout problems. We have produced a question and answer sheet to deal with RTF queries.

Section 7: Access to information and services

- ▶ For some grants programmes, the OPF is only available in a PDF version. In these circumstances it can also be read-aloud using screen reader software. Individuals with access to a PDF writer can complete the form electronically. However, this equipment is not in common usage and therefore we recognise that this is not a real option for most people.
- ▶ Where individuals are having difficulties with using either our RTF or PDF forms, we may consider reproducing the forms in plain Word format if we consider this to be the most reasonable response.

Deaf people (people whose first or preferred language is sign language) and hearing impaired people

- ▶ We have a commitment to produce our external materials in plain English to make them clearer and more accessible to everyone.
- ▶ No versions of the OPF are produced in British Sign Language (BSL) format.

People with mobility restrictions

- ▶ Screen reader (and writer) facilities such as Browsealoud and JAWs also apply here.

People with learning disabilities

- ▶ No versions of the OPF are produced in easyread format.
- ▶ We will consider holding a meeting or information event to explain the content of the OPF.

People for whom English is not their first language

- ▶ Requests to provide the OPF in community languages will be considered if they are judged to be the most appropriate response.
- ▶ We will consider holding a meeting or information event with an interpreter to explain the content of the OPF.
- ▶ Screen reader (and writer) facilities such as Browsealoud and JAWs also apply here.

Improvements

- ▶ We will continue to monitor the demand for application materials in BSL and easyread formats.
- ▶ We will ensure that screen reader/writer considerations are built into the development of our new online system as far as possible.

4.Application

General accessibility

- ▶ On the application form, applicants are advised to let us know about any particular communication requirements the key contact might have. We make a commitment to consider all reasonable requests for particular formats or interpretation/translation support.
- ▶ BIG will only accept application forms, completed in English (with the exception of those designated under the EU Charter for Regional or Minority Languages and Welsh Language Act 1993).

Visually impaired people

- ▶ The application form can be provided in large print on request.
- ▶ For some grants programmes, a disk version of the application form is available. The disc is compatible with screen reader software such as Browsealoud or JAWS. Applicants can complete their application form on the disc and submit it to us (along with a signed printed copy). It should be noted that the electronic application form is not compatible with Apple Macs. For some programmes the application form also comes in a downloadable version.
- ▶ For some grants programmes the application form is available in a RTF version on BIG's website, which can be read aloud using the installed screen reader software Browsealoud. The documents can be enlarged on screen and the application form can be completed electronically and submitted via email (along with a signed printed copy). Applicants may also use other screen reader/writer software such as JAWS. Feedback from customers suggests

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however that there can be usability difficulties with RTF, for example, formatting and layout problems. As before we have recently produced a question and answer sheet to deal with RTF queries.

- ▶ For some grants programmes, the application form is only available in a PDF version. This is the decision of the individual programme development team. Guidance notes are only ever produced in PDF format. In these circumstances the documents can be read aloud using screen reader software. Individuals with access to a PDF writer can complete the form on screen however this equipment is not in common usage and is therefore not a real option for most people.
- ▶ Where individuals are having difficulties with using either our RTF or PDF forms, we may consider reproducing the forms in plain Word format if we consider this to be the most reasonable response.

Deaf people (people whose first or preferred language is Sign Language) and hearing impaired people

- ▶ We produce our external materials in plain English.
- ▶ No versions of the application form or guidance notes are produced in BSL format.
- ▶ We will consider holding a meeting or information event for groups (involving sign language interpreters) to explain the content of the application form and guidance notes.

People with mobility restrictions

Screen reader (and writer) facilities such as Browsealoud and JAWS also apply here.

People with learning disabilities

- ▶ No versions of the application form or guidance notes are produced in easyread format.
- ▶ We will consider holding a meeting or information event to explain the content of the application form and guidance notes.

People for whom English is not their first language

- ▶ We will consider requests to provide the application form and guidance notes in community languages if we judge this to be the most appropriate response.
- ▶ We will consider holding a meeting or information event with an interpreter to explain the content of the application form and guidance notes.
- ▶ Screen reader (and writer) facilities such as Browsealoud and JAWS also apply here.

Improvements

- ▶ We will continue to monitor the demand for application materials in BSL and easyread formats.
- ▶ We will ensure that screen reader/writer considerations are built into the development of our new online system as far as possible.

5. Assessment

General accessibility

For some grants programmes assessments are largely paper based. For programmes, where assessments are intended to be largely telephone based, grants staff are advised to carry out visits where communication needs suggest that face-to-face contact is more appropriate, for example, for individuals who speak English as a second language or who have communication-related disabilities.

Visually impaired people

- ▶ No additional provisions made.

Deaf people (people whose first or preferred language is Sign Language) and hearing impaired people

- ▶ Sign language interpreters and Palantypists can be provided on request if we make a visit assessment. Textphone, Typetalk and videorelay are also available.

People with mobility restrictions

- ▶ We may make an assessment visit if the applicant has difficulties with an assessment on the phone.

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People with learning disabilities

- ▶ We may make an assessment visit if the main contact's communication needs suggest that face-to-face contact is more appropriate.

People with a mental health condition

- ▶ We may make an assessment visit if the main contact's communication needs suggest that face-to-face contact is more appropriate. A support worker or colleague can attend an assessment visit alongside people with mental health issues if requested.

People for whom English is not their first language

- ▶ We may make an assessment visit if the main contact's communication needs suggest that face-to-face contact is more appropriate.
- ▶ We will also consider providing an interpreter if requested.
- ▶ Screen reader (and writer) facilities such as Browsealoud and JAWS also apply here.

6. Grant set up and grant management

General accessibility

- ▶ Grant set up and grant management involves setting up and making payments and monitoring progress against agreed outcomes. We have produced a series of forms to help in this process, for example, a bank details form and end of year progress report.
- ▶ BIG will only accept grant set up and grant management forms, completed in English (with the exception of those designated under the EU Charter for Regional or Minority Languages and Welsh Language Act 1993).

Visually impaired people

- ▶ Grant set-up and grant management forms can be produced in large print on request.
- ▶ Forms will be provided in Braille and audio-cassette format where, following discussions, we consider it to be the most appropriate response to an access requirement.

- ▶ A selection of grant set-up and grant management forms are available electronically on BIG's website. Those available in RTF can be emailed to the grant holder and read-aloud using screen reader software such as Browsealoud or JAWS. RTF format forms can also be enlarged on screen and can be completed electronically and submitted via email. Those available only in PDF can only be read aloud but cannot be completed electronically. PDF forms include bank details forms.

Deaf people (people whose first or preferred language is Sign Language) and hearing impaired people

- ▶ Grant set-up and grant management forms are produced in plain English.
- ▶ We do not currently produce any of our grant set-up and grant management forms in BSL format.
- ▶ We may suggest holding a meeting involving Sign Language Interpreters where communication difficulties suggest that face-to-face contact is more appropriate.
- ▶ Hearing impaired grant holders can communicate with us about grant set-up and grant management, using textphone or typetalk.

People with mobility restrictions

- ▶ Requests for forms in audio-cassette will be considered on a case-by-case basis.
- ▶ Screen reader facilities such as Browsealoud and JAWS also apply here.

People with learning disabilities

- ▶ We have produced an easyread version of our end of year progress report (in conjunction with a People First organisation). All other forms are not currently available in easyread format.
- ▶ We may suggest holding a meeting if there are grant set-up or grant management issues which need to be discussed and there are likely to be communication difficulties if the phone is used.

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People with a mental health condition

- ▶ We may suggest a visit if the main contact's communication needs suggest that face-to-face contact is more appropriate. A support worker or colleague can attend alongside an individual with mental health issues.

People for whom English is not their first language

- ▶ We do not currently produce any of our grant set-up or grant management forms in community languages.
- ▶ We may suggest a visit if the main contact's communication needs suggest that face-to-face contact is more appropriate.
- ▶ We will also consider providing an interpreter if requested.
- ▶ Screen reader (and writer) facilities such as Browsealoud and JAWs also apply here.

Improvements

- ▶ We will continue to monitor the demand for grant set-up and grant management forms in easyread and BSL formats.
- ▶ Where individuals are having difficulties with using either our RTF or PDF forms, we may consider reproducing the forms in plain Word format if we consider this to be the most reasonable response.

7. Publications

General accessibility

- ▶ We produce a comprehensive range of publications that includes application and grant management materials, evaluation and research findings, regional newsletters and promotional materials.
- ▶ We have produced house style guidance, which applies to internal and external communication. Our presentation style is open and accessible. All our external publications are edited into plain English.

- ▶ In our publications we are committed to using text and images that which project a positive image of disabled people, people from BME communities and men and women (included transgendered people).
- ▶ All publications state that anyone with particular communication requirements should let us know about them. Examples of possible solutions are listed. We will respond to reasonable requests.
- ▶ We produce publications in alternative formats or community languages on demand, except for a small number of large print versions.
- ▶ In line with the Welsh Language Act 1993, we produce our publications that relevant to Wales in English and Welsh.

Visually impaired people

- ▶ We will respond to reasonable requests to produce publications in large print, Braille and audio-cassette.
- ▶ The website can be enabled for speech using Browsealoud, which comes in two versions: a screen reader and a PDF reader. The software is free for the external user to download.

Deaf people (people whose first or preferred language is Sign Language) and hearing impaired people

- ▶ We make a commitment to produce all external publications in plain English.
- ▶ DVD information materials are produced with Sign Language interpretation and English subtitles.

People with mobility restrictions

- ▶ No additional provisions.

People with learning disabilities

- ▶ We will respond to reasonable requests to produce publications in audio-cassette.

People for whom English is not their first language

- ▶ We will respond to reasonable requests to produce publications in community languages.

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8. Day-to-day communication

General accessibility

- ▶ All of BIG's offices are subject to an accessibility audit before they are leased. This ensures that they meet appropriate accessibility standards for visiting customers.

Visually impaired people

- ▶ All our offices meet DDA accessibility signage requirements in terms of routing to the main reception area. From this point onwards, all visitors are escorted to meeting rooms.

Deaf people (people whose first or preferred language is Sign Language) and hearing impaired people

- ▶ All offices are equipped with functioning textphone facilities and loop systems in meeting rooms.
- ▶ We will provide a Sign Language interpreter if required for an internal meeting.

People with mobility restrictions

- ▶ No additional provisions.

People with learning disabilities

- ▶ Key support workers can attend internal meetings.
- ▶ An agenda and key questions can be supplied in easyread format before internal meetings.

People for whom English is not their first language

- ▶ We will provide an interpreter if required for an internal meeting.

9. Website

General accessibility

- ▶ Our website provides information on all our funding programmes, how to apply for funding and our latest grant awards. It also includes information on job opportunities.

- ▶ It has been designed to meet Web Accessibility Initiative (WAI) Content Accessibility Guidelines set by the World Wide Web Consortium (W3C). We aim to ensure the site conforms to 'Double-A' standards wherever possible. Our website has a text-only site as well as an enhanced site with pictures which is fully compatible with screen reader software, Braille and magnifying software.
- ▶ In the past year our Web team, have carried out a range of actions to create strong foundations for the accessibility of all of our online services.
- ▶ We requested the agency Webcredible to supply us with a set of accessibility guidelines which consolidate and add practical advice to the W3C guidelines, which are the default standard. We subsequently pass these to our suppliers to lay down our requirements and illustrate how to meet them.
- ▶ We also commissioned the agency Fortune Cookie to provide us with exemplar good practice guidelines for online forms. These will be used on all of our future web forms.
- ▶ We have begun work on an online help system. Initially this will be focused on funding application queries but it is expected to grow. It will be another means of getting extra assistance, alongside our email, phone, textphone and live chat – so people can choose the channel most appropriate for them.
- ▶ We commissioned copywriting agency Sticky Content to audit our application forms and guidance notes. They assessed the effectiveness of the documents against best practice. The process also involved examining how print material would need to be reworked/re-presented to work well online. This included examining:
 1. Structure and logic: How easy are the documents to follow? How logical is the presentation of information?

Section 7: Access to information and services

2. Presentation and navigation: Is the presentation of the written content easy to read? Do the documents give clear direction to the customer?

- ▶ Their report highlighted several significant issues. As a result, the guidance and forms for our People's Millions 2010 funding programme were radically reworked and slimmed down.
- ▶ The application form was also created as an interactive PDF using Adobe LiveCycle. This enables people to type and send applications by email. The revised guidance and form were then evaluated by two external agencies. Sticky Content judged them to be "a very big improvement". Nomensa conducted user testing and an accessibility audit. Their recommendations to solve the few issues found were all taken on board.
- ▶ All of the above will be used over the next few years as BIG develops its comprehensive web portal for grant applications and management.

Visually impaired people

- ▶ The website can be enabled for speech using Browsealoud, which comes in two versions: a screen reader and a PDF reader. The software is free for the external user to download.

Deaf people (people whose first or preferred language is Sign Language) and hearing impaired people

- ▶ We have started adding captions to our online videos, in addition to providing written transcripts.

People with mobility restrictions

- ▶ Screen reader (and writer) facilities such as Browsealoud and JAWs also apply here.

People with learning disabilities

- ▶ No additional provisions.

People for whom English is not their first language

- ▶ Screen reader (and writer) facilities such as Browsealoud and JAWs also apply here.

Section 8: Assessment of policies and functions

Requirements

8.1 Under the RED, public bodies must set out in their scheme their arrangements for assessing and consulting on the likely impact of their proposed policies and functions on promoting race equality. Under the DED, we are required to set out in our scheme our arrangements for assessing the impact of our activities on disability equality and improving them when necessary. With the GED, public bodies are required to set out how they will assess the impact of their current and proposed policies and practices on gender equality.

BIG's Equality assurance process

8.2 We believe that a mainstreaming equality approach is the most effective way of making our equality commitments real and putting our equal opportunities policy and principles into practice. In Spring 2005, we launched our pilot equality assurance process. This coincided with the development of many new policies and functions following the administrative merger of the New Opportunities Fund and the Community Fund in June 2004. The equality assurance process was evaluated and subsequently re-launched in 2006 and is now mandatory across all high-level areas of business.

8.3 The equality assurance process is designed to help staff identify and address potential adverse impacts (across nine grounds including race, disability and gender) when developing all of our new policies and functions. Guidelines, a report form, advice on good practice and web links are available together on our intranet.

8.4 When determining the potential for adverse impact, staff must draw on information that is relevant to the target audience of the policy or function. This includes monitoring data such as funding or HR statistics, evaluation and research findings and the results of informal consultation with relevant stakeholders. Staff must then consider this information with the commitments set out in our

equal opportunities policy (including our equality principles) and relevant equality legislation. Staff are helped in judging the effects of our policies and functions through a set of equality prompts (see Appendix seven).

8.5 Where a potential adverse impact is identified staff must state whether it is justified or not. If it cannot be justified, action must be taken to remove or reduce the potential adverse impact. The equality implications of all new and reviewed policies and functions, identified through the equality assurance process, must be brought to the attention of decision-makers when they are deciding whether to sign off the policy or function for implementation. This is drawn to their attention through a specific section - 'Equality implications', which should feature in all internal papers.

8.6 Staff must also build in monitoring arrangements to allow the equality impact of the policy or function to be reviewed a year later. When reviewing the policy or function, they should consider whether there should be a full equality impact assessment (involving formal consultation) if there is evidence of significant equality impact.

8.7 When conducting formal consultation as part of a full equality impact assessment, our processes will be accessible, proportionate and appropriate to the issue we are consulting on. We will select from a range of consultation methods, for example, circulating copies of proposals to targeted consultees, hosting meetings and website consultation. The targeted consultees will be drawn from our mailing lists, which include a large number of bodies representing race, disability and gender issues. We will ensure that the results of the consultation process are fed into the appropriate decision-making processes and actions taken as agreed.

Section 8: Assessment of policies and functions

Identification of policies and functions for equality assurance

8.8 In most cases, we conduct equality assurance during the development or scheduled review of a high-level policy or function. When equality assurance has not been completed, the following criteria are used to determine whether equality assurance should be carried out in advance of a scheduled review:

- where a policy or function is likely to be of particular relevance to particular groups (for example a new funding programme)
- where there is existing evidence about the adverse impact on particular groups.

Publishing results

8.9 The results of equality assurance and full equality impact assessments (including consultation results) will be included within our JES progress reports. Details of equality assurance activity during the period December 2008 – March 2010 can be found in appendix six.

Section 9: Priorities and action plan

This section sets out our Scheme's internal and external priorities together with details of who is responsible for their delivery, the activities underpinning them and how we will know when we have achieved them.

Internal priorities

BIG's CORPORATIVE OBJECTIVE:

BIG IS WELL MANAGED: We demonstrate that the organisation is well-managed, with a full commitment to quality management, effective support and guidance to staff, and with managers/teams working more closely together

Priority and lead responsibility	Target date	ESPR ¹	Activities	How will success be measured
Recruitment/promotion				
1. To increase the number of disabled people applying for vacancies at BIG. Human Resources	Ongoing	Priority one/5.2.3	<ol style="list-style-type: none"> BIG will review its e-recruitment processes to identify and respond to potential barriers. BIG will identify and learn from the practices of other public/private sector bodies achieving success in this area. BIG will review its recruitment website to identify opportunities for promoting BIG as a disability friendly employer. 	Annual increase (current level is 3.5%) towards working population (19%)
Staff management				
2. To explore the low application to appointee conversion rate among disabled candidates and take action as appropriate. Human Resources	By March 2011	Priority one/5.2.3	<ol style="list-style-type: none"> BIG will undertake a paper based review of the experiences of disabled candidates during the year ending 31/03/10 to identify if any action is required. 	Annual increase (current level is 2%) towards BIG average

Priority and lead responsibility	Target date	ESPR ¹	Activities	How will success be measured
3. To enable managers to become more disability confident. Human Resources	Ongoing	Priority one/5.2.3	1. BIG is offering a series of assisted work placements through a pilot scheme which subject to findings may be offered more broadly. 2. A guidance document, drawing on learning points from the pilot will be developed for managers.	Evaluation to identify i) how we can make the process better for all and ii) wider learning
	by April 2011	Priority one/5.2.3	1. BIG will roll out a Disability Confident course for staff as well as a distinct course for managers which will either be a separate mandatory course or form part of BIG's management development programme.	Evaluation and Staff survey results
Staff support				
4. To ensure that staff can access BIG's employee assistance programme. Human Resources	During Summer 2010	Priority one/5.2.3	1. BIG will re-launch its employee assistance programme provided by Care First and run a series of awareness-raising sessions.	Uptake of service
Staff feedback				
5. To respond to the results of BIG's staff survey which indicated lower satisfaction levels among disabled staff. Human Resources	By May 2011	Priority one/5.2.4	1. BIG will explore opportunities for setting up a disabled staff network. This may be extended to incorporate other staff network (e.g. BME staff and LGB staff).	Staff survey results
	Ongoing	Priority one/5.2.3	2. BIG will also encourage staff to record reasons for leaving in respect of disabled employees.	
6. To ensure that all staff (particularly BME and disabled) can provide qualitative feedback on their experience of working for BIG. Human Resources	From May 2011+	Priority one/5.2.4 and 5.2.5	1. BIG will use feedback gained from the staff support groups, if established, or other approaches if not (e.g. focus groups) to inform our policies and practices and improve services and facilities.	Staff survey results

Priority and lead responsibility	Target date	ESPR ¹	Activities	How will success be measured
Training/learning				
7. To ensure that all staff have sufficient awareness of the race, disability and gender equality duties and the skills to meet their requirements. Equalities & Human Resources	Summer 2010	Priority one/5.2.1 and 5.2.2	1. BIG will be releasing an e-learning equality and diversity programme for staff and managers. This will complement existing equality and diversity learning and development opportunities.	Participation numbers, test and evaluation results
8. To ensure that all staff understand what constitutes unacceptable behaviour and are able to challenge discrimination in the work place. Human Resources	During Summer/Autumn 2010	Priority one/5.2.1 and 5.2.2	1. BIG will be running a series of Dignity at Work sessions. 2. BIG will also introduce a new module on 'acceptable behaviour' as part of its corporate induction programme.	Staff survey results
Staff pay and benefits				
9. To ensure that internal meetings/training meet the access requirements of all attendees. Human Resources	By November 2010	Priority one/5.2.2	1. BIG will develop a checklist and guidance and ensure that it is promoted as widely as possible.	Training evaluation and staff survey results
10. To ensure that BIG is providing equal pay and rewarding employees fairly for practice. Human Resources	By March 2011	Priority one/5.2.6	1. BIG will undertake an internal equal pay audit.	Results and any subsequent action arising from audit
Procurement				
11. To ensure that BIG's procurement and contract procedures comply fully with the race/disability and gender equality duties. Procurement and Corporate Equalities	By May 2011	No direct read across	1. BIG will review and revise its procurement and contract procedures and ensure relevant staff are made aware of and comply with any changes (through the development of guidance and helpful tips).	Compliance checks

External priorities

BIG's CORPORATE OBJECTIVES:

BIG IS EFFECTIVE: Our funding programmes bring real improvements to the lives of our beneficiaries

BIG IS CUSTOMER FOCUSED: Those who enquired about, applied for or received our funding said we provide an excellent service to them. We have strong, positive relationships with key stakeholders, and with the public at large

Priority and responsibility	Target date	ESPR	Activities	How will success be measured
Strategic work				
1. To address inequalities through programme design and funding policy Programme Development and Policy	Ongoing	Priority four/ 5.5.1, 5.5.4 – 5.5.6 and 5.5.8	1. Staff involved in programme development will be guided to consider effective ways of addressing inequalities through programme design and funding policy.	Long term evaluation and review of guidance effectiveness
2. To identify funding gaps (by beneficiary type) and respond effectively. Programme Development and Corporate Equalities	Ongoing	Priority four/5.5.1 – 5.5.6 and 5.5.8 and Priority two/ 5.3.1 and 5.3.2	1. BIG will develop beneficiary funding profiles at programme development stage and will analyse actual results over time with a view to identifying and responding to unacceptable gaps in funding (e.g. via outreach and development work, policy or programme development).	Spread of funding reflects beneficiary funding profiles
3. To explore wider mechanisms for targeting our funding to address inequalities. Policy and Corporate Equalities	Longer term	Priority Four/5.5.1, 5.5.4 – 5.5.6	1. BIG will explore options such as commissioning, proactive partnerships, holistic approaches and the role of committee decision-making.	Long term evaluation

Priority and responsibility	Target date	ESPR	Activities	How will success be measured
<p>4. To ensure that the diverse views/ needs of people affected by BIG's programmes, policies and processes are reflected in their design.</p> <p>Policy and Programme Development</p>	Ongoing	Priority four/5.5.1 and priority three/5.4.1	<ol style="list-style-type: none"> 1. BIG will ensure that consultation exercises are inclusive and will engage in ongoing dialogue with key stakeholders (representing different interests). 2. BIG will also customer test new materials. 	Feedback from stakeholders via existing customer satisfaction channels
Raising standards				
<p>5. To create an enabling environment which supports applicants/grant-holders to meet BIG's equality requirements (including new equality beneficiary data requirements).</p> <p>Policy, Research and Learning, Corporate Equalities and Human Resources</p>	<p>By Feb 2011</p> <p>By April 2011</p> <p>Ongoing</p>	<p>Priority four/5.5.1 and priority three/5.4.2 and priority two, 5.3.1 – 5.3.4</p>	<ol style="list-style-type: none"> 1. BIG will develop an external information resource and provide support through funding adviser networks. 2. BIG will revise the content of its good practice guide 'Equality Matters' to bring it up-to-date with current policy and practice, as well as reviewing the marketing/implementation of this resource. 3. BIG will explore other creative ways of enabling customers to meet its requirements e.g. identifying dedicated grants staff to provide additional equality support. 	<p>Feedback from customers and staff.</p> <p>Incomplete rates within acceptable levels</p>

Priority and responsibility	Target date	ESPR	Activities	How will success be measured
6. To ensure that equality issues are fully considered during BIG's application, decision-making processes and grant-making. Corporate Equalities, Policy and Human Resources	By Feb 2011 By April 2011	Priority four/5.5.1 and 5.5.6 – 5.5.7 and Priority three/5.4.2	1. BIG will develop and disseminate new policy/guidance for its staff/committees to ensure that there is clarity in BIG's equality position and that issues are given sufficient consideration at each stage of the funding cycle. 2. BIG will review current and planned equality learning/development opportunities and delivery mechanisms.	Feedback from staff and committees
Learning				
7. To ensure that funded projects can share and find out about equality good practice. Corporate Equalities, Research and Learning and Programme Management	Longer term	Priority four/5.5.1 and priority two/5.3.4	1. BIG will identify projects demonstrating equality good practice through routine grant-management and will explore the most effective ways of sharing this information.	Information-sharing mechanism in place.
8. To apply the results from all equality related research in the development of BIG funding policy and practice. Research and Learning	Ongoing	Priority four/5.5.1, 5.5.2 and 5.5.8	1. BIG is planning to review the findings of three pieces of research on the subject of capacity building with a view to informing policy and practice (both internally and externally).	Application of research in respect of policy and practice
9. To identify how effective BIG has been in meeting the needs of particular beneficiary types. Research and Learning	Ongoing	Priority four/5.5.1 and 5.5.2	1. BIG will commission qualitative studies, beginning with gender.	Research results
Monitoring				
10. To ensure that views of customers can be disaggregated by type (race/gender/disability). Marketing and Corporate Equalities	Longer term	Priority four/5.5.1 and priority three/5.4.1	1. BIG's Customer Insight Group will explore the best mechanism for determining the experiences of customers by race/gender/disability.	Ability to measure the experience of customers by race, gender and disability

Appendix one: Mission and values



Our mission

Bringing improvements to communities
and the lives of people most in need

Appendix two: Big Lottery Fund equality principles

BIG has adopted six equality principles that underpin all our work across the UK. These are:

Promoting accessibility

We believe that accessible services are those that people can use relatively easily, without spending too much time and money, and are sensitive to the different cultures of the people using them.

Valuing cultural diversity

We value cultural diversity by recognising that people have different needs, beliefs, values and abilities and that those differences need to be both respected and promoted. We recognise that having a diverse public face can help us build trust and confidence among the varied communities we seek to fund. A diverse workforce can also provide a richer mix of ideas and talents. We also believe we are more efficient and effective when our decision-making structures are reflective of the diverse views of society.

Promoting participation

Our new policies, processes and programmes must be developed on the basis of real need. This means that the people who will be affected by them should be involved in their development. We know that there are groups that are traditionally under-represented in consultation processes. We need to work in partnership with those groups to establish structures that will help them to take a more active role in shaping the work that we do. In this way we will be able to encourage participation, openness and honesty.

Promoting equality of opportunity

We recognise that some groups commonly experience poorer access to employment, have fewer training opportunities and are under-represented in the workforce, particularly at senior level. In addition, we know that not all groups have the same access to services and their experiences of receiving services may be poorer. We believe that in order to level the playing field we may need to treat people differently, to help them have the same chance to participate in employment and service opportunities.

Promoting inclusive communities

We believe an inclusive community is one where people feel they belong and where their lives are appreciated and valued. People have similar life opportunities and strong and positive relationships develop between people who are from different backgrounds.

Reducing disadvantage and exclusion

We will fund initiatives that deal with the causes of disadvantage and exclusion and target our money on initiatives that promote inclusion of groups at greatest risk of being disadvantaged and excluded. Our understanding of what 'disadvantaged' and 'excluded' mean will take account of such factors as people's experience of discrimination.

Appendix three: External consultees

Scotland

1. Play Alloa
2. Momentum Scotland
3. Rosemount Lifelong Learning
4. Reach Community Health Project
5. Equality and Human Rights Commission
6. West of Scotland Regional Equality Council
7. Ethnic Minorities Law Centre
8. Edinburgh and Lothians Racial Equality Council Ltd
9. Glasgow Disability Alliance
10. The Broomhouse Centre

Northern Ireland

11. RNIB
12. Multi-Cultural Resource Centre
13. Derry Well Woman
14. Men's Action Network
15. Men's Advisory Project
16. Northern Ireland Council for Ethnic Minorities

Wales

17. South East Wales Race Equality Council
18. Women Connect First
19. Disability Wales
20. Black Voluntary Sector Network Wales
21. Cardiff and the Vale Coalition of Disabled People

Exeter

22. Fair Play South West
23. Intercom Trust
24. CEMVO
25. Fata He
26. South West Forum
27. Regional Youth Work Unit
28. National Federation of Occupational Pensioners
29. Age Concern/Help the Aged
30. Devon County Council
31. Equality South West
32. Black South West Network

Birmingham

33. Access to Business
34. Sandwell Metropolitan Borough Council
35. Regional Action West Midlands
36. Community Foundation (Heart of England)
37. The Council of Disabled People Warwickshire and Coventry
38. The Coventry Refugee Centre
39. Community Integration Partnership (Birmingham)
40. Changes 12 Steps to Mental Health

Appendix four: Achievements under former action plan

INTERNAL

Corporate objective O5: To improve efficiency and effectiveness	
Gender equality objective O1: To ensure that there is no (statistically significant) difference between the outcomes for women and men in any of BIG's employment processes.	
Gender equality objective O2: To ensure that women are not under-represented in BIG's work force at grade 4 plus	
Task and responsibility	Achievements
Monitoring	
<p>1. Take action to maintain accurate records on the disability and ethnicity status of staff to monitor employment procedures.</p> <p>Human Resources</p>	<p>We upgraded our HR system in December 2006 to enable staff to update their personal files electronically. This was supported by training, which highlighted the need to update personal disability and ethnicity status details.</p> <p>Our new online application form was launched on 1 April 2008 and made completion of personal monitoring information mandatory (with the exception of sexual orientation).</p> <p>Information on ethnicity subsequently increased from 88% in 2005 to 98% in 2010. Our target had been 95%.</p> <p>With regards to disability information, our target was to achieve parity between the number of staff who declared themselves to be disabled when completing their personal information online and when responding to our anonymised staff satisfaction survey. The figures for both in 2010 were 3%.</p>
<p>2. and 3. To continue monitoring numbers and percentage of applicants involved in internal and external recruitment at i) application and ii) shortlisting and appointment by ethnicity, disability and gender to identify priorities.</p> <p>Human Resources</p>	<p>Data pertaining to internal and external recruitment campaigns were combined for reporting purposes. During the 12 month period 1 April 2009 - 31 March 2010, 117 posts were advertised internally/externally. Monitoring results demonstrate that there was parity of experience between male/female, and BME/non-BME applicants. Disabled applicants, however, continued to fare less well than their non-disabled counterparts, as with previous years.</p>

<p>4. To continue monitoring the numbers and percentage of staff in post by grade and directorate by ethnicity, disability and gender to identify priorities for action.</p> <p>Human Resources</p>	<p>Data captured on 31 March 2010 indicated that as with previous years we continue to achieve a positive percentage of staff from BME backgrounds (15% compared with 10% in the areas where our offices are located) and a good mix of BME staff at grades 3 and below and at grade 4 (management level) and above, with a small majority in the higher graded posts.</p> <p>We continue to have an under-representation of disabled staff (3% as opposed to the proportion of disabled people in the population of working age at 20%).</p> <p>Women continue to be in the majority in our workforce at both grade 3 and below and at grade 4 and above. As with figures from previous years, this is more pronounced at grades 3 and below (64%). This falls when we consider grades 4 and above to 54%. The high number of female staff involved in our management development programmes does however provide encouragement for the future.</p>
<p>5. To continue monitoring the numbers and percentage of staff making a bullying and harassment or grievance complaint or who are the subject of a disciplinary, by ethnicity, disability or gender to identify priorities for action.</p> <p>Human Resources</p>	<p>From 1 April 2009 to 31 March 2010, there were 18 disciplinary cases, involving one disabled member of staff and one BME staff member.</p> <p>77% of cases involved male staff. Due to the small numbers of staff involved this was not considered to be statistically significant; however we will continue to keep this issue under review.</p> <p>Nine grievances were raised in the same period. No trends were observed.</p>
<p>6. To continue monitoring the numbers and percentage of staff who have received performance-related bonuses by ethnicity, disability and gender to identify priorities for action.</p> <p>Human Resources</p>	<p>During the 12 month period 1 April 2009 - 31 March 2010, there was parity in respect of bonus award rates among BME/non-BME and male/female staff. Disabled staff were, however, less likely to be nominated for an award than their non-disabled counterparts (44% versus 59%). This is reverse of last year's figures. We will keep this under review.</p>

<p>7. To continue monitoring the numbers and percentage of leavers and reasons for leaving by ethnicity and disability to identify priorities for action.</p> <p>Human Resources</p>	<p>During the 12 month period 1 April 2009 - 31 March 2010, there were 101 leavers. 20% of the leavers fell in to the BME category which is slightly higher than the overall BME levels across BIG (15%). This has arisen out of the continuing turnover and redundancies in our London office (through organisation relocation and restructuring) where the percentage of BME staff is over 30%.</p> <p>The proportion of disabled staff that left BIG was greater than their representation in the workforce (5% v 3%). This is a reversal on figures for last year. We will keep this under review.</p> <p>The leaving rates for men and women were comparable with their representation in the workforce.</p>
<p>8. To develop and implement a more comprehensive way of monitoring training application and nomination rates by ethnicity and disability.</p> <p>Human Resources</p>	<p>Our management development programme had 38 delegates during the last financial year. BME staff were evenly represented (an improvement on last year). Three of the participants were disabled and the gender split suggested a higher proportion of female participants in comparison to the workforce profile.</p> <p>24 staff received corporate sponsorship. Two of the delegates were disabled (an improvement on last year), and 17% staff were BME (compared to 15% in the workforce). The gender split was slightly weighted towards female staff) however the small numbers involved do not make these figures statistically significant.</p>
<p>9. To monitor the ethnicity, disability and gender status of the appraisee in relation to all decisions taken on performance and pay.</p> <p>Human Resources</p>	<p>During the 12 month period 1 April 2009 - 31 March 2010, the proportion of staff receiving each performance appraisal rating was similar between male/female staff and BME/non-BME staff.</p>
<p>10. All internal monitoring tasks relating to 1) recruitment and selection 2) working for BIG and 3) leaving BIG, to include a consideration of the joint impact of part time versus full-time contract status and gender and the commitment to take action where significant and unjustifiable imbalances are identified.</p> <p>Human Resources</p>	<p>The figures for 2) "working for BIG by grade" demonstrate that - at 31 March 2010, 12% of staff across BIG were part time, with between 5 and 15% at each grade, up to grade 6.</p>

Actions arising from monitoring	
<p>11. To continue offering female staff the opportunity to take part in BIG's women only NVQ level 3 management development programme (MDP) in an effort to address the gender imbalance of BIG's workforce at grades 4 and above.</p> <p>Human Resources</p>	<p>In 2008 BIG decided to discontinue its women only programme in view of the higher proportion of women availing of the generic management development programme.</p>
<p>13. To periodically provide training to ensure that all staff 1) are aware of the race, disability and gender duties 2) have the necessary skills relating to the implementation of the duties, and 3) have sufficient levels of race, disability and gender equality awareness in carrying out their day to day jobs.</p> <p>Human Resources, Policy and Partnerships and Internal Communications</p>	<p>BIG has recently launched an e-learning equality and diversity in the workplace training programme for staff (with a separate module for managers). This programme covers requirements under the public sector duties.</p>
<p>14. To ensure that all relevant training programmes include reference to disability, ethnicity and gender issues where relevant.</p> <p>Human Resources, Operations and Policy and Partnerships</p>	<p>This activity has been integrated into training design plans.</p>
<p>15. To take action to improve the retention rates of disabled staff.</p> <p>Human Resources</p>	<p>The proportion of disabled staff leavers in the last financial year was greater than their representation in the workforce (5% v 3%). This is a reversal on figures for last year.</p> <p>BIG is currently developing a managing disabled staff training module for managers, which will be rolled out in 2010 – 11 (see internal priority 3. 2), within action plan/ section nine).</p>
<p>16. To ensure that the line managers of disabled staff (with support from HR) identify and address personal and professional development, as part of the Employee Performance Management process.</p> <p>Human Resources</p>	<p>Progress as above.</p>
<p>17. To review the recommendations from the evaluation of BIG's pilot equality assurance process and implement as appropriate.</p> <p>Policy and Partnerships</p>	<p>BIG reviewed the recommendations arising from the evaluation and re-launched the process during Summer 2007. No further update.</p>
<p>18. To conduct: 1) equality assurance on all new and reviewed HR policies and functions; 2) annual monitoring to assess the need for a full equality impact assessment (as per equality assurance timetable); and 3) subsequent equality impact assessments.</p> <p>Human Resources and Policy and Partnerships</p>	<p>Details of equality assurance activity can be found within appendix six.</p>

<p>19. To ensure that the views of BIG's two unions – Amicus and Prospect (including BME and disabled members) are fully reflected in the equality assurance and equality impact assessment work.</p> <p>Human Resources</p>	<p>The Corporate Equality Manager has continued to work with HR and both unions to discuss how equality issues might best be considered in a timely fashion.</p>
<p>20. To explore the reasons for lower scoring by BME staff on questions in BIG's first Employee Survey on corporate leadership.</p> <p>Human Resources</p>	<p>BIG's 2010 employee survey results indicated that BME staff were generally more satisfied than their non-BME counterparts.</p>
<p>21. To establish mechanisms for involving BME and disabled staff in discussing BIG's employment policies and practices, their experiences and methods for making improvements.</p> <p>Human Resources</p>	<p>In previous years, we were unable to monitor responses to our employee survey in terms of ethnicity or disability status. This situation has now been rectified.</p>
<p>22. To ensure that in future the results from BIG's employee survey are capable of being analysed by gender and part-time/full-time status and actions devised accordingly where imbalances are identified.</p> <p>Human Resources</p>	<p>This action has been met. Results from the 2010 staff survey indicated that male and female staff held broadly comparable views across all themes. Part-time staff were largely more satisfied than full-time staff.</p>
<p>23. To ensure that there is no unlawful discrimination in the appointment of BIG's Board and Country Committees.</p> <p>Policy and Partnerships</p>	<p>BIG submitted its UK Board and country committee Diversity plan to the Department of Culture Media and Sport (DCMS) in June 2007. We are encouraged by the current gender and ethnic profile of our Board but acknowledge that representation from disabled and younger people could be improved.</p>
<p>24. To ensure that all Board and committee members participate in an equality session as part of induction and receive regular briefings on relevant changes in legislation and good practice and their implications for BIG.</p> <p>Planning and Performance and Operations</p>	<p>Board members and a selection of committee members attended an equalities session in January 2008 which included a briefing on BIG's equality responsibilities and legislative requirements. A further intelligent funder/ equalities event (involving a number of non-executives) was held in May 2010.</p> <p>BIG's guidance for Board/ Committee members on our equality legislative responsibilities is updated on an annual basis.</p> <p>Members also receive equality guidance at induction.</p>

<p>25. The following shall apply where a procurement requiring a full business case is carried out:</p> <p>1) If the contract is for a service which involves dealing directly with either our customers or our staff (or job applicants), then the selection shall include, as a criterion, the ability of the supplier to effectively apply our equal opportunities policy (including the race and disability equality duties) including, as appropriate, the provision of training and induction to their own staff.</p> <p>2) If the contract is for the supply of staff then the selection shall include as a criterion the effective application of an equal opportunities policy by the supplier, adequate to enable us to discharge our own equalities duties in relation to those staff.</p> <p>Corporate Services</p>	<p>We are currently reviewing our staff procurement guidance and factoring in equality issues as part of this process. A key development will be guidance, which helps internal stakeholders identify whether equality is a core requirement of a contract and what steps to take accordingly (see internal priority 11 of action plan/ section nine).</p>
<p>26. To ensure that BIG's commitment to accessible internal communication (that is, font type and size) is adhered to.</p> <p>Communications and Marketing</p>	<p>Guidance on BIG's accessible internal communication (minimum standards) are clearly posted on BIG's intranet.</p>
<p>27. To meet the commitments outlined in our Positive About Disability (two ticks) Award and to raise general awareness of the award among staff.</p> <p>Human Resources</p>	<p>BIG's compliance with the Award in the Autumn is reviewed each year and action taken as required.</p>
<p>28. To review BIG's procurement policy to ensure it meets the requirements of the race, disability and gender duties.</p> <p>Corporate Services</p>	<p>As per action 25</p>
<p>29. To periodically remind staff of the availability of the employee assistance programme (to support staff in terms of crisis).</p> <p>Human Resources</p>	<p>BIG will re-launch its employee assistance programme provided by Care First and run a series of awareness-raising sessions (see internal priority 4 of action plan/ section nine)</p>

EXTERNAL

Corporate objective 01: To provide a better service to enquirers, applicants and grant holders	
Gender equality objective 03: 01: To ensure that the design and implementation of our future programmes and policies respond effectively to the different needs of men and women.	
Task and responsibility	Progress to date
Monitoring	
<p>1. To continue monitoring requests for publications in alternative formats and community languages and identifying priorities for strategic action.</p> <p>Communications and Marketing</p>	<p>Requests for publications in alternative formats and languages continued to be very low (14). Requests for materials in alternative formats consisted of three Braille, two large-print, two in plain Word format and one easy read. We also translated application packs/letters into different languages on six occasions.</p> <p>We provided a number of solutions to specific access requests, for example, sign language interpretation at external events, face-to-face meetings to talk through the content of our application materials, adapted email communication applicants so that the text used was in a larger font size and produced large print versions of handouts at information events.</p>
<p>2. To collect and review beneficiary equality monitoring data i.e. application and success rates, by ethnicity, disability status, for each programme twice a year. To incorporate this information into our equality assurance work and identify and implement actions where appropriate.</p> <p>Policy and Partnerships and Operations</p>	<p>Organisation-wide beneficiary funding results for 2009-10 can be found at appendix five.</p> <p>In 2009 BIG commissioned customer research to test out proposals designed to change the way we collect and use equality beneficiary information as well as plans to make equality considerations a more explicit part of our assessment and decision-making processes. The customer testing indicated support for these proposals while at the same time recognising they could have a greater impact on smaller/lower capacity groups and that BIG would need to ensure applicants/grantholders received adequate support. Work is underway to support implementation of this policy change (on target to take effect in relation to a selection of programmes launching autumn 2010 plus).</p>
<p>3. To introduce the monitoring of 'trans projects' (rather than 'trans beneficiaries') post Business Process Re-engineering (BPR), as part of wider plans to monitor targeted projects.</p> <p>Policy and Partnerships</p>	<p>This work will be taken forward under our BPR work during 2010-2011.</p>

<p>4. To integrate an equality perspective into the specifications of relevant evaluation and research initiatives and continue to review the results from relevant research to inform all aspects of funding policy and practice.</p> <p>Policy and Partnerships</p>	<p>BIG's Research and Learning Team has commissioned a number of equality related pieces of research:</p> <p>A series of research studies on capacity building for BIG applicants/grant holders:</p> <ul style="list-style-type: none"> ● Support and development contracts ● Different perspectives on capacity building needs ● research into the generic support for single-identity organisations (with a particular focus on LGB and BME organisations) <p>These studies will inform policy development on how best to build the capacity of our applicant and grant holding organisations across the UK; and to support the intelligent funding agenda.</p> <p>Scoping work on how size of grant affects impact and how BIG can best support small organisations. This work will inform our funding practice, and that of other funders as well as eligibility and capacity-building design decisions.</p>
<p>5. To conduct UK-wide research into the public's attitudes to BIG, review findings (by ethnicity, disability and gender) and identify action points.</p> <p>Policy and Partnerships</p>	<p>In November 2007 the British Market Research Bureau was commissioned to carry out research designed to measure the general public's awareness of BIG, and their attitude towards BIG and Lottery funding in general. In 2008, BIG commissioned a further, focused, omnibus survey to assess public awareness of BIG. This work has not been repeated since.</p>
<p>6. Develop voluntary and community sector research (survey to key stakeholders), review findings by ethnicity, disability and gender and identify action points.</p> <p>Policy and Partnerships</p>	<p>Independent research was commissioned in 2007 to assess key stakeholders' levels of confidence in BIG and to help us to improve our knowledge and understanding of how we are perceived by our key stakeholders. A decision was taken not to repeat the survey.</p>
<p>7. To continue monitoring race and disability FOI's and complaints and identify action points.</p> <p>Policy and Partnerships</p>	<p>During the period 1 April 2009-31 March 2010, BIG handled seven race and two disability related complaints (meaning they were either received and/or closed during this period). Two of the race related complaints were addressed through feedback, while four went to stage one and another went to the Independent Complaint Reviewer. All five were not upheld. The two disability related complaints went to stage one, one was not upheld while the other was partially upheld.</p> <p>This complaint related to concerns that the lack of SMS text voting within our People's Millions programme disadvantaged groups with deaf supporters. We found that the group were indeed disadvantaged by lack of SMS voting, but which was not something we were able to do anything about and we had made efforts to provide alternatives via the text relay service. While it was not up to BIG to publicise the text relay service name change, we acknowledged that we could have been clearer in our guidance that SMS was not available. This has been addressed for future publicity materials.</p>

<p>8. To ensure that any customer satisfaction survey carried out allows for a review of findings by disability, race and gender.</p> <p>Policy and Partnerships</p>	<p>BIG commissioned a customer service satisfaction survey by Ipsos MORI in 2009/10, which indicated that almost half of customers surveyed were very satisfied with the service they received however one in 10 were dissatisfied. Equality considerations are explicit in the two key measures where BIG scored its highest results (staff attitude and professionalism of the service). The survey indicated that being treated fairly had the biggest impact on driving satisfaction with professionalism.</p>
<p>Actions arising from monitoring</p>	
<p>9. To consider ways to improve attendance among BME groups at BIG's external events.</p> <p>Communications and Marketing (in conjunction with country offices)</p>	<p>Feedback from staff (in 2008) working within information and events teams indicated that this was not currently an issue because of the low number of events attended by BIG and the locus of control regarding invitation lists lying with helper agencies. This will be kept under review.</p>
<p>10. To explore how we can meet the access requirements of British Sign language users and people with learning disabilities.</p> <p>Policy and Partnerships</p>	<p>In the period 1 April 2009–31 March 2010, BIG received no requests for publications in BSL format. BIG's approach continues to be that interpreter support is offered as an alternative.</p> <p>We received one access request in respect of a project, which worked with people with a learning disability, which was solved by producing our grant management materials in Word version to afford greater accessibility.</p>
<p>11. To pilot an online (interactive) form which affords greater accessibility for applicants and award holders.</p> <p>Communications and Marketing</p>	<p>Go to Section seven – 9. website, for details.</p>
<p>12. To explore further with relevant bodies BIG's policy on not accepting completed application and monitoring forms in alternative formats.</p> <p>Operations, Policy and Partnerships and Communications and Marketing</p>	<p>This measure was explored during the previous year's reporting period. BIG's approach continues to be that we do not accept completed application and monitoring forms in audio visual/DVD or CD format.</p>
<p>13. To discuss internally the most efficient ways of producing publications in alternative formats.</p> <p>Communications and Marketing</p>	<p>We reviewed our arrangements in 2007 and again in 2008 (following a proposal made through our staff suggestion scheme) and are satisfied that they continue to offer us an efficient and customer-focused service.</p>
<p>14. To take action to ensure that key staff are competent in using textphone and all reception desks have access to induction loops.</p> <p>Corporate Facilities</p>	<p>Front line customer enquiries are redirected to our externally contracted information and advice service – Broadcasting and Support Services, who are trained in using text-phone. Members of our Information and Policy teams support these calls. No update.</p>
<p>15. To ensure that BIG's website and Intranet meet accessibility standards.</p> <p>Communications and Marketing</p>	<p>Go to Section seven – 9. website for details.</p>

<p>16.To co-ordinate: 1) equality assurance on all new and reviewed policies and functions relating to external functions; 2) annual monitoring to assess the need for a full equality impact assessment (in line with the equality assurance timetable); and 3) subsequent equality impact assessments.</p> <p>Policy and Partnerships</p>	<p>Details of equality assurance activity can be found within appendix six.</p>
<p>17. To develop a customer care strategy to support BIG’s customer care standards</p> <p>Policy and Partnerships</p>	<p>BIG’s five year customer service strategy 2010 – 2015 sets out the following goals: Strive towards service excellence, demonstrate accountability and value for money and be transparent.</p> <p>In year one, we intend achieving these goals through the following priorities/strategies:</p> <ul style="list-style-type: none"> ● developing a Customer Insight Framework ● defining and monitoring performance against performance indicators and targets ● enhancing staff capability ● designing Intelligent Programme ● aligning reward and recognition and ● responding to our 2009 customer feedback.
<p>18. To re-launch BIG’s internal complaints procedure, review level of stage two (CEO) complaints and identify action points.</p> <p>Policy and Partnerships</p>	<p>A new internal complaints procedure was re-launched in 2007. The spreadsheet for recording details of complaints that reach stage two and Independent Complaint Reviewer stage was also upgraded to include a prompt for staff to record when equalities advice has been sought. Further improvements were made in 2008 to the system to ensure a similar record is consistently made in respect of stage one complaints. See external task 7.</p>
<p>19. To produce an Equality Good Practice Guidance booklet for applicants and grantholders.</p> <p>Policy and Partnerships, Operations and Communications and Marketing</p>	<p>The online guide (Equality Matters) was informally launched in July 2007. The guide was then re-launched in hard copy in July 2008, following review and reformatting after user feedback. The guide was published on the BIG website and disseminated externally at events. Public awareness was raised through press releases and the BIG e-bulletin. Operations staff received training to raise their awareness of the guide and a training module was also developed to enable helper agencies to cascade the document’s key messages. The training module has been successfully piloted in conjunction with helper agencies and was formally launched in 2009. The guide will be revised under the new Scheme’s action plan (see external priority 5. 2) within section nine).</p>
<p>20. To develop an internal protocol to allow staff to respond in an effective and efficient way to accessibility queries from customers.</p> <p>Policy and Partnerships, Communications and Marketing and country offices</p>	<p>An internal protocol is currently in use.</p> <p>See action one, for further details of requests received and responses made by BIG.</p>

Appendix five: Equality in our programmes

Equality monitoring has been introduced into most of our new programmes although this data is not used for assessment purposes. In the last year we invested resources to verify the equality data we hold. This information does come with a health warning. Applicants can select more than one category and some people do not answer the questions.

The results set out in the table below relate to decisions made during the period 1 April 2009–31 March 2010. They account for 23,104 applications and 10,387 awards totalling £338 million. However,

grants made under the Heroes Return and Parks for People programmes are excluded from the figures, as are withdrawn and transferred grants.

Our policy is to consider funding projects which are targeted at the needs of specific groups as long as a clear need can be demonstrated. Our funding statistics highlight that the vast majority of applications received and awards made have gone to projects which indicate they are not directed at the needs of any particular groups.

	Number of applications and application rate		Number of awards and application success rate		Requested amount (£000) and % of requested amount		Awarded amount (£000) and % of awarded amount	
Ethnicity (applicants are asked if their project is directed at or of particular relevance, to people from a specific ethnic background. They can select up to three categories – therefore these responses incorporate double and triple counting)								
Asian	1,037	5%	430	42%	42,994	5%	12,893	4%
Black	1,244	6%	539	43%	48,186	5%	16,354	5%
Mixed	975	4%	360	37%	44,436	5%	13,546	4%
Chinese and other	374	2%	187	50%	20,931	2%	6,773	2%
White other	356	2%	169	48%	13,232	1%	5,858	2%
White UK	2,235	10%	1,281	57%	67,502	7%	28,673	9%
No specific ethnicity	18,877	83%	8,327	44%	786,933	83%	278,678	83%
Gender (applicants are asked if their project is directed at or of particular relevance, to people from a specific gender)								
Female	991	6%	514	52%	34,948	4%	14,622	5%
Male	212	1%	102	48%	10,221	1%	5,321	2%
No specific gender	16,651	93%	8,359	50%	863,489	95%	308,253	94%
Disability (applicants are asked if their project is of particular relevance to disabled people)								
Disabled	3,691	16%	1,767	48%	161,938	17%	72,287	20%
Not disabled	19,323	84%	8,600	45%	786,243	83%	272,031	80%

Appendix six: Equality Assurance Activity

BIG's equality assurance process is mandatory across all high level areas of the business and is aimed at helping us to take forward our commitment to mainstreaming equality into all aspects of our internal and external work.

This section now sets out the various areas of business, which went through equality assurance process during the period December 2008-March 2010. As a result of our mainstreaming approach to equality, we do not believe that there are any significant equality implications arising from the areas of business listed in this report and we have not recommended any Equality Impact Assessments (EQIAs). However, where appropriate we have put measures in place to enable us to continue to monitor and review products in order to establish whether Equality Impact Assessments are recommended at any future date.

For the purposes of this report we have provided a brief summary of the aim of each area of business equality assured and the (race, disability and gender) results of the equality assurance process. Please contact us if you would like any additional information.

Grants programmes

England

Policy/function	Explanation	Equality assurance status	Results
<p>Myplace (non-Lottery programme)</p>	<p>This programme will deliver world-class youth facilities driven by the active participation of young people and their views and needs.</p>	<p>Myplace 1 - Project initiation document, project plan, issues and risk logs, launch leaflet, Qs & As, internal lines to take, external and internal briefings, application forms, guidance notes, assessment manuals, grant offer packs, grant set-up manuals, grant management manuals, initial scoring exercise materials, guide to your grant, business plan review guidance all completed by September 2008</p> <p>Myplace 2 - Expression of interest and scoring and judgement points framework, guidance notes, full application form and scoring/judgement points framework, expression of interest letters and assessment manual, guidance notes and guide to your grant all completed by February 2010</p>	<p>Myplace 1 Beneficiary monitoring re-instated in application form. Guidance on conducting visits (when primary contact has access requirements) included in assessment manual. Definition of community cohesion widened within assessment manual. Link to BIG's Equality Matters inserted into guide to your grant/business plan guidance and grant set-up manual.</p> <p>Myplace 2 Guidance regarding the availability of the expression of interest document in alternative formats was updated to advise that BIG will respond to access requirements on a case-by-case basis. Terminology within scoring grid amended from 'deprivation' to 'disadvantage' (as considered to be broader). Equality questions within application form strengthened. Additional guidance on beneficiary monitoring inserted into application form. No EQIA required.</p>

Scotland

Policy/function	Explanation	Equality assurance status	Results
2014 Communities small grants	A bespoke micro-grants programme pilot (year 1 only) for groups, clubs and organisations to increase the number and range of people participating and volunteering in sport and physical activity. The programme will also promote individual and community health and well-being and promote community integration as part of the 2014 Commonwealth Games.	Assessment manual completed by December 2008.	Guidance on open membership updated. No EQIA required.
Our Place	Our Place is a new initiative developed to respond to the needs of a small number of communities. It is designed to provide long-term support and reach out to individual neighbourhoods, to help us invest in their places to bring about changes.	Programme guidance notes, stage one application form, guide to your development grant, development grant, end of grant report, assessment criteria, new programme specific reject reasons, stage one Merlin letters all completed by February 2010.	No amendments made. No EQIA required.

Wales

Policy/function	Explanation	Equality assurance status	Results
AdvantAGE	This programme aims to improve the quality of life for older people by providing access to befriending or advocacy services.	Application form and guidance notes completed by March 2010.	Equality questions within application form strengthened. Amendment made to disability beneficiary monitoring question. Additional guidance on beneficiary monitoring inserted into application form. No EQIA required.
Community Assets Transfer	To help local communities become stronger and more sustainable by assisting them in obtaining and developing assets. These are typically physical assets, such as land or buildings, but may also include other types of asset such as energy production.	Round one - Application form, guidance notes, letters and additional incomplete/reject reasons all completed by January 2010. Round two - Application form, guidance notes and assessment manual all completed by March 2010.	Round one Additional guidance on beneficiary monitoring inserted into application form. Round two Link to BIG's equality assessment guidance re-positioned within assessment manual. No EQIA required.

Northern Ireland

Policy/function	Explanation	Equality assurance status	Results
Awards for All NI	This grants programme is designed to fund small, locally-based community projects.	Guidance notes, application form and assessment manual completed by July 2009.	<p>Information on eligible organisations added to programme guidance notes to increase accessibility of programme.</p> <p>Guidance on equality considerations added to programme guidance notes.</p> <p>Additional guidance on beneficiary monitoring inserted into application form.</p> <p>Application form question on committee composition amended to promote equality of opportunity.</p> <p>Guidance within grant management manual about contacting the grant holder amended to take into account access requirements.</p> <p>Assessment manual amended to take into account new beneficiary data capture processes and the need to modify equality assessment in line with smaller project size.</p> <p>Guidance regarding the availability of application materials in alternative formats was updated to advise that BIG will respond to access requirements on a case-by-case basis.</p> <p>No EQIA required.</p>
Healthy Minds	This is a small grants programme funded by BI. Healthy Minds is a partner of the BBC Headroom NI campaign which seeks to promote mental health and well-being across NI.	Application form and guidance notes completed by March 2010.	<p>Amendments made to beneficiary monitoring questions within application form and supporting guidance.</p> <p>Guidance on equality considerations added to programme guidance notes.</p> <p>All references to text phone numbers within application materials amended to clarify that their usage refers to people with a hearing impairment.</p> <p>No EQIA required.</p>

UK wide

Policy/function	Explanation	Equality assurance status	Results
<p>Awards for All (England, Scotland and Wales)</p>	<p>This grants programme is designed to fund small, locally based community projects.</p>	<p>Guidance notes, application form, bank details form, Merlin letters, reject and withdrawal reasons, end of grant form and assessment manual.</p>	<p>Amendments made to beneficiary monitoring questions within application form and supporting guidance.</p> <p>Question regarding referee communication requirements added to application form.</p> <p>Links provided to BIG's Equality Matters guide within guidance notes and application form.</p> <p>Guidance on BIG's approach to funding targeted projects amended within guidance notes.</p> <p>Voice activated software added to list of contact's potential communication needs within application materials.</p> <p>The assessment manual was amended to advise that BIG will consider costs that are higher than average where the applicant can show that project beneficiaries have specific access requirements.</p> <p>Assessment manual amended to take into account new beneficiary data capture processes, the need to modify equality assessment in line with smaller project size and inclusive consultation.</p> <p>Noted that the beneficiary priorities associated with the Scotland programme were informed by research.</p> <p>No EQIA required.</p>

BIG Lunch	<p>The Big Lottery Fund solicited an application from the Eden Project with the following programme outcomes:</p> <ul style="list-style-type: none"> Providing individual participants with a greater sense of connection with other people in the neighbourhood, thereby tackling issues of isolation. Creating a greater sense of community cohesion in local neighbourhoods through levels of participation which reflect the diversity of the locality. Contributing to local capacity through the active involvement in local people in the design and delivery of the local events Achieving spread through the delivery of events in all English regions and in Scotland, Wales and Northern Ireland. 	Application form and guidance notes completed by January 2010.	<p>Amendments made to beneficiary monitoring questions within application form and supporting guidance.</p> <p>No EQIA required.</p>
Breathing Places UK wide Phase 4	<p>This programme complements the BBC's Breathing Places campaign and is designed to provide funding for small groups. It has two aims:</p> <ul style="list-style-type: none"> Increase participation and access to local breathing places by encouraging people to become actively involved in them, and by supporting activities that are openly accessible to everyone. Make a lasting improvement to the local environment by supporting activities and develop existing breathing places or help create and sustain new ones. 	Assessment manual completed by January 2009	<p>Assessment manual amended to take into account new beneficiary data capture processes.</p> <p>No EQIA required.</p>

Heroes Return 2	To fund the travel costs for WWII veterans who need our support to attend the commemorative events that led to the end of WWII.	Questions and answers, website content, training, application form, guidance notes and assessment manual completed by August 2009.	Noted only disability beneficiary monitoring collated in view of perceived relevance of other questions. No EQIA required.
People's Millions 2009	The People's Millions is a partnership project with ITV, and has as one of its primary aims to raise awareness of Lottery funding with the general public.	Application form, monitoring form and guidance notes completed by January 2009.	Guidance regarding the availability of application materials in alternative formats was updated to advise that BIG will respond to access requirements on a case-by-case basis. Question regarding referee communication requirements added to application form. Amendments made to beneficiary monitoring questions within application form and supporting guidance. Voice activated software added to list of contact's potential communication needs within application materials. No EQIA required
Research grants	To influence local and national policy and practice by funding the third sector to produce and disseminate evidence based knowledge.	Assessment guidance completed by May 2009.	No amendments made. No EQIA required.

<p>Village SOS</p>	<p>BIG has teamed up with the BBC to give out Lottery funding to projects that aim to create opportunities and enhance pride in rural areas, revitalising villages and inspiring people to make a difference in their own communities. This will be achieved by seeking to encourage people to think creatively about the types of assets (both physical and otherwise) that they possess, the skills within their community and their capacity to make a difference for themselves.</p>	<p>Application form, initial check list, guidance notes, assessment manual, additional incomplete/reject reasons, development grant manual, stage two guidance for applicants, stage two assessment manual, Merlin letters and programme specific incomplete and reject reasons completed by January 2010.</p>	<p>Guidance within application materials regarding their availability in alternative materials updated to advise that BIG will respond to access requirements on a case-by-case basis.</p> <p>Amendments made to beneficiary monitoring questions within application form and supporting guidance.</p> <p>No EQIA required.</p>
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Grant making processes

Policy/function	Explanation	Equality assurance status	Results
Capital grants monitoring materials	Provides grants staff with guidance in relation to the monitoring of capital funded grants	Capital grant assessment guidance (portfolio) completed by February 2009.	The reference to disability legislative requirements was updated. No EQIA required.
Fraud alerts review	These are checks carried out by grants staff in order to identify possible indicators that an application may be fraudulent. The authenticity reviews form part of our framework of controls regarding the prevention and detection of fraud.	Completed by February 2009	Details withheld due to protected nature of process. No EQIA required.
Generic internal assessment guidance	Provides grants staff with guidance in relation to conducting assessments.	Bank accounts check and requirements for bank statements completed by January 2009.	No amendments made. No EQIA required.
Grant transfer process	This creates a transfer process to handle any application or grant transfer request.	Review completed by February 2009.	No amendments made. No EQIA required.

Non-Lottery funding (NLF)	To deliver funding from non-Lottery sources for charitable purposes or purposes connected with health, education or the environment.	Big Fund guidelines (branding), NLF policy statement; correspondence protocol, contract management protocol, pitch booklet, contract protocol, generic pre qualification questionnaire template, detailed summary of current programme delivery and development processes, process map from initial client contact to grant monitoring, roles and responsibilities of an NLF team, initial client contact guide, start-up considerations, NLF governance map, key considerations template, communications guidance and internal decision-making guidance completed by July 2009.	Question regarding fit with BIG's equality principles inserted into 'key considerations' template. Equality assurance of all key products added as a requirement to 'roles and responsibilities of an NLF team' document. No EQIA required.
Parental leave/maternity leave and redundancy payments	Sets out guidance for assessing and processing a claim from a grantholder for parental leave, maternity leave or redundancy payments.	Completed by October 2009.	No amendments made. No EQIA required.
Programme eligibility criteria	To enable programme development teams to fully consider the impact of using eligibility criteria.	Completed by January 2009.	No amendments made. No EQIA required.
Solicitation manual	Solicitation is when BIG invites an organisation or partnership to apply for funding. This manual provides guidance to staff involved in any part of the solicitation process.	Completed by January 2010	Guidance inserted regarding the need to consider the equality impact of a solicitation proposal, methods for reducing or removing negative equality impacts and a decision on whether a full equality impact assessment is required. No EQIA required.

Human Resources

Policy/function	Explanation	Equality assurance status	Results
Maternity (review)	Sets out arrangements for managing leave requests.	Completed by May 2009	No amendments made. No EQIA required.
Retirement	Sets out arrangements for staff who are approaching or contemplating retirement.	Completed by July 2009	No amendments made. No EQIA required.
Season tickets (review)	Outlines the main principals for applying for a season ticket loan.	Completed by July 2009	No amendments made. No EQIA required.
Secondment (review)	Sets out the arrangements for inward and outward secondment opportunities	Completed by July 2009	No amendments made. No EQIA required.
Transsexual (TS) and transgender (TG) staff guidance	Provides guidance to staff and managers on the employment of staff who identify as transsexual or transgender, to ensure that such staff are treated with the fairness, dignity and respect enjoyed by other staff.	Completed by July 2009	Guidance amended to clarify that staff who identify as TS or TG will be managed in accordance with BIG's 'absence due to sickness' policy, and BIG's 'supporting staff with disabilities' policy as appropriate. 'Supporting staff with disabilities' policy added as a link in 'linkages'. No EQIA required.

Appendix seven: Equality assurance flow-chart



Scoping



Screening



Implementation

Equality assurance flow-chart

What is the policy or function's working title?



What is the policy or function's aim?



Are there any other related policies or functions, which could be linked up to this process?



What potential impacts (both positive and negative) do you think this policy or function could have on the equality groups? Refer to the equality prompts.



What information might you need to help you understand the potential impacts of this policy or function in more detail?



What is your plan of action for gathering this?



In the light of this new information, do you need to review your list of potential impacts?



Where you have identified potential negative impacts, do you think they can be justified?



If not, what options do you have for reducing or removing these negative impacts?



Are there any options for increasing the positive impacts of the policy/function?



How will you check if these options are feasible with relevant stakeholders?



Which of these options do you plan to propose? Can your team take a decision on any of these options or do you need to escalate them up to a body such as GPB/OMB?



If following decision-taking further amendments have been made to the policy/function, you will need to repeat the process from step 4. If not, you should continue with the next step.



How will you measure the actual impact of the policy/function on each of the equality groups?

Equality prompts

When developing or reviewing the policy or function have you considered that different equality groups may have different needs and experiences in relation to it?

The following triggers may help you consider whether or not particular groups are likely to be affected differently.

- Are there any criteria that could deny access to or disadvantage a group or groups?
- Could any groups experience greater difficulty, discomfort, time, cost, inconvenience or indignity in relation to the policy or function, compared to other groups?
- Could this policy or function impact disproportionately on one or more of the groups?
- Is there any indication that particular groups may have higher or lower participation rates in respect to this policy or function, compared to others?
- Are there any opportunities to adjust this policy or function and (1) promote equality of opportunity (2) accommodate diversity or (3) promote community cohesion/good relations, more effectively?

Appendix eight: Contact details

We welcome comments and suggestions as they can improve our services. Please send any comments to our Corporate Equality Manager Anne Flynn, at:

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