



People Impact Assessment

People impact assessment helps you assess the contribution your proposal - strategy, policy, programme etc. - will make to addressing inequalities and socio-economic disadvantage. Identifying positive impact strengthens the case for approval of your proposal. Identifying potential adverse impact enables you to eliminate or mitigate negative effects in its delivery.

Most importantly this strengthens HIE's ability to influence and deliver inclusive growth, particularly those elements which relate to people and place.

It guides you through 3 stages:

- Screening : screens out proposals which do not need assessment
- Assessment : identifies how your proposal is likely to address inequality and socio-economic disadvantage
- Action Plan : identifies action you will take as a result of the assessment

Proposal being assessed

Title of the proposal being assessed:	Executive Entrepreneurship: Masterclasses	Group or Area Team delivering the proposal: Business Growth, Entrepreneurship and Programmes
Type of activity: please tick as appropriate	☒ at HIE's own hand ☐ third party intervention ☐ partnership activity	
Is your proposal: please tick as appropriate	☒ new ☐ existing and being revised	Name and role of person leading the assessment: Louise MacDonald, Senior Entrepreneurship Manager

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Screening

Question A1

Please tick any of the following which apply to your proposal:

- a) it contributes to achieving one or more of **HIE's equality outcomes 2017-21**:
- ☒ increasing the diversity of leadership and workforce participation in the Highlands and Islands
 - ☐ people better recognise and understand prejudice-based incidents and hate crimes and feel confident reporting them
 - ☐ growing the working age population in every part of the Highlands and Islands
- b) it contributes to the following in relation to any of the **protected characteristics** (age, disability, gender, gender-reassignment, marriage or civil partnership, maternity or pregnancy, race, religion or belief, sexual orientation)
- ☐ eliminating unlawful discrimination, victimisation or harassment
 - ☒ advancing equality of opportunity:-
 - by removing or minimising disadvantage for a group(s) of people
 - by meeting the needs of particular groups which differ from the needs of others
 - by encouraging participation in public life for a group(s) of people
 - by taking account of disabled people's impairments
 - ☒ fostering good relations:-
 - by tackling prejudice
 - by promoting understanding between groups of people
- c) ☒ it addresses **known areas of inequality** such as the gender pay gap, youth out-migration, occupational segregation, in-work poverty, income inequality, inequalities in educational attainment
- d) it addresses **socio-economic disadvantage**:
- ☒ in communities within particular disadvantaged places
 - ☐ within particular disadvantaged communities of interest such as disabled people, young people leaving care etc.
 - ☒ specifically for people in rural, remote and islands areas
- e) ☐ it uses **EU funding**; assessment is mandatory for European Structural Fund Programmes

If you have **ticked** any of the options a) to e) above proceed now to the Assessment on page 4.

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If you have **not ticked** any of the options a) to e) this indicates that your proposal is not relevant to equality and not likely to address socio-economic disadvantage. You should sign off the screening below.

Signing off the screening

You must include in relevant approval papers: Not applicable

- a) a statement to confirm that the proposal has been screened for impact in relation to equality and socio-economic disadvantage and that full assessment is not required
- b) a statement to confirm, if your proposal includes procurement activity above OJEU threshold levels, that there is no need to consider award or contract performance criteria related to equality.

Assessment of your proposal ends at this stage.

Name of person who carried out the screening:	
Job Title:	
Date of decision:	

This document must be retained with your strategy, policy or programme papers. Screening documentation is subject to the provisions of the Data Protection Act 1998 and Freedom of Information Act 1998.

Assessment to address inequality and socio-economic disadvantage

Requirement to publish impact assessments

Impact assessments must be published, demonstrating that HIE has paid due regard to equality in the development and delivery of our functions. Assessments are subject to the provisions of the Data Protection Act 1998 and Freedom of Information Act 1998.

Question B1

What is the purpose of the proposal; how will it achieve this; who will benefit from it?

The primary purpose of the masterclasses is to develop the skills and knowledge of entrepreneurs within businesses and social enterprises with the potential to accelerate growth in the Highlands and Islands.

The delivery of the masterclasses will bring world-class educators and practitioners to the Highlands and Islands region which will remove the disadvantage of distance – the time and associated cost that would be incurred if participants had to travel to attend executive education at these institutions/organisations. This means that HIE will be able to extend its reach and assist more businesses than would be otherwise be possible.

The delivery of the masterclasses will minimise disadvantage by keeping the cost of participation affordable and through contributing towards travel and accommodation costs.

Question B2

What evidence do you have of the likely impact your proposal on different groups of people (younger or older people, men or women, disabled people etc.) or communities within particular disadvantaged places, including rural, remote or islands areas?

What does the evidence tell you

The masterclasses will predominantly – but not exclusively – be targeted at HIE account managed clients. There is evidence, based upon attendance at similar initiatives in previous years, that it is mainly men in leadership roles who attend this type of executive education. It is our aim to address this issue through the new suite of masterclasses by proactively targeting women and Equalities Monitoring forms will be completed for each masterclass. There is an emerging trend that the Entrepreneurial Academy is attracting a high number of women to attend these skills workshops. This is partly because attendance is open to both account managed and non-account managed companies. Therefore, the masterclasses may be opened up, where appropriate, to non-account managed companies. There is also evidence that women have senior roles within many social enterprises. Therefore, social enterprises will also be targeted proactively by the masterclasses. Gender Awareness training for account managers is also being piloted by HIE in May 2018.

Source of evidence

List of participants on Entrepreneurship Programme 2013-16.

HIE's Equality Monitoring Reports.

Delegate places on some of the masterclasses may be offered to 'star' participants on the various accelerators being delivered as part of the City Region Deal – namely 30 under 30, Pathfinder for life sciences and technology and adventure tourism. This will make it possible to target young people (through 30 under 30 accelerator) and contribute to the Year of Young People and also to target women to address the gender imbalance which has occurred in previous years of support.	City Region Deal
We will also target participants on the Leadership Programme, including Emerging Leaders, so that owners and their senior staff talented young people have the opportunity to enhance or gain skills in key business topics.	Data of participation on Leadership Programme, including Emerging Leaders
HIE is now a member of both Highlands Business Women's Club and Moray Business Women's Club and the masterclasses will be marketed through both of these groups.	Project Appraisal Paper.

Question B3

If there are evidence gaps which prevent you from understanding the likely impact on groups of people or communities affected, how will you fill the gaps?

Evaluations of the previous entrepreneurship programmes (including "Encouraging Entrepreneurship: Evaluation of the Entrepreneurship Support Programme 2013-16" undertaken by ekosgen in March 2016) demonstrates an extremely high Return on Investment (ROI) for executive education. Executive education tends to range from in-depth and intensive week-long courses at world-leading universities to condensed two day courses. The masterclasses to be delivered by HIE through the new Entrepreneurship Programme 2017-20 will be of two days duration. This is long enough to cover all of the relevant content in sufficient depth and will not require individuals to take large amounts of time out of the business. This will be advantageous to all SMEs and will make participation more practicable to women business owners who often juggle work with other family commitments.

We don't have evidence to explain why women attend specific events or possibly do not attend others. We will issue Equalities Monitoring forms at each of the masterclasses and also ask participants to complete a feedback form. This will provide HIE with some useful data. We will supplement this by seeking feedback through groups – such as Highland and Moray Business Women's Club – on factors that encourage/discourage attendance by women.

Question B4

Note below any positive or adverse impact which may occur as a result of the planned delivery of your proposal. Leave blank any groups you consider will not be disproportionately affected.

Tick	Nature of anticipated impact for groups of people likely to be affected
☒	Age – younger or older people, people of a particular age Positive impact identified 😊 Participants on the 30 under 30 accelerator through the City Region Deal and participants on the Leadership Programme: Emerging Leaders will be proactively targeted for attendance at the masterclasses to nurture the future pipeline of entrepreneurs.
☐	Adverse impact identified 😞
☒	Disability – people who have a disability (physical or mental health condition, long term illness) Positive impact identified 😊 The tender documentation included event management of the masterclasses for suppliers to adhere to HIE requirements for accessibility. This will be discussed in detail with the suppliers and closely monitored. In addition, the masterclass content and mode of delivery will be discussed with suppliers to ensure this accommodates the needs of participants with a disability.
☐	Adverse impact identified 😞
☒	Gender – men or women Positive impact identified 😊 Women will be targeted to attend the masterclasses through presentations to Highland Business Women's Club and Moray Business Women's Club and through specifically targeting women in senior positions in social enterprises. Gender awareness training for account managers will take place in May 2018 and account managers will be requested to specifically consider women business owners and women in senior roles within their account managed clients to target for the masterclasses. The gender awareness training will endeavour to address these issues.
☐	Adverse impact identified 😞 As the masterclasses will predominantly be delivered in Inverness, it is recognised that, although funding support will be available towards travel and accommodation, that this may deter some women from attending due to the time away from their business and other responsibilities in the home. For cost reasons, it is not feasible to deliver the masterclasses across the region but participation will be monitored on an ongoing basis. Limiting each masterclass to two days duration will reduce the time required away from the business and mitigate potential negative impact.
☒	Gender-reassignment – people who have undergone or plan to undergo gender re-assignment Positive impact identified 😊 It is not anticipated that there will be any barriers to participation.
☐	Adverse impact identified 😞

Marriage or civil partnership - people who are married or in a civil partnership

☐ Positive impact identified 😊

☒ Adverse impact identified ☹️

Pregnancy and maternity - women who are pregnant or linked to maternity

☐ Positive impact identified 😊

☐ Adverse impact identified ☹️

Race - people of diverse race, nationality or ethnicity

☐ Positive impact identified 😊

☐ Adverse impact identified ☹️

Religion or belief - people of diverse faiths or beliefs

☒ Positive impact identified 😊

Through careful event management, every effort will be made to ensure that any special dietary requirements are met.

☐ Adverse impact identified ☹️

Sexual orientation – lesbian, gay, bisexual or transgender people

☐ Positive impact identified 😊

☐ Adverse impact identified ☹️

Question B5

General Equality Duty

In what way will your proposal contribute to:

- eliminating unlawful discrimination, victimisation or harassment
- advancing equality of opportunity (by removing/minimising disadvantage, meeting the needs of particular groups, encouraging participation in public life, taking account of disabled people's impairments)
- fostering good relations (by tackling prejudice or promoting understanding)

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There are opportunities with the masterclasses to reduce inequality through targeting young people, mature people, women and people with disabilities to equip them with the confidence, skills and knowledge on key topics that will assist them to accelerate the growth of their businesses. Robust event management will ensure that the masterclasses are accessible and there are no barriers to participation amongst groups with protected characteristics.

Question B6

Economic, social and cultural (human) rights

HIE is well placed to create the conditions in which economic, social and cultural rights can be realised, such as working towards:

- an adequate standard of living e.g. Minimum Income Standard, addressing poverty
- access to well-paid employment for all e.g. job creation, income levels
- just and favourable work conditions e.g. encouraging inclusive workforce practices
- social participation and community confidence e.g. inclusive capacity building and representation

In what way will your proposal help people realise their economic, social or cultural rights?

Identify any areas where there is risk of preventing individuals from realising their human rights. Provide justification where this is considered a proportionate response to achieving the overall aim of the proposal.

Rural – by bringing world-class educators and practitioners to the Highlands and Islands region, this will reduce the barriers to participation for businesses and social enterprises in rural areas as this will reduce the time commitment required – and cost – to attend similar courses at the premises of the universities and/or organisations delivering the masterclasses. In addition, HIE will offer financial support towards travel and accommodation for businesses and social enterprises located at a distance from the venue for the masterclasses.

Businesses, social enterprises and community groups will be targeted for participation on the masterclasses as participation will develop the skills and competencies of their leaders and senior teams which, in turn, will equip them for growth which will contribute to employment opportunities in fragile rural areas.

Question B7

Socio-economic impact

Public authorities, including HIE, are expected to consider how to address socio-economic disadvantage, when taking decisions of a **strategic** nature, such as economic development strategy, setting budgets for key investment choices, city / region deals etc. Consider how this might impact on:

- communities within particular **disadvantaged places**
- particular **disadvantaged communities of interest** (e.g. young people leaving care; disabled people; people from minority ethnic communities)
- people in **rural, remote and islands areas**

Disadvantaged places

In what way does your proposal address socio-economic disadvantage in communities within particular disadvantaged places?

As outlined above, financial support for travel and accommodation will be made available to participants from businesses, social enterprises and community groups in more geographically remote areas to remove this barrier to participation. In addition, each masterclass will be of two days duration which will reduce the time required away from the business.

Disadvantaged communities of interest

In what way does your proposal address socio-economic disadvantage within communities of interest not already outlined in question 5 above?

The content of the suite of four masterclasses will equip owners and leaders within businesses, social enterprises and community groups with the skills, knowledge and confidence to accelerate sustainable growth. Young people will be proactively targeted through the 30 under 30 accelerator being delivered through the City Region Deal and through the Leadership Programme: Emerging Leaders. Access to the masterclasses will be available to participants on these initiatives.

Rural, remote, and islands areas

In what way does your proposal address the specific nature of socio-economic disadvantage experienced by people in rural, remote and islands areas? HIE will provide financial assistance towards the cost of travel and accommodation to businesses, social enterprises and community groups in rural, remote and islands areas.

Question B8 European Structural Fund Programmes only

Equal Opportunities - "to increase the opportunities within the programme for all groups and to prioritise and adapt support for groups facing particular disadvantages to participation"

Clarify precisely how the proposal takes account of and reflects the diverse needs of any target group(s).

Outline how the proposal will overcome any potential barriers to access to participation and how policies in place will make a positive difference.

N/A

Social inclusion - "to ensure that economic growth and tackling exclusion go hand in hand to help people overcome multiple barriers to employment and realise their full potential"

Demonstrate how the proposal will reconcile a commitment to social inclusion with a focus on improving the competitiveness and economic performance of the locality.

Outline how it will reduce inequalities between the least advantaged communities and the rest of society.

Outline how the proposal will overcome any potential barriers to access to participation and how policies in place will make a positive difference.

N/A

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People Impact Assessment
Action plan to address inequality and socio-economic disadvantage

Title of the proposal assessed: **Executive Entrepreneurship: Masterclasses**

Financial and resource allocation decisions must take into account potential equality impact and, for strategic decisions, socio-economic impact. Proposals which include procurement activity at OJEU level must consider whether to include contract award or performance criteria related to equality. We also recommend this as good practice for lower value contracts.

The following summarises actions to be taken as a result of People Impact Assessment and should be submitted with relevant approval papers.

Summary of impact identified and action to be taken to ensure inequalities and socio-economic disadvantage are addressed			
Potential impact to be addressed	Action to be taken	By whom	When
Diversity of participants on masterclasses.	Equalities Monitoring forms to be completed at every masterclass. Feedback forms will also be completed by participants and this will also help to identify any issues.	HIE Senior Entrepreneurship Manager and Entrepreneurship Team and delivery providers of masterclasses	On completion of every masterclass
Diversity of participants - women	Target women participants through marketing with Highland Business Women's Club and Moray Business Women's Club and through social enterprises. Gender awareness training for account managers in May 2018.	HIE Senior Entrepreneurship Manager and Entrepreneurship Team HIE Leadership Programme	Before and after every masterclass
Diversity of participants – young people	Target young people through the 30 under 30 accelerator being delivered through the Inverness City Region Deal and Leadership Programme: Emerging Leaders.	HIE Senior Entrepreneurship Manager and Entrepreneurship Team	Before and after every masterclass
Diversity of participants – people with disabilities	Discussions with suppliers about event management and monitoring will ensure the content and mode of delivery is appropriate for people with disabilities and to ensure that all dietary requirements are satisfied.	HIE Senior Entrepreneurship Manager and Entrepreneurship Team and delivery providers of masterclasses	Before and after every masterclass

Diversity of participants – religion and belief	Discussions with suppliers about event management and monitoring will ensure that all dietary requirements are satisfied.	HIE Senior Entrepreneurship Manager and Entrepreneurship Team and delivery providers of masterclasses.	Before and after every masterclass.
Remote, rural and islands	HIE will provide financial assistance towards travel and accommodation costs for businesses and social enterprises in remote, rural and islands.	HIE Senior Entrepreneurship Manager and Entrepreneurship Team	Before and after every masterclass.
Arrangements to monitor and review impact over time			
Monitoring and review arrangements			
Assessment of feedback reports and during planning/post-delivery meetings with delivery providers for each masterclass.		Senior Entrepreneurship Manager in conjunction with Delivery Providers.	Before and after each masterclass.
Assessment of data of delegates and responses in Equalities Monitoring Forms after each masterclass.		Senior Entrepreneurship Manager in consultation with Equalities Manager.	Before and after each masterclass.

Procurement

Proposal involves procurement activity at OJEU level Yes

Award criteria to be included in tender		How criteria will be evaluated	
Delivery providers required to consider dietary and accessibility issues in their response to the tender.		Evaluated during scoring of submission to the tender in individual scoring and panel scoring in December 2017 and January 2018 respectively.	
Delivery providers required to consider how to gather feedback from participants on completion of each masterclass to assess the pre-registration process, suitability and quality of venue, relevance of content and delivery methodology of masterclass in their response to the tender.		Evaluated during scoring of submissions to the tender in individual scoring and panel scoring in December 2017 and January 2018 respectively.	
Contract performance criteria		How delivery of performance criteria will be monitored	
Suitability of venue and dietary and accessibility requirement.		To be reviewed before and after each masterclass.	

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Analysis of delegates' data and findings in feedback report submitted to HIE by delivery providers.	To be reviewed before and after each masterclass.
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The full signed assessment is held with proposal papers and published on the HIE website.

Senior Responsible Officer (name):	Nicola Douglas
Job Title:	Head of Business Growth, Entrepreneurship and Programmes
Date of signing off completed assessment:	6 March 2018