

Integrated impact assessment (IIA) Template

Complete as a record of your assessment.

Read the IIA guidance before completing this template.

Title of proposal
Colleague recognition
Purpose of proposed work
To contribute to positive culture change and improve colleague morale through a new (no cost) approach to colleague recognition. Recognising hard work is important. It helps our colleagues feel appreciated, valued and motivated to deliver great work. It also helps give them a sense of pride. This proposed approach focuses on two key areas: everyday recognition and special recognition. Everyday recognition is regular, positive feedback that helps colleagues feel good about the work they're doing and the contribution they're making. Special recognition is for those 'wow' moments, when everyday recognition doesn't feel enough. The proposal includes the introduction of new guidance to support managers as well as guidance to encourage colleagues to give recognition to their peers. A new Recognition Award in the form of a certificate signed by the Chief Executive is also proposed as an option for special recognition.
Lead officer, name, job title, service and department
Nina Kwiatkowski, Senior HR Consultant – Organisational Development, HR
Additional colleagues: name, job title, service and department
Annette Smith – Executive Assistant, Corporate Services Catarina de Paula – Senior HR Consultant - Organisational Development, HR Vanessa Anderson – HR Consultant – ER & Policy, HR Ross Fairgrieve – Senior Housing Development Officer, Place Alex Main – Business Support Administrator, Corporate Services Kirsty Scott – HR Consultant - Organisational Development, HR
Date
02/07/2026 and 16/07/2026
Briefly describe public involvement in this proposal to date and planned
No public involvement. This is an internally focused proposal aimed at employees.

Impacts

1 Equality impacts

We want to ensure our proposals are fair for everyone. Consider potential positive and negative impacts of your proposal on groups/people with [protected characteristics](#). Assessment of impact means we consider the needs of everyone with an “intersectional lens.” This means looking at the impact that different protected characteristics and other factors can have on people.

Consider if your proposal will help:

- prevent discrimination
- advance equal opportunities by reducing disadvantage and meeting different needs, and
- foster good relations by encouraging inclusion and understanding.

Consider if your proposal could impact on groups/people with protected characteristics. Tick all that apply

	Negative impact	Positive impact	No impact
1. Age	X	X	
2. Disability	X	X	
3. Gender reassignment	X	X	
4. Marriage and civil partnership	X	X	
5. Pregnancy and maternity	X	X	
6. Race	X	X	
7. Religion or belief	X	X	
8. Sex	X	X	
9. Sexual orientation	X	X	
10. Care experienced children and young people	X	X	

Use the text box below to describe the differential impacts you have identified on each of the groups/people with protected characteristics. Consider any intersectional impacts.

Impacts on colleagues with protected characteristics

Our proposed approach to recognition focuses on acknowledging outputs and behaviours that align with our organisational priorities/ambitions*, not inputs (i.e. what positive difference the individual has made rather than working longer hours than everyone else, which doesn't necessarily translate to quality outcomes). This approach means that all colleagues have the opportunity to receive recognition and gain the benefits of that recognition, such as better job satisfaction and improved confidence (regardless of protected characteristics).

*These are our purpose (working together for the people of Edinburgh and provision of exceptional customer service), Our Behaviours and our business plan.

It was acknowledged during the IIA assessment that the potential impact of this proposal is positive for all colleagues (regardless of protected characteristics) and that it's more about the risks of unfair application by managers, which we need to try and mitigate as best we can. These risks, which were identified at the research stage and/or raised by colleagues at the assessment meeting, have been summarised below.

Where issues could potentially arise is with the following situations:

- Biases/prejudice in how people managers execute the process/give recognition (e.g. favouring certain employees or types of employees over others) which could impact on colleagues in relation to their protected characteristics

- Direct or indirect discrimination against colleagues because of protected characteristics, which could mean they are overlooked for recognition that's earned and deserved, or they could be unfairly labelled as a problem employee because of the 'prejudicial lens' they are being viewed through
- There is a risk that when people with protected characteristics receive an award others might think it's just because of their protected characteristic
- Colleagues with disabilities and long-term health conditions not having the adjustments they need to perform their jobs to the best of their abilities (i.e. the 'playing field' has not been levelled to set them up for success) meaning they don't have the same opportunity to receive recognition
- Full-time employees having more opportunity to receive recognition due to working more hours (however, part-time employees still have the same opportunity to receive recognition during their contracted hours)
- With some roles (especially entry level/frontline roles) some colleagues have very limited contact with their manager due to being in the field or the manager having a significant number of direct reports meaning that the opportunity for recognition is lower. Our internal data does seem to indicate that the lower the grade, the more colleagues a manager has to manage, which could reduce the opportunity for receiving recognition. Our lower grades are predominantly women, which creates a risk that they miss out on recognition.

In addition to the above risks, a requirement or recommendation has been identified to:

- Make sure whatever is issued is accessible for all
- Ensure correct names/pronouns are used where relevant
- Review demographics relating to Recognition Awards given out after the first year
- Allow for name changes on certificates should such requests arise

Evidence

Use the text box below to summarise what evidence you have used to inform this IIA. Where possible, include links if the documents are published. Show how you have used your evidence in making your assessment of potential impacts.

Example: A proposal to increase charges will impact women more than men as we know women are more likely to be vulnerable to poverty. The [Gendered Nature of Poverty briefing note](#) provides an overview of this issue and why it matters.

Evidence could include the results of any relevant consultation/engagement. If further evidence is required, please note how it will be gathered.

Demographic breakdown as of 22/06/26:

The table below outlines the demographic makeup of the Council. The left hand column lists the different demographic groups of Council employees, the middle column shows what percentage of the workforce fall under each demographic group (for some groups we rely on self-identification of these characteristics) and the right hand column shows the number of employees that correlates to the percentage shown in the middle column.

City of Edinburgh Council Demographics

Demographic	Workforce %	Approx. Workforce Number*
Sex Status		
Female	70.7	16,145
Male	29.3	6,416
Age Group		
<22	1.7	370
22-30	12.8	2,901
31-40	24.4	5,421
41-50	26.6	5,822
51-60	23.4	5,051
61-68	9.6	2,094
69+	1.5	340
Ethnicity Status	83.2% disclosure rate	
Minority ethnic	7.9	1,808
White	75.3	16,780
Prefer not to say	0.4	84
No info	16.4	3,755
Religion status	43.7% disclosure rate	
Religious belief	16.5	3605
No religious belief	27.2	5,882
Prefer not to say	5.2	1108
No info	51.2	11,469
Disability status	73.2% disclosure rate	
Disabled	3.1	675
Not disabled	70.1	15,587
Prefer not to say	4	897
No info	22.8	5,183
Sexual Orientation status	43.9% disclosure rate	
LGB+	3.5	749
Heterosexual or straight	40.4	8,873

Prefer not to say	3.9	850
No info	52.2	11,715
Carer status	42.8% disclosure rate	
Carer	5.1	1116
Not a carer	37.7	8,332
Prefer not to say	1.8	403
No info	55.4	12,369

*Workforce numbers are only approximate as values used in reporting are based on assignments rather than headcount

General research to support the proposal

Broad colleague recognition is an essential tool in colleague engagement and the creation of a positive and inclusive culture. It is also important to colleagues as outlined in the references below:

Why recognition and reward in 2023? People Management magazine (CIPD)

35% of employees are predicted to leave their role in the next year, rising to 40% for frontline deskless workers. And with nearly half (44%) of employees leaving their last organisation due to lack of recognition, there's a growing need to push recognition and reward programmes to the top of HR's agenda.

Yet worryingly, 81% of HR leaders are not prioritising this.

Happy teams create happy businesses:

- 82% of employees are happier when recognised at work.
- Engaged employees are 87% less likely to leave their role and are 21% more profitable to the business.
- 41% of companies with peer-to-peer recognition schemes see an increase in customer satisfaction.

Employee Recognition Statistics | Reward Gateway UK

- 29% of employees say they'd consider staying with their current employer if they received more recognition
- 27% of employees who considered leaving their job said it was due to a lack of recognition
- 1 in 3 UK employees say that their work wellbeing would improve if they were simply thanked more for their hard work.

- 38% of employees say receiving recognition and rewards makes them feel more productive at work

Gallup-Workhuman Recognition in the Workplace (Recognition and Retention: New Evidence of Recognition's Long-Term Impact – Gallup)

- “Well-recognized employees are 45% less likely to have left two years later.
- “These longitudinal findings confirm the lasting impact of high-quality recognition. Recognition does not just momentarily boost an employee's mood or how they respond to survey questions. When embedded in an organization's culture and delivered according to an employee's needs and preferences, recognition affects real, long-term behavior that has substantial implications for an organization's future.”

Role of Rewards and Recognition in Diversity and Inclusion (Boostworks reward and recognition provider)

“Currently, 47% of employees claim their company tends to recognise certain groups of employees over others. This has to change, as employee benefits must appeal and be relevant to everybody.”

“All employees want to feel seen, valued and heard, regardless of race, ethnicity, gender, sexual orientation, disability or socioeconomic background. Here are some of the key benefits for employees when a rewards and recognition scheme incorporates DEI:

- Creates a sense of belonging.
- Improves workplace conditions.
- Boosts morale and engagement.
- Enhances productivity.
- Opens up career development opportunities.”

“As rewards and recognition programmes play such a critical role in shaping company culture, it makes sense that they also impact employees' identities, contributions and experiences.”

Building an inclusive workplace: How recognition transforms teams - Awards Management Software (Award Force reward and recognition provider)

“Recognition is incredibly powerful; it can boost employee engagement, retention and productivity. It can also enhance inclusion in your organisation, fostering an environment where team members feel welcome regardless of their backgrounds, experiences or any other factor.”

Four Ways Recognition Builds Workplace Inclusion (O.C.Tanner reward and recognition provider)

“Recognition data can point out inequalities and inform inclusion efforts – Tracking recognition data can provide powerful insights into how your company culture is expressed in practice. You can integrate key recognition data—who is being recognised, who is giving recognition, and what is being recognised—with other demographic and performance data to identify ways to make the employee experience more inclusive.”

We can't track 'everyday recognition' but we can track the nominations for our Recognition Award to identify patterns and improvements along the way to ensure the process is as inclusive as possible.

Specific EDI related research

It has been somewhat challenging to find EDI related evidence on this specific topic. Attempts were made to engage with other Scottish Local Authorities and learn from their own EQIA processes in this area, however, no relevant insight was gained.

A few published EQIAs online have provided useful information and evidence as follows:

Hertsmere Borough Council in England - [Appendix D - Equality Impact Assessment form Award and Recognition Policy docx.pdf](#)

- EQIA for proposed recognition policy
- Acknowledges the potential for unfair application of recognition without clear, transparent and unbiased criteria
- Acknowledges the potential for subjectivity, unconscious bias and/or prejudice from those giving the recognition.
- Has put in place transparent criteria for recognition so decisions aren't based on subjective judgement or personal preference.
- Outcomes are monitored to ensure that they are fair and consistent with our set criteria.

Information Commissioners Office – [People and Equality Impact Assessment - word version v1.0](#)

- EQIA for proposed reward and recognition policy for customer facing staff
- Acknowledges the potential for unconscious bias from those giving the recognition.
- Acknowledges reduced opportunity for staff who do not work on live services for reasons such as disability and factors this into decision making

for nominations for their 'wall of fame' (this is not relevant to our proposed approach which will encourage recognition based on organisational level criteria)

- Acknowledges that staff on maternity leave do not have the opportunity for recognition but creates a process for recognition if a nomination comes in from a customer while they are on leave
- Encouragement of staff to complete unconscious bias training

Scottish Social Services Council (monetary example, so not exactly what we're looking for but there are some parallels) - [Equality-Impact-Assessment-Rewards-Review-March-2022.pdf](#)

- The Rewards Review Programme applies equally to all employees, permanent, temporary, and agency staff, and is accessible regardless of gender
- Recognition that the Rewards Review may be stressful for some employees and cause anxiety, which could impact on colleagues with existing mental health issues, and for a need for reasonable adjustments to the process (not relevant to this proposal because we are not undertaking a review of jobs but it is important that we consider any anxieties that could be triggered by receiving colleague recognition – especially special recognition – or a lack thereof)
- Seeks use of gender-neutral language throughout the process
- Recognises potential issues caused by geographical disparity (we do not have this same challenge but there are other disparities across our organisation based on work location, nature of work, manager spans of control, inflexibility in work approach that should be taken in to consideration, particularly in relation to our lowest paid workers)

Please record any mitigating actions for any negative impacts identified, at Section 10 of this template

2 Human Rights impacts

The Council must act compatibly with Human Rights legislation. Think about what kind of impact the proposal may have on people in terms of [Human Rights](#). Use the text box below to describe which Human Rights Articles are relevant, which groups are affected and what the potential impacts are.

There are no Human Rights impacts with this proposal. However, it is appropriate to acknowledge that introducing a broad and inclusive approach to colleague recognition will improve the 'human experience' at work, provided it is applied as intended and not abused.

Evidence

Use the text box below to summarise what evidence you have used to inform this IIA. Where possible, include links if the documents are published. Show how you have used your evidence in making your assessment of potential impacts.

Evidence could include the results of any relevant consultation/engagement. If further evidence is required, please note how it will be gathered.

N/A

Please record any mitigating actions for any negative impacts identified, at Section 10 of this template

3 Children's Rights impacts

The Council must act compatibly with Children's Rights legislation. Think about what kind of impact the proposal may have on children and young people in terms of [Children's Rights](#). Use the text box below to describe which Children's Rights Articles are relevant, which groups are affected and what the potential impacts are.

There are no Children's Rights impacts with this proposal. It is an internal proposal affecting only employees.

Evidence

Use the text box below to summarise what evidence you have used to inform this IIA. Where possible, include links if the documents are published. Show how you have used your evidence in making your assessment of potential impacts.

Evidence could include the results of any relevant consultation/engagement. If further evidence is required, please note how it will be gathered.

N/A

Please record any mitigating actions for any negative impacts identified, at Section 10 of this template

4 Socio-economic disadvantage impacts

The Council has a duty to consider how it can reduce inequalities of outcome caused by [socio-economic disadvantage](#), when making strategic decisions. However, to

support the Council's Business Plan priorities, the Council considers it best practice to consider the potential impact that all relevant proposals may have on people experiencing socio- economic disadvantage and how inequalities of outcome can be reduced.

Consider if your proposal could impact on any of the below groups? Tick all that apply.

	Negative impact	Positive impact	No impact
Low income – cannot afford to maintain regular payments such as bills, food, clothing	x	x	
Low/no wealth – enough money to meet basic living costs and pay bills but have no savings to deal with unexpected spends and no provision for the future	x	x	
Material deprivation – being unable to access basic goods and services, ie home contents insurance, repair/replace broken electrical goods, warm winter coat			x
Area deprivation (including communities of interest and communities of place) – where you live, where you work, visit or spend a continuous amount of time can all have an impact ie rural areas, accessibility of transport, education and employment impact, people who have experienced homelessness and/or the asylum system, those who share an identity and/or protected characteristic			x
Socio-economic background – disadvantage that can arise from parents' education, employment and income, social class in other words.	x	x	

Use the text box below to describe the impacts you have identified on each of the groups above, and how you can reduce inequalities of outcome?

As this is an internal piece of work, it would only be Council employees who are part of these groups who would be affected by it.

The positive impact is that recognition for a job well done helps colleagues feel valued and it give them a sense of pride. It could also help grow confidence and lead to other opportunities.

Similar to the comments about protected characteristics, there is the risk of unconscious bias and/or prejudice by people leaders resulting in colleagues within these groups being unfairly overlooked for recognition that's earned and deserved.

Colleagues in these groups may also be more likely to be in entry level/frontline roles where there can be less interaction with their managers due to the nature of their work and therefore less opportunity for recognition.

There is a need to promote the guidance to leaders of those in frontline services to ensure that colleagues in their teams have the opportunity to be nominated for the Recognition Award. Colleagues in these roles are dealing with customers / residents, so they do have the opportunity to go above and beyond. It's important that they are recognised when they do.

Evidence

Use the text box below to summarise what evidence you have used to inform this IIA. Where possible, include links if the documents are published. Show how you have used your evidence in making your assessment of potential impacts.

Evidence could include the results of any relevant consultation/engagement. If further evidence is required, please note how it will be gathered.

Please record any mitigating actions for any negative impacts identified, at Section 10 of this template.

5 Climate and nature impacts

The Council has a [duty](#) to reduce greenhouse gas emissions, adapt to the impacts of climate change, incorporate the principles of sustainability into decisions and actions, and ensure a just transition (just transition only applies to climate mitigation or adaption projects).

Consider if your proposal could impact on any of the below? Tick all that apply.

	Negative impact	Positive impact	No impact
Climate Mitigation - opportunities to reduce greenhouse gas emissions			X
Climate Adaptation - opportunities to prepare for future changes in our climate			X
Just Transition – opportunities to ensure a fair shift to a low carbon economy that doesn't disadvantage people or increase inequality			X
Nature Recovery Impacts			X
Overall Sustainability			X

Use the text box below to describe the impacts you have identified on each of the sections above and then consider how you can reduce greenhouse gas emissions, adapt to the impacts of climate change, incorporate the principles of sustainability into decisions and actions, and ensure a just transition. Also consider any cumulative effects of climate change on people.

There is no material impact – the Recognition Award will be sent electronically where possible, but we will still be using energy to send it. There will not be large numbers of requests for this award as it's only for where colleagues go significantly above and beyond. In the main, recognition will happen through conversation as part of regular manager/team member interactions.

Use the text box below to describe the impacts you have identified on nature.

N/A

Evidence

Use the text box below to summarise what evidence you have used to inform this IIA. Where possible, include links if the documents are published. Show how you have used your evidence in making your assessment of potential impacts.

Evidence could include the results of any relevant consultation/engagement. If further evidence is required, please note how it will be gathered.

N/A

Please record any mitigating actions for any negative impacts identified, at Section 10 of this template

6 Strategic Environment Assessment (SEA)

Could your proposal result in significant environmental effects? If yes, you may need to complete a Strategic Environment Assessment? Information is available on the [Scottish Government SEA website](#).

Yes

No

7 Consumer Duty

The Council has a duty to consider consumers' interests when making strategic decisions. If this applies to your proposal, you may need to complete a [consumer duty impact assessment](#). Information is available on the [Consumer Scotland website](#).

Yes	<u>No</u>
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8 Communications

Record how you will communicate information about this proposal change to those with different communication needs using [inclusive communications guidance and resources](#).

The Orb content and communications will be written in plain English and according to accessibility guidelines. There will be no use of multimedia in the roll out campaign.

9 Contractors

Is any part of this proposal to be carried out wholly or partly by contractors and if so, how will equality, human rights, children's rights and climate and nature issues be addressed?

N/A

10 Actions

Record your actions in the table below. Actions may include:

- mitigations to reduce or eliminate negative impacts
- advancing equality of opportunity and fostering good relations
- addressing cumulative impacts
- collecting additional evidence
- financial implications
- risks
- any other actions.

Actions	Who will take them forward (name and job title)	Deadline for progressing	Review date (add name and job title)
Add section on fairness and inclusivity to Colleague recognition Orb pages	Nina Kwiatkowski, Senior HR Consultant – Organisational Development	Already completed	N/A
Add section about confidentiality to Orb content – choice of	Nina Kwiatkowski, Senior HR Consultant –	Already completed	N/A

confidentiality vs more public acknowledgement by recipient of recognition	Organisational Development		
Add to user guides about discretion of process users	Kirsty Scott, HR Consultant – Organisational Development	Already completed	N/A
Ensure no pronouns used on certificate	Nina Kwiatkowski, Senior HR Consultant – Organisational Development	Already completed	N/A
Agree a name change process post-award	Nina Kwiatkowski, Senior HR Consultant – Organisational Development	Already completed	N/A
Promote the approach heavily to managers of colleagues on lower grade roles where they might be less likely to give recognition	Nina Kwiatkowski, Senior HR Consultant – Organisational Development	23/12/2026	
Include an annual promotion piece in our comms plan to show the difference the recognition award process is making (you said, we did)	Nina Kwiatkowski, Senior HR Consultant – Organisational Development	31/08/2027	

11 Monitoring impact

Monitoring ensures that your proposal is effective and any issues are addressed.

Record your actions in the table below. Actions may include:

- how impacts on protected characteristics will be monitored, once the proposal has been introduced and implemented
- how IIA agreed actions will be monitored
- review process and timescales
- officer responsible.

Actions to monitor impact of proposal	Who will take them forward (name and job title)	Deadline for progressing	Review date (add name and job title)
Do a report on demographics (incl. protected characteristics) of recipients of Recognition Award after first year to check on recipients	Nina Kwiatkowski, Senior HR Consultant – Organisational Development	31/08/2027	

12 Next steps

Elected members must have access to IIAs in order to scrutinise them before making decisions. You must:

- share the IIA with them (this can be at draft stage for an APM meeting)
- complete the [committee report](#) with:
 - a summary of the identified impacts at section 7 of the committee report template: key policies
 - actions to address them at section 5 of the committee report template: next steps
- provide a link to the published IIA or attach as an appendix.

13 Quality assurance and approval

Complete the quality assurance checklist.

Send the quality assurance checklist and your completed IIA to your Head of Service for approval.

14 Authorisation

Name and title
Steven Wright Head of Colleague Experience
Date
28 August 2026

15 Publication

Send the approved IIA template to the relevant contact for publication. Ensure the title of the IIA is clear and concise, without acronyms and the content, layout and language style is [inclusive and accessible](#).

The City of Edinburgh Council:

- integratedimpactassessments@edinburgh.gov.uk to be published on the [Council website](#)

Edinburgh Integration Joint Board/Health and Social Care:

- sarah.bryson@edinburgh.gov.uk to be published on the [EH&SCP website](#)

Keep a copy of your template for a period of at least three years (longer if needed for business reasons).