

# **Equality Impact Assessment**

Marketing and Communications Team

**Name of service area / function:**

**Lead officer for this EIA:**

Include job title so if this person leaves the link is not lost.

Marketing and Communications

Name: Matt Beer

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Job Title: Head of Marketing and Communications

The Marketing and Communications team's (m&c) primary role is to manage the council's reputation. It leads the council's media, publicity, marketing, print, research and consultation activity providing these services to Directorates and Members, as well as directly to the corporate council. The team also manages the Guildhall Print Unit (GPU). The service's main functions are:

- to lead all of the council's corporate communications activities and supply guidance on any matter of a communications nature that relates to the reputation of the council as a whole, its policies and services
- to manage relationships with national, regional and local news media in order to ensure a greater understanding and appreciation of the council's work
- to be the council's corporate marketing service, including the commissioning of publicity material, exhibition materials and corporate literature
- to produce direct communications with residents, including *Your City* and *Streets Ahead*, the *A-Z* of council services and ad hoc external publications
- to lead corporate internal communication with the council's staff, especially in the light of the major projects the council is currently undertaking such as the pay and grading review, the accommodation review and *easy@york*
- to oversee the design and production of internal publications for HR (presently *News and Jobs* and *News in Depth*) and other internal literature as requires
- to provide high quality research and consultation for the council corporately and to advise council departments
- to advise all parts of the council on the professional approach to all consultation activities
- to provide plain English, design and publicity advice for all corporate publications
- to oversee the strategic communications aspects of the council's corporate website.

**How will you carry out this EIA?**

e.g. project or working group with users, standing agenda item at DMT, desktop work plus relevant consultation, etc.

Desktop work plus consultation

<b>EIA start date:</b>	<b>EIA finish date:</b> Planned or actual? Don't take too long otherwise you'll lose momentum.	<b>Date EIA reviewed:</b> (Suggest annually)	<b>EIA signed off by:</b> e.g. DMT, CMT, Directorate Equalities Group etc.
October 2008	Actual, including consultation period	October 2009	DMT
<b>Think about ...</b>	<b>Issues for your service ...</b>	<b>What evidence do you have to support this?</b>	<b>Groups affected.</b> Race, Disability, Gender, Age, Sexual Orientation or Religion.
<b>Information and Communication</b>	Information and communication is at the very heart of the work of the Marketing and Communication Team (m&c). It is the reason for the team's existence, and getting the right message to the right audience in the right way is the core of what the team does.	The Head of Marketing and Communications is the equalities champion for the Chief Executive's Directorate. Surveys have been undertaken, which assess satisfaction with publications through talkabout, which is	All of the six strands are affected by the council's communications, although the most affected would be women as more than

	<p>The team is therefore used to thinking the fundamental question of all communications – is what we are saying clear and understandable to the audience?</p>	<p>weighted to reflect the four of the six strands. These can be analysed by some types of disability, gender and age. They are less useful when it comes to ethnic groups purely because the size of the sample is small. Attempts are regularly made to recruit members of BME groups to the talkabout panel, with some success.</p>	<p>half of the target audience, older people as a substantial number of the council's audience and disabled people as a large group within the totals. Although the BME population of the city is statistically small, it is growing and its needs are important.</p>
	<p><b>Publications</b></p> <p>Some publications already have a specific audience. Streets Ahead for instance is aimed at and distributed to council tenants, which includes a preponderance of one group, such as older people. However, most of the material produced by the team differs from commercial publications in that it attempts to be of interest to the widest possible audience – all residents. This is a difficult balancing act and it is almost inevitable that in writing for one audience such as older people, a publication runs the risk of excluding others, say young people.</p> <p>Steps are taken to ensure that publications are physically accessible to different audiences. For instance, the quarterly bulletin <i>Your City</i> is available on tape. Other steps include the language panel to tell people that</p>	<p>Around 100 copies of each edition of <i>Your City</i> are produced on tape, based on the number of people on the York Blind and Partially Sighted Society mailing list. York Hospital Radio produce the tapes and reproduce the number returned to them each time which can vary each edition.</p> <p>Requests for large print versions of leaflets and publications are dealt with by the originating service.</p>	

	<p>translations are available, which has recently been expanded to include Polish. Large print copies of all council documents published by m&amp;c are also available on request, with notification of this appearing in large font on the publications.</p> <p>Great care is taken with the typeface (we normally use sans serif faces like this one (Ariel) , which are considered to be easier to read for partially sighted people) and use of coloured type and tints, which can be harder to read, is avoided. All publications are written in the plainest language possible. We always use the largest type possible appropriate to the audience. The council’s style guide – ‘Say it with Style’ – which is an m&amp;c document contains advice on language, font and type size (recommending 12 point) and equality issues, such as gender-neutral language and race issues in language.</p> <p>There is always a balance to be struck between the competing needs of the equality strands. For instance, a publication aimed at all residents that</p>	<p>There have been no requests for large print versions of <i>Your City</i>.</p> <p>Requests for translations of publications are also dealt with by the originating service. There have been no requests for translations of <i>Your City</i>.</p>	
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	<p>is designed to be easily read by partially sighted people will contain less information (as the costs and size are likely to be fixed) which may have been required by some of the other strands as well as the population at large. The requirement for attractive and readable design is an element of any publication that needs to be considered, along with all of the other elements, as an unattractive document will fail in reaching any audience.</p> <p>The m&amp;c team also had input into the writing of the document <i>Making Connections: How to Make Communication Accessible</i> produced by the council's equalities team. This document outlines the council's policy and provides the guidance for staff and managers to make sure their communications are accessible and inclusive. Awareness of it amongst staff is promoted by m&amp;c through the internal publications <i>News and Jobs</i> and <i>News in Depth</i> and through prominent placing on the council's intranet.</p>		
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	<p><b>Photographs</b></p> <p>The council uses photographs that reflect the population of York (and the council's workforce in the case of internal publications). Where possible we try to reinforce positive messages with reference to all of the six strands through our use of photographs, while taking care to avoid 'tokenism'. We will continue to do this in the future.</p> <p>Unfortunately resources do not allow for extensive use of bought-in shots or a fully stocked photo library with photos taken specifically with equalities in mind. It is unlikely that we would be able to do this in the future, although we will ask photographers on council shoots to bear in mind the need to include people from all the groups.</p> <p><b>Media relations</b></p> <p>The m&amp;c team is responsible for relations between the council and the media through the press office. To this end it deals reactively with media enquiries and proactively with press</p>		
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	<p>releases and features, designed to reflect the full breadth of the council's work. The press office works with the local media where it can to promote social cohesion, including positive attitudes to disabled people and good relations between different ethnic groups. As well as reflecting the equalities work the council and partners do, this involves monitoring the media, including blogs on websites, and raising anything that is likely to harm social cohesion with the relevant editors. This is especially important at times of potentially increased tension, such as elections.</p> <p><b>Internal communications</b></p> <p>Around 80% of the council's staff live in the council's boundaries, so internal communications are a significant route for equalities messages. The Internal Communications Officer has attended and reported on the council's equalities events with the aim of raising awareness of the issues amongst staff. This aim will continue to inform all internal communications</p>		
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	<p>work, including the development of a new council intranet.</p> <p><b>The council's print unit</b></p> <p>The council's corporate print unit, which is operated by m&amp;c, use <i>Making Connections</i> in sourcing work, as does its manager the Publicity and Print Officer. That post is responsible for print buying, design and applying corporate standards to council publications. A simplified version of the document is in operation in the print unit.</p>		
<p><b>Appropriateness of service</b></p>	<p>The demands of communicating with a varied and diverse audience require constant vigilance. It is easy to lose sight of the needs of one section of the audience and therefore all members of the m&amp;c team need to bear in mind continually how the six strands will perceive council communications, and how to maintain the balance between conflicting pressures of accessibility, readability to all parts of the audience, attractiveness and aesthetic concerns and budget.</p> <p>However, there are issues in that the</p>		

	<p>language panel does not say what the publication is, only that it can be translated. It is therefore an issue whether people would know if they would want to read the publication. However, the costs of translating a line or two on every publication are prohibitive. The advantage of the language box is that it is one piece of artwork can be used across the board. On really important publications, such as the council's A-Z which has a shelf life of one year, we will in the future look to include a line with the language box explaining what the publication is.</p> <p>The need to fit in large amounts of copy can cause the language panel to be compressed, making it look small on some leaflets. We work to avoid this wherever we can.</p> <p>As a result of the relatively small size (but rapidly growing) BME population, we have only limited feedback on the council's publications.</p> <p>Braille copies of publications are not available on request although taped copies of <i>Your City</i> are.</p>		
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<p><b>Consultation / user involvement</b></p>	<p>In order to consult with residents and other stakeholders, the council uses a mix of methodologies including postal surveys, face-to-face interviews, on-line surveys, focus groups and occasionally telephone surveys. The m&amp;c research team are responsible for the corporate consultation and are able to advise and assist on consultation within directorates.</p> <p>The main surveys are the annual Residents Opinion Survey (Resop) which is a postal questionnaire and goes to 5,000 people at random and the talkabout panel consists of over 2,000 residents who are selected at random from the electoral register. It is broadly representative of the city and panellists receive 2-3 postal surveys a year. These surveys include questions from council teams designed to give them customer information and feedback on policy and service development.</p> <p>Other corporate surveys include the annual budget consultation, benefits survey, planning survey, library survey, housing monitor, external</p>		
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	<p>painting (of council houses), waste and recycling. Most major issues facing the council (Local Development Framework (planning and development) for instance) have been subjects of research and consultation.</p> <p>Outcomes are communicated to clients by m&amp;c and publicised either through press releases, Your City articles or on-line. Internally all corporate consultation findings are posted on CouncilNet – ie talkabout and resop. The research team in m&amp;c keep a database of all consultation they are aware of which is also published on CouncilNet.</p> <p>Individual pieces of consultation inform Exec and emap papers. Ongoing research informs quarterly monitors to emap and informally council decision-making through the managers who have commissioned it. It is an acknowledged weakness that there is no formal mechanism to ensure all research is acted upon. A consultation strategy in the Autumn 2008 will address this issue.</p> <p>The m&amp;c team recognise ensuring a</p>		
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	<p>balanced and representative sample is vital, and therefore considering equalities is an essential part of the corporate council's research work. Every month an inclusive consultation database, which includes access information on existing and planned pieces of research and who the target audience is is distributed to the council's management team and published on the intranet.</p> <p>The talkabout panel has representation from York's BME population, but that is of course a far from homogenous group. It is therefore difficult to assess the opinions of individual ethnic groups when their numbers are so small as to be statistically unrepresentative.</p> <p>The talkabout panel has good representation from disabled people (12%) and over 65 year olds (20%).</p> <p>We use different methods to boost representation from equalities groups depending on the survey and the need. We have tried to recruit directly young people and BME people to the</p>		
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	<p>talkabout panel, with some success. However it is a recognised fact of research that the greatest responders are self-selecting and tend to be over the age of 30.</p> <p>Within the organisation we are able to offer teams equality profiled breakdowns (where they are statistically viable) of talkabout, resop and other data. Through exception reporting, any results from the equality strands which are salient are highlighted to the appropriate teams.</p> <p>In publication terms Streets Ahead, the tenants magazine, has an editorial panel that includes a number of tenant representatives. These are not necessarily representative of the different 'equalities' groups. There is no similar customer involvement in Your City, but as with all publications it is published with all audiences in mind.</p> <p>A selection of employees is approached for content for the staff newsletters and we try to balance features across directorate/gender.</p>		
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<b>Service Planning</b>	Equalities issues are addressed in the service planning process, both for the team and in the directorate.		
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**3. Consult** - Get stakeholder/customer feedback on your service.

<p><b>Before you consult. . .</b>  <b>Describe how and when you will consult service users?</b>          Who will you consult? What method will you use? When will the findings be available? Will the consultation / involvement be ongoing, regular or a one-off? And so on.</p>
<p>This EIA will be discussed at Social Inclusion Working Group on 8<sup>t</sup> July 08. Feedback from this group, made up of Councillors and community representatives from the six equalities strands, will be taken on board before the EIA is finalised.</p>



**4. Improve** - Develop an improvement and monitoring plan.

<b>Issue</b> What issues are you tackling?	<b>Considerations</b> Is less favourable treatment unavoidable due to specific restrictions? Are there any current or future changes that need to be considered? Have you sought advice? Who from?	<b>Objective</b> What outcome do you want to achieve?	<b>Action</b> What improvements can you make to achieve this outcome?	<b>Success</b> How will you know whether you have achieved the objective? What success measures / PI's will you use?
Promoting social cohesion via the media	The m&c team will look to find more examples of the council working to promote social cohesion in order to raise awareness of equalities issues in the media.  We will also look for opportunities to reinforce the council's commitment to social cohesion outside of the council's direct work.	We would look for residents and other stakeholders to have a greater understanding of the council's commitment to equalities issues as a result of greater media coverage.	We will look to publish regular press releases that deal with equalities issues and seek to promote social cohesion through encouraging feature articles.	The m&c team counts the number of media enquiries and press releases issued and monitors the subsequent press coverage through a monthly report to members and corporate management team.

<p>Monitoring media coverage for negatives. Although the council has no direct control over what is published in newspapers and on websites, m&amp;c do monitor the media and are therefore in a position to react if there is any overt threat to social cohesion, within the confines of the law.</p>	<p>There is an enormous amount of opportunity to comment in York, particularly on the internet and it would require resources the council does not have to monitor it all. We also need to be clear that attitudes and opinions that are distasteful are not illegal and the media will protect the right to free speech.</p>	<p>We would want to encourage a responsible attitude to social cohesion amongst the media the council deals with, not just in terms of race but all the strands.</p>	<p>Where possible within resources step up monitoring of media, especially on on-line noticeboards and blogs. We will seek to contact the publishers if comments incite hatred.</p>	<p>This objective cannot be measured in a straightforward way, except through a perceived reduction in the number of comments that incite hatred.</p>
<p>Representations of the six strands in photographs in the council's publications</p>	<p>We need to be careful not to be guilty of 'tokenism'.</p>	<p>Use photographs in the council's publications to give the truest picture of York's population, including the six strands</p>	<p>Seek to ensure that photographers working on council business understand that all sections of the community need to be reflected and ask them and officers accompanying them to bear this in mind</p>	<p>Reflection of York's diversity in council publications</p>

Encouraging take up of Making Connections	Council spending e.g. on promotional material, is usually devolved to directorates which are able to act independently, with corporate departments offering advice.	All council departments to consider Making Connections when planning their communications	Promote the document via the council's internal publications and on the council's intranet	No hard measures, but an increased understanding across the council of equalities in a communications context (question in staff survey?)
Encouraging proactive equality profiling	The research team has limited resources available to examine all the council's data and alert teams of issues – most of the need for this should be picked up by the teams themselves	An understanding from council teams of the diversity of their customers and the research team's ability to break down data in four of the six strands	Promote the research team via the council's internal publications and on the council's intranet	No hard measures, but an increased understanding by council teams of the availability and importance of data relating to equalities
Using internal communications	The council's internal communications are a limited resource with many demands	To encourage our staff to have a greater understanding of the council's commitment to equalities issues as a result of internal communications	Publicise the work of the equalities team (e.g. guidance) and all aspects of equalities work internally through the council's internal publications, the intranet, seminars and leaflets where appropriate	No hard measures, but an increased understanding by staff of equalities issues