

## People Impact Assessment

People impact assessment is a tool to help you identify the impact HIE's activities have on people. Taking this into account in the early stages of developing an initiative will help you improve its reach and effectiveness.

An assessment can be carried out on anything we do: developing or reviewing a policy, programme or regional strategy. It can be applied to processes or approaches to our work, such as account management or employee relations. Terms used such as proposal, policy or programme are interchangeable and intended to describe the activity you are assessing.

This form guides you through 3 stages of assessment, and is also set out in the associated flowchart:

- Section A : screens out policies or projects which are not relevant to equality
- Section B : helps you understand the nature and significance of the proposal's impact on people
- Section C : identifies action you will take as a result of that knowledge

### Identifying the proposal you are assessing

<b>Title of the policy, programme etc. being assessed</b>	<b>Website redevelopment</b>	
<b>Brief summary of the policy, project being assessed</b>	<b>Redevelopment of HIE's public facing websites. Evolving HIE's digital offering from a predominately information based website to a more digitally transactional environment.</b>	
<b>Type of activity:</b> please tick as appropriate	<input checked="" type="checkbox"/> at HIE's own hand <input type="checkbox"/> third party intervention <input type="checkbox"/> partnership activity	
<b>Is your proposal:</b> please tick as appropriate	<input checked="" type="checkbox"/> New	<input type="checkbox"/> an existing policy, project etc now being reviewed
<b>Group or Area Team leading the proposal</b>	<b>Marketing Team</b>	
<b>Name and role of person leading the assessment</b>	<b>Lynn Cameron, Digital Marketing Manager</b>	

## Section A – screening for relevance to equality

All activities we carry out should be screened to identify whether they are relevant to equality because of the impact they are likely to have on particular groups of people. This is not just to avoid discrimination but also to identify ways in which we can maximise the positive impact on people of our functions.

### Question 1

The activities listed below have already been identified as being relevant for equality. Please tick the relevant option(s) if your proposal is likely to :-

- a) contribute to achieving one or more of HIE's equality outcomes 2013-17:**
- helping young people (aged 16-24) move into suitable employment
  - increasing the number of women in leadership roles in business / social enterprise
  - promoting inclusive working practices in HIE which recognise the implications for employees of dispersed work locations in relation to the protected characteristics
  - increasing public understanding of / confidence in reporting hate incidents e.g. racism
- b) contribute to any of the three aims of the General Equality Duty**
- 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 are different from the needs of others
    - by encouraging participation in public life for a group(s) of people
  - fostering good relations:-
    - by tackling prejudice
    - by promoting understanding between groups of people
- c)  use EU funding. Assessment mandatory for European Structural Fund Programmes**
- d)  address known areas of inequality** e.g. gender pay gap, youth out-migration, under-employment of EU Accession Country nationals, occupational segregation, in-work poverty
- e)  affect HIE budget allocation and impact differently on some groups of people in relation to the "protected characteristics"**
- f)  affect key HIE employment activity e.g. recruitment, pay or workforce development**

If you have ticked any of the options a) to f) above proceed now to Section B. You do not need to sign Section A as you will sign off the assessment document at the end.

If you have not ticked any of the options a) to f) please go to question 2.

### Question 2

**Since your proposal does not contribute to any of the above you have indicated that your proposal is not relevant to equality.**

For example this might be the case where :-

- your proposal is unlikely to impact on people; or

- it will impact on people but it will not impact in different ways on specific groups of people such as younger or older people, men or women etc.
- there is no or little opportunity to advance equality through its delivery
- everyone affected by the proposal (men or women, or younger or older people) is likely to experience the same outcome, regardless of HIE's influence

Please outline below why you consider your project, policy etc not to be relevant to equality.

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### Signing off the assessment

Please include in relevant project or policy approval papers :-

- a statement to confirm that the proposal has been screened and that is not relevant to equality
- your justification for this decision, as outlined in question 2 above
- if your proposal includes procurement activity above OJEU threshold levels you must include a statement to confirm that there is no need to consider award or contract performance criteria linked to equality

You should now sign off Section A of the assessment. Assessment of your proposal ends at this stage.

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

**To be signed where Question 2 above has been completed.**

**Name and role of person leading the assessment:**

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**Job Title:** \_\_\_\_\_

**Date of decision:** \_\_\_\_\_

## Section B – understanding the nature and significance of impact on people

### Requirement to publish impact assessments

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

### Question 3

#### What do you aim to achieve from the project, policy etc?

In what way will people be affected by its implementation e.g. job creation, events delivered, protection or support in place from a new policy, increased community capacity.

The new website is being developed from a ‘customer first, digital first’ perspective. Thorough research has been carried out to ensure we fully understand what our customers need from HIE in a digital environment, what the opportunities are and provide a understanding of any barriers that may exist so that they can be addressed.

In addition to external customer research, an in-depth review of HIE’s operations, systems and processes has identified multiple operations that can be improved, made more efficient and cost-effective, from both an HIE and customer perspective, by adopting a digital approach and utilising the website as the delivery channel.

The new website development will include personalisation options allowing customers to self-select the information they want as well as self-service options for specific products and services. It is anticipated that this will increase customer satisfaction, speed up transactional processes and provide a tailored, personalised experience.

By implementing the website from this perspective from the outset, HIE will be better enabled to deliver its operational objectives in a more efficient, cost-effective and timely manner. In turn, this will lead to better customer engagement through personalised accounts, increased reach allowing HIE to engage with more customers and a more efficient delivery of services.

As digital operations are trackable and measureable, this approach will also allow HIE to better understand its customer’s needs on an ongoing basis and continually improve its information and product delivery according to customer need and demand.

### Question 4

**What do you already know about how the proposal is likely to affect people?** This might be from national data, relevant websites etc. Consider both positive and negative effects, bearing in mind that identifying negative impact now helps you minimise potential barriers to effective implementation.

**Specifically mention any information you have about views expressed by the groups of people most likely to be affected.** This might be consultation exercises, surveys or participant feedback etc. on this specific proposal, or more general views about this area of work.

What does the evidence tell you about the effect of your proposal on people?	Source of evidence
Delivering a great customer experience and continuing to meet or exceed customer’s expectations, HIE needs to redefine its service and information	Global digital trends

offering and harness digital technologies. Customers expect a personal service and the ability to do things themselves through the channel of their choice – be it desktop, mobile or IoT (Internet of Things). To facilitate this, HIE needs to focus on service innovation and the simplification of processes. Whilst HIE is not unique with on average industries only being 40% digitised, there is significant opportunities to be gained by implementing a digital first approach to vastly improve our customer service delivery.	
A digital approach to information and service delivery will increase customer reach by removing geographic barriers. Customers can consume information and self-serve products digitally from any location.	HIE digital research
By accounting for accessibility standards within the development, HIE can ensure that its information and service delivery is available to as wide an audience as possible. In addition, services such as BSL can be signposted to from HIE’s website.	WCAG

If you think people may be negatively affected and this could be unlawful contact HIE’s Equalities Manager now to clarify the potential impact and remove any unlawful provisions from your proposal.

### Question 5

**Which groups of people do you think will be affected most by the proposal?** Please tick any that apply and complete the relevant information. Consider whether there is potential for discrimination (including inadvertent discrimination), for advancing equality of opportunity or for fostering good relations.

Please tick	Protected characteristics
	<b>Age - people of a particular age or younger or older people</b>
	Positive impact identified 😊  Increasing availability, reach and engagement with information, products and services for customers to consume/book online and through multiple channels. Younger people are known to engage well with digital access and this may help widen or improve our reach for this audience
	Negative impact identified ☹️  Increasing reliance on digital access may disadvantage those less likely to engage with digital platforms. Ensuring non-digital forms of engagement where required will help mitigate this.
	<b>Disability - people who have a disability</b>
	Positive impact identified 😊 Increasing availability, reach and engagement with information, products and services for customers to consume/book online and through multiple channels.
	Negative impact identified ☹️ Increasing reliance on digital access may disadvantage those less likely to engage with digital platforms due to disability of health conditions . Ensuring non-digital forms of engagement where required will help mitigate this.
	<b>Gender - men or women</b>
	Positive impact identified 😊 Women – increased promotion of women entrepreneurs/women on boards programme of events. Evidence also shows that there are statistically more women carers in the region therefore likely to consume information easier through digital channels.
	Negative impact identified ☹️  na

	<b>Gender-reassignment - people who have undergone or plan to undergo gender re-assignment</b>
	Positive impact identified 😊 na
	Negative impact identified ☹️ na
	<b>Marriage or civil partnership - people who are married or in a civil partnership</b>
	Positive impact identified 😊 na
	Negative impact identified ☹️ na
	<b>Pregnancy and maternity - women who are pregnant or linked to maternity</b>
	Positive impact identified 😊 Access to information remotely reduces the need for / face to face engagement which may be of particular benefit for pregnant women and those on maternity leave
	Negative impact identified ☹️ na
	<b>Race - people of diverse race, nationality or ethnicity</b>
	Positive impact identified 😊 na
	Negative impact identified ☹️ We currently have no plans to develop a multi-lingual site beyond publishing Gaelic content periodically where it supports our wider Gaelic development policy. We have no current evidence to identify whether this is a potential barrier for non-English speaking residents of the Highlands and Islands looking to obtain HIE products or services.
	<b>Religion or belief - people of diverse faiths or beliefs</b>
	Positive impact identified 😊 na
	Negative impact identified ☹️ na
	<b>Sexual orientation - people of different sexual orientation</b>
	Positive impact identified 😊 na
	Negative impact identified ☹️ na

## Question 6

**Are there any evidence gaps which prevent you from understanding fully the likely impact on people affected?** If so, identify the evidence gaps which you wish to fill:

We currently have no plans to develop a multi-lingual site beyond publishing Gaelic content periodically where it supports our wider Gaelic development policy. We have no current evidence to identify whether this is a potential barrier for non-English speaking residents of the Highlands and Islands looking to obtain HIE products or services.

**What steps will you now take to fill those evidence gaps?**

Information gathering: Refer consideration to products and services teams within HIE to find out if there is any evidence/research around non-English speaking customers seeking services. Suggest contact is made with partners such as Business Gateway also.

Consultation or involvement: Client Management, Sectors, innovation and programmes.

## Question 7

**Where relevant, once you have gathered more information or carried out consultation or involvement activity, what additional insight have you gained about how people will be affected by your proposal?**

You may wish to fill the evidence gap before proceeding with the proposal or continue and incorporate the findings as the proposal is implemented. This will depend on the nature and significance of the gap.

The issue highlighted will not impact the current development of the website.

## Question 8

### Gaelic language

HIE's [Gaelic Plan](#) emphasises use of Gaelic as an asset for generating economic and social value. **Identify below how your proposal may add to Gaelic's contribution to the delivery of HIE's organisational priorities and let a member of Buidheann a'Phlana Gaidhlig know.**

We will promote Gaelic as part of the wider marketing activity that takes account of HIE's ongoing Gaelic Development policy.

## Question 9

### Integrating equality in the 2014-2020 European Structural Funds Programmes

All funded projects (2014-2020) are required to carry out an equality (people) impact assessment. **Refer to the guidance notes on "horizontal themes" for specific requirements and summarise the relevant findings below.**

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## Question 10

### Rurality

HIE aims to address the challenges of access faced by rural populations, both business and community-based, to ensure they are not disadvantaged as a result of geographic location. **In what way(s) will your proposal address issues of rurality?**

We reduce the issue of rurality with regards to the delivery of information, products and services by making more of it available online and therefore consumable regardless of location.

## Question 11

If you ticked question 1b) this indicated that your proposal will contribute to at least one of the three aims of the General Equality Duty:

- eliminating unlawful discrimination, victimisation or harassment
  - which may result in less favourable treatment
  - give rise to indirect discrimination
  - lead to discrimination arising from disability
  - may fail to build in reasonable adjustments
- advancing equality of opportunity:-
  - by removing or minimising disadvantage for a group(s) of people
  - by meeting the needs of particular groups which are different 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

**Briefly outline the way(s) in which your proposal will contribute to this:-**

The website design will take into account the differing needs of a range of access requirements across the I protected characteristics where required. Website imagery and design will incorporate inclusive imagery and language to ensure that making more information, products and services available online also increases customer reach.

**Question 12**

**Economic, social and cultural (human) rights**

HIE has an obligation under the Human Rights Act 1998 to ensure that people's rights are respected in all we do. HIE is particularly 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. developing the minimum income standard, addressing poverty
- access for all to well paid employment e.g. supporting job creation, increasing income levels
- just and favourable work conditions e.g. providing favourable internal employment policies and influencing businesses to apply inclusive employment practices
- social participation and community confidence e.g. encouraging inclusive practices in community capacity building and representation

While equality focusses on the relative experiences of groups of people, taking a human rights approach aims to raise overall standards and protect against universally poor treatment.

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

Through increased reach, participation and engagement with HIEs products and services.

**Section C - using knowledge of impact**

It is important that you act on the information about the impact of your proposal on specific groups of people identified in Section B.

**Question 13**

**What actions will you now take to make sure the information about impact on people is incorporated in your proposal?**

This might include amending a draft policy, carrying out consultation with a specific group of people or developing a feedback process for programme participants. Actions should be proportionate to the aims of your proposal.

Action to be taken	By whom	By when
Refer race query to wider HIE teams. Request that they contact Business Gateway to ascertain if this has previously been investigated for our region.		

**Question 14**

**How will you ensure that you understand the actual impact experienced by people as your proposal is delivered?** This might be by gathering event or programme feedback which allows analysis by gender, age, disability etc. or information about the workforce demographics of appointments to jobs created.



Method of monitoring actual impact	By whom	By when
Ongoing client consultation throughout the website build and thereafter through frequent client testing.	Marketing and appointed agency.	Ongoing
Thorough accessibility testing, consulting with recommended panel.	Marketing and appointed agency.	Tbd.
Accessibility testing through digital tools.	Marketing and appointed agency.	During build and deployment.

## Question 15

### When will you review actual impact?

This should be an integral part of your normal policy or project review process and should help you identify whether your proposal has been successful in achieving positive or minimising negative impact.

Review process	By whom	By when
Ongoing reviews throughout project life cycle due to continually evolving nature.	Marketing and appointed agency.	Ongoing.
Regular progress reports and full annual review.	Marketing and appointed agency.	Ongoing.

## Question 16

**Procurement:** HIE proposals which include procurement activity at OJEU level must consider whether to include contract award or performance criteria related to equality. **Where relevant, how will you help eliminate discrimination, advance equality or foster good relations between people through contract award or performance criteria when procuring goods, services or advice?**

You should also refer to the guidance on equality contained in procurement documentation.

Award criteria to be included at tender stage:

As per procurement documentation – agencies bidding must have evidence of developing accessible and responsive websites and be able to demonstrate understanding of social integration for verification of account information.

How you will evaluate the award criteria:

Scoring of tender bids based on tender criteria.

Contract performance criteria:

How you will monitor delivery of performance conditions:

Testing throughout development and following deployment including consumer consultation.

Utilise industry tools to test development satisfies AA accessibility standards.

Assessment of how effective award or contract performance criteria have been in addressing inequalities or disadvantage or in promoting equality should be completed as an integral part of the procurement contract review process.

## Signing off the completed assessment

The outcome of the assessment must be reflected in relevant project or policy approval papers. It should outline as appropriate:

- a summary of positive and negative impact identified for specific groups of people and how your proposal maximises positive impact or minimises negative impact (Qs 5, 13 and 14)
- how your proposal helps achieve HIE's equality outcomes (Q1)
- how your proposal helps eliminate discrimination, advance equality or foster good relations (meeting the General Equality Duty) (Qs 1 and 11)
- how your proposal helps people realise their economic, social and cultural (human) rights (Q12)
- any equality considerations to be included in contract award or performance criteria (Q16)
- ways in which your proposal:
  - adds to Gaelic's contributes to HIE's organisational priorities (Q8)
  - meets EU funding requirements on social inclusion (Q9)
  - addresses issues of rurality (Q10)

The website will be developed from a 'customer first, digital first perspective'. It will be wholly based on thorough customer research and tested to ensure compliance with accessibility standards. The approach being taken is to ensure that as wide and as inclusive an audience as possible have the opportunity to consume and utilise HIE's information, products and services.

Primary objectives of this project are to increase reach and engagement with our key audiences therefore all aspects of this people impact assessment will be taken into account during planning, deployment and thereafter throughout the project life cycle.

Completed impact assessments must be published to demonstrate that we have paid due regard to equality in the development and delivery of our functions. They are published on HIE's website, but you should also consider sharing the assessment with those who participated in its completion, including any equality groups consulted and stakeholders or partner agencies.

**Senior Responsible Officer (name): Anna Allan**

**Job Title: Head of Marketing      Contact Number: (0) 3000 134 769**

**Date of signing off completed assessment: 28 February 2017\_\_\_\_\_**

**HIE's Equalities Manager will arrange for the assessment to be published. Please ensure that you send a scanned copy of the signed assessment.**