

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

Title of the policy, programme etc. being assessed	Marketing Services Framework	
Brief summary of the policy, project being assessed	Procurement of a range of services to deliver HIE's marketing requirements in web design, build and maintenance, PR and marketing services for events and campaigns, design, copywriting and film production.	
Type of activity: please tick as appropriate	<input checked="" type="checkbox"/> at HIE's own hand <input type="checkbox"/> third party intervention <input type="checkbox"/> partnership activity	
Is your proposal: please tick as appropriate	<input checked="" type="checkbox"/> New	<input type="checkbox"/> an existing policy, project etc now being reviewed
Group or Area Team leading the proposal	Marketing Team	
Name and role of person leading the assessment	Rona Campbell	

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.

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:

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 aim of the project is to support HIE's activities and HIE's clients through a marketing effort which has impact and delivers the right messages to the right audiences at the right time. Through increased visibility and understanding of HIE's activities, products and services, the aim is to achieve increased participation with current and potential clients, as well as supporting the ambition of key priorities like inward investment across the Highlands and Islands. This will support the organisation's strategic aims in economic development and strengthening communities.

There will be a new website for HIE to deliver information and engage with our audiences and increase visibility of HIE's work. It will aim to be more interactive and useful to our clients and all our audiences, therefore increasing accessibility and reach.

Targeted campaigns and events will aim to reach audiences across the region, making HIE's work accessible to all and increase participation.

Any design, copywriting and film production will aim to reflect the true nature and diversity of the region both geographically and for the people who live here.

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
Great awareness of the power of marketing material to convey an inclusive message which can reduce stereotyping about gender, age etc For example Close the Gap presents evidence of the negative impact of gender stereotyping in advertising within the energy sector. Women have often traditionally been represented inappropriately, objectifying women as models in bikinis employed in exhibition areas as so-called "booth babes". Positive marketing of the sector should represent both men and women in the full range of the sector's roles (both technical and administrative), demonstrating that the sector is a positive career choice for all. Positive marketing would consider inclusive representation across all marketing materials, event filming and photography, speaker representation etc.	Close the Gap project and other published sources

Targeted marketing through traditional and digital channels can potentially increase participation and therefore change perceptions	
Social media patterns of use are increasing for all age groups, indicating that this is a powerful medium to use for marketing activity, helping to target a variety of different age groups. OFCOM research indicates that 81 per cent of social media users log into websites or apps – including Facebook, Twitter, LinkedIn, Instagram or Tumblr – at least once a day, up from 30 per cent in 2007. Social media has seen the biggest growth among 35-44 year-olds, with 80 per cent of internet users in this age group now on social media, up from just 12 per cent in 2007. Nearly half (49 per cent) of 55-64 year-olds who go online have a social media profile, up from one third (33 per cent) in 2013.	Ofcom's Media Use and Attitudes 2015 report

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
Yes	Age - people of a particular age or younger or older people Positive impact identified ☺ Fair representation of the communities through all marketing material. Negative impact identified ☹
Yes	Disability - people who have a disability Positive impact identified ☺ Fair representation of the population across the region and increased accessibility through digital access. Consideration given to events management to ensure they are accessible to a wide range of people. This includes the format of marketing material and events by making them accessible to a participant who may, for instance, have a visual or hearing impairment. Negative impact identified ☹
YES	Gender - men or women Positive impact identified ☺ consideration given to marketing which truly reflects gender balance and avoids traditional stereotyping of work and community participation. Negative impact identified ☹
	Gender-reassignment - people who have undergone or plan to undergo gender re-assignment Positive impact identified ☺ Negative impact identified ☹
	Marriage or civil partnership - people who are married or in a civil partnership Positive impact identified ☺

	Negative impact identified ☹️
	Pregnancy and maternity - women who are pregnant or linked to maternity
	Positive impact identified 😊
	Negative impact identified ☹️
YES	Race - people of diverse race, nationality or ethnicity
	Positive impact identified 😊 marketing materials representative of the population of the Highlands and Islands including those of different race, nationality or ethnicity in any project .
	Negative impact identified ☹️
	Religion or belief - people of diverse faiths or beliefs
	Positive impact identified 😊
	Negative impact identified ☹️
YES	Sexual orientation - people of different sexual orientation
	Positive impact identified 😊
	Negative impact identified ☹️

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:

n/a

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

Information gathering : _____

Consultation or involvement: _____

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.

n/a

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.**

Opportunity to use Gaelic speakers for projects where appropriate and produce material in Gaelic with English subtitles.

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.**

n/a

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?**

Marketing material, campaigns and events should reach all areas in the region both first hand and also by increased use of digital communication methods to provide access to HIE's products and support. True representation of what a rural area is in the 21st Century, demonstrating development of rural communities.

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:-

Raising awareness of the diversity of people living, working and studying in the Highlands and Islands. It is an opportunity to target audiences which may not appreciate the relevance of HIE's initiatives and projects for them. This increases their opportunities and the effectiveness of our interventions.

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?

All suppliers to actively encourage participation in the project from all sections of the communities where HIE is active across the region.

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
The procurement briefing document to include fair representation of the region and the people at all times. For example, event management providers identify and cater for the needs of the full range of participants.	Marketing Team	October 2017 - 2020
Recommend to those leading on it that People Impact assessment of the new HIE website should be carried out early in its development	Marketing Team/ BIIA Team	October 2017
Ensure that HIE officers leading on each lot of the marketing framework are aware of this assessment and all opportunities to advance equality.	Marketing Team	October 2017 - 2020
Ensure that both marketing messages which include images and associated narrative ensure equality of representation eg highlighting the relevance of EU nationals in the workforce of the region	Marketing Team	during the contract

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
Monthly and annual of contract progress	Marketing Team	throughout the contract
Review material being produced to challenge stereotypes	Marketing Team	throughout the contract

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
During annual review of the contract	Marketing team	A year after commencement

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:

For each procurement activity, contractor must demonstrate how they will ensure inclusive representation in delivery of the contract

How you will evaluate the award criteria:

Contract performance criteria:

Performance criteria should include how contractor has delivered on inclusive representation

How you will monitor delivery of performance conditions:

annual review

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 project will accurately reflect the people who live, work and study in the Highlands and Islands. By actively encouraging tender applicants to consider equality issues, fair representation will become more embedded in the way we approach projects.

All marketing products will be developed to reflect the wide geographical nature of the region, the communities and the businesses. This is an opportunity to promote the Highlands and Islands as a region which is open and relevant to people from a wide range of backgrounds. The project will reflect the progressive nature of the region, supporting the participation of people who live, work and study here to contribute to the development of the Highlands and Islands.

Material should be gathered to reflect Gaelic's contribution to the region in culture and economic development. Consideration will be given to a more bi-lingual approach to the production of material to reflect the ambition of supporting Gaelic culture.

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: 01463 245245

Date of signing off completed assessment: 21/11/2016

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