



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:

Leadership Programme 2018-23

Type of activity:
please tick as appropriate

at HIE's own hand

third party intervention

partnership activity

new

existing and being revised

Group or Area Team delivering the proposal:

Business and Sector Development

Name and role of person leading the assessment:

Anne Ross, Senior Development Manager

October 2017

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 considers proposals of a strategic nature. Consider the impact of **socio-economic disadvantage**:**
- in communities within disadvantaged places
 - within 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.
October 2017

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:

- 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 proposal is to deliver a range of leadership development programmes throughout the Highlands and Islands to increase productivity. Beneficiaries will be organisations in the Highlands and Islands through development of their leaders and future leaders. Leaders participating in the programme will be of a range of ages and at different stages of leadership development.

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

Emerging leaders has attracted younger participants than Leadership for Growth in the previous programme. Emerging Leaders is aimed at new or future leaders who tend to be younger members of the workforce

Courses will be held in different areas of the Highlands and Islands to encourage local attendance and minimise the travel required. Mentoring is a one to one service which will be a mixture of face to face at the client's premises and electronically e.g. skype

It is known that women are under-represented at leadership levels of the business community in the Highlands and Islands.

Source of evidence

Past participation in programmes

HIE account management leadership gender balance information

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?

There is sufficient information to inform programme delivery

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 😊

Emerging Leaders is aimed at new and future leaders. In the previous programme a high majority of the participants were from a younger age range than the other programmes

Adverse impact identified ☹️

Disability - people who have a disability (physical or mental health condition, long term illness)

Positive impact identified 😊

Adverse impact identified ☹️

Gender - men or women

Positive impact identified 😊

The programme enables women who wish to, to access women to women mentoring. Research shows that this can increase women's confidence rates, particularly early in business growth.

Adverse impact identified ☹️

Gender-reassignment - people who have undergone or plan to undergo gender re-assignment

Positive impact identified 😊

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 😊

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)

The programme specifically meets the needs of emerging leaders, who tend to be younger and accommodates mentoring arrangements likely to be of particular benefit for women. Younger people and women tend to be under-represented in the leadership community of the Highlands and Islands

Suppliers will be required to meet all relevant legislation within the HIE terms and conditions as well as supporting the gathering of programme participation and feedback equality data. This helps HIE identify whether some groups of participants have a more favourable experience of the programme and informs programme development.

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.

Programme development and delivery will ensure that it meets different peoples' needs across the region, providing access to learning. Enhancing leadership skills potentially increases participant access to higher income.

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?

Courses will be held in different areas across the region, not just in the Inverness area. This ensures that benefits are experienced regardless of geographical location. Mentoring will be carried out at the business's premises, reducing the requirement for participant travel. This reduces the cost for participants, both in time lost from the business and financially.

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?

N/A

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?

Where possible, courses will be run in different areas of the Highlands and Islands. This will prevent some people from having to travel large distances to attend. Where economies of scale make this impossible, travel and subsistence support will be available and timings of courses will be set in order to minimise additional overnight stays. Venues and locations will be chosen with transport issues in mind e.g. near airports, ferry terminals etc.

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.

Programme development specifically meets the needs of participants at different stages of their leadership journey and at a range of ages. Providing women-to-women mentoring where preferred also ensures that those who identify more with women leaders have the opportunity to do so.

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.

As above, the courses will be held in different areas of the Highlands and Islands. The courses will be open to businesses, community groups and social enterprises. Providing appropriate travel and subsistence support ensures that participants are not disadvantaged due to business location.

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

Title of the proposal assessed: Leadership Programme 2017-23


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 | When |
| Diversity of participants on programmes | Equalities monitoring forms to be completed. | HIE project staff and Suppliers ongoing |
| Diversity of participants - women | Monitoring of numbers of women attending and analysis of results | HIE project staff and Suppliers ongoing |
| Remote, rural and islands | Planning of courses to minimise travel/time away from work through location/timing | HIE project staff and suppliers ongoing |
| Arrangements to monitor and review impact over time | | |
| Monitoring and review arrangements | | |
| Regular monitoring meetings where analysis of participants will take place. | | HIE project staff and suppliers Throughout contract period |
| | | |
| | | |

| Procurement | |
|--|--|
| Proposal involves procurement activity at OJEU level | Yes |
| Award criteria to be included in tender | How criteria will be evaluated |
| Contract performance criteria | How delivery of performance criteria will be monitored |
| Analysis of each workshop. | to be reviewed at each Supplier meetings |
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| | |

The full signed assessment is held with proposal papers and published on the HIE website.

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| Senior Responsible Officer (name): | Nicola Douglas  |
| Job Title: | Regional Head of Business Growth, Entrepreneurship and Programmes |
| Date of signing off completed assessment: | 1 / OCT / 2018 |

