

Integrated Impact Assessment – Summary Report

Each of the numbered sections below must be completed
Please state if the IIA is interim or final

1. Title of proposal

Our Behaviours

2. What will change as a result of this proposal?

Our Behaviours will set behavioural expectations for all colleagues at all levels in the organisation (including people leaders). They will create clarity about what's expected of everyone working for our Council so that every colleague can feel safe, valued, included and able to bring their best. Our Behaviours will provide the essential foundation for culture change within our organisation and over time they will help us:

- build a stronger and more positive culture and create a better experience at work for all colleagues
- work better together for the people of Edinburgh

3. Briefly describe public involvement in this proposal to date and planned

As this is an internal project related to organisational culture, the engagement has been done internally with colleagues from across our four Directorates.

4. Is the proposal considered strategic under the Fairer Scotland Duty?

No

5. Date of IIA

Thursday 12th January 2023

6. Who was present at the IIA? Identify facilitator, lead officer, report writer and any employee representative present and main stakeholder (e.g. Council, NHS)

Name	Job Title	Date of IIA training
Nina Kwiatkowski, (session facilitator, report writer and project lead)	Senior HR Consultant – Organisational Development	18 th May 2022
Kirsty Scott	HR Consultant – Organisational Development	
Judith Fordham	Development Plan Support Officer	
Sylvia Hamilton	Social Worker	
Soraya Hashmi	Business Support Administrator	
Angus Murdoch	Technical Co-ordinator	
Emily Craig	Senior HR Consultant – Organisational Development	
Elaine Wishart	Senior HR Consultant – Organisational Development	
Caroline McKellar	Senior HR Consultant – Organisational Development	

- The session included colleague representatives/volunteers from the SPARC network for colleagues with disabilities and long-term health conditions – the other colleague networks were also invited to take part and were sent a copy of the checklist after the session for comment but no responses were received.
- Claire Ryan Heatley was invited from a ‘trauma informed’ perspective but was unable to attend – she was provided with a copy of the checklist after the session and provided comment on this.

7. Evidence available at the time of the IIA

Evidence	Available – detail source	Comments: what does the evidence tell you with regard to different groups who may be affected and to the environmental impacts of your proposal
Data on populations in need	N/A	
Data on service uptake/access	N/A	
Data on socio-economic disadvantage e.g. low income, low wealth, material deprivation, area deprivation.	N/A	We are not aware of any impact to colleagues who may fall into this grouping. As noted in the section below, the behaviours have been designed for positive treatment of all colleagues and building a culture based on respect, dignity, fairness, inclusion and psychological safety.
Data on equality outcomes	<p>4.6% of colleagues identify with coming from an ethnic minority background</p> <p>67.9% are female</p> <p>2.2% identify as being part of the LGBTQ+ community</p> <p>2.9% identify as carers</p> <p>2.6% identify as having a non-Christian religion</p>	<p>It is our expectation, because the behaviours have been designed for positive treatment of all colleagues and building a culture based on respect, dignity, inclusion, fairness and psychological safety, and with having sought early feedback and input from our colleague networks, there should be no negative impact on colleagues with protected characteristics.</p> <p>That said, we must pay particular attention to ensuring that colleagues with disabilities and long-term health conditions are not disadvantaged by the new behaviours and the associated process changes (e.g. to recruitment) – most notably, colleagues with mental health conditions, colleagues who identify as neurodivergent and colleagues who may have experienced</p>

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	<p>13.5% of colleagues are under 30 years old and 38.9% are 51 years and over</p> <p>3.2% of colleagues identify with having a disability</p> <p>For all self-reported protected characteristics there are colleagues who have replied 'prefer not to say' or skipped the question so we cannot make assumptions either way in those cases.</p>	<p>trauma as raised by colleagues from our SPARC network for colleagues with disabilities and long-term health conditions and our Trauma Lead Officer.</p>
Research/literature evidence	<p>Culture change / development literature (commitment culture / org. behaviours)</p> <p>Change management approach (PROSCI)</p> <p>Leadership literature/best practice (transformative and participative leadership)</p>	<p>Main inspiration 'Why commitment culture wins' by Professor Damian Hughes</p> <p>All literature and approaches in this area aimed at creating a supportive and inclusive culture with psychological safety at its heart – meaning all colleagues should experience fair and positive treatment regardless of their protected characteristics / situation.</p> <p>This whole approach is aimed at improving colleague experience and creating a positive and inclusive culture where all colleagues feel supported and able to bring their best.</p>
Public/patient/client experience information	N/A	
Evidence of inclusive engagement of	Colleague engagement undertaken	Colleagues were invited to take part in engagement groups (142 took part) and other activities as part of a culture capture,

Evidence	Available – detail source	Comments: what does the evidence tell you with regard to different groups who may be affected and to the environmental impacts of your proposal
people who use the service and involvement findings		<p>which included a colleague survey (1421 colleagues responded). Engagement with colleagues has continued throughout the development of the proposed work.</p> <p>Other colleague engagement completed including ‘Our Future Work’ programme surveys, people leader focus groups/survey and also our previous employee engagement survey have also influenced the shaping of our future culture.</p>
Evidence of unmet need	N/A	
Good practice guidelines	Good practice is being followed as per what is listed under the ‘Research / literature evidence’ section	Good practice is being followed at all times, with change management principles being followed and proven approaches being utilised. Stakeholder engagement and ensuring that colleagues help imagine the culture we want is a key part of this.
Carbon emissions generated/reduced data	N/A	
Environmental data	N/A	
Risk from cumulative impacts	Look at once other bits completed	
Other (please specify)	Other info	<p>We are planning to replace the current Council values, with three organisational behaviours (Respect, Integrity and Flexibility). These behaviours will become the core foundation of the culture we aspire to and we will embed them through everything we do so that all colleagues can have a positive experience at work, feel psychologically safe at work, they can bring their best and they will be supported to do so. The embedding of these behaviours and the related culture change will take years as culture change does but we are committed to building the culture that our people want and need to bring their best.</p>

Evidence	Available – detail source	Comments: what does the evidence tell you with regard to different groups who may be affected and to the environmental impacts of your proposal
		There was very strong support through colleague engagement for a behaviours-based cultural approach. The proposed behaviours were tested within the culture capture survey and the results showed that they were seen as very important and currently not as strong as they could be.
Additional evidence required	N/A	

8. In summary, what impacts were identified and which groups will they affect?

Equality, Health and Wellbeing and Human Rights	Affected populations
Positive	<p>Our Behaviours will have positive impacts in this area as their purpose is to improve our organisational culture. In particular, when Our Behaviours are threaded through everything we do (i.e. when they are fully integrated into our culture) it will mean that all colleagues are treated fairly and with respect regardless of their situation. This will have a positive impact on all colleagues, but the most positive impact should be on colleagues with protected characteristics. We will measure our progress over time and address any areas not making the right progress along the way.</p> <p>Our Behaviours will also provide a clear ambition and statement from the Council to wider stakeholders and prospective employees.</p>
Negative	There will be no negative impacts provided the behaviours are used in the way that they are intended. Additional guidance will be put in place to safeguard people with protected characteristics.

Environment and Sustainability including climate change emissions and impacts	Affected populations
Positive	Green behaviours at work are part of the behaviour of Integrity so there should be a positive impact in this area.
Negative	There should be no negative impact in this area.

Economic	Affected populations
Positive	Improving our culture through Our Behaviours will improve our service delivery. Being more inclusive as an organisation should help more people (especially those with protected characteristics) access jobs.
Negative	There should be no negative impact in this area.

9. Is any part of this policy/ service to be carried out wholly or partly by contractors and if so how will equality, human rights including children’s rights, environmental and sustainability issues be addressed?

Some elements of the design and delivery will be done by suppliers but any work of this kind will be done in partnership with a colleague from the Council who will oversee it and ensure all requirements are met. From a sustainability point of view, most people leader and colleague sessions relating to this work will take place remotely or in the place of work of our colleagues in the service areas so there are no large numbers of colleagues required to travel. Remote sessions will cover large numbers of colleagues so that fewer sessions are required.

10. Consider how you will communicate information about this policy/ service change to children and young people and those affected by sensory impairment, speech impairment, low level literacy or numeracy, learning difficulties or English as a second language? Please provide a summary of the communications plan.

We will make sure that all digital, electronic and print materials meet accessibility standards as outlined in the Council accessibility statement. We will offer both written and visual content to provide a range of formats for colleagues. Visual content will be fully captioned where applicable.

11. Is the plan, programme, strategy or policy likely to result in significant environmental effects, either positive or negative? If yes, it is likely that a Strategic Environmental Assessment (SEA) will be required and the impacts identified in the IIA should be included in this. See section 2.10 in the Guidance for further information.

No. There will not be any environmental effects.

12. Additional Information and Evidence Required

If further evidence is required, please note how it will be gathered. If appropriate, mark this report as interim and submit updated final report once further evidence has been gathered.

No further evidence is required.

13. Specific to this IIA only, what recommended actions have been, or will be, undertaken and by when? (these should be drawn from 7 – 11 above) Please complete:

Specific actions (as a result of the IIA which may include financial implications, mitigating actions and risks of cumulative impacts)	Who will take them forward (name and job title)	Deadline for progressing	Review date
Ensure that future work in this area includes feedback from staff members/stakeholders who are able to provide input and suggestions as part of their own lived experience examples e.g. those who have experienced directly.	Mairi Grealis	Will be covered off at various stages of roll out and embedding	Will be continually reviewed as part of the project plan
Ensure accommodations for protected characteristics are included in all aspects of the Behaviours roll out (incl. specifically with recruitment)	Mairi Grealis	Will be covered off at various stages of roll out	Will be continually reviewed as part of the project plan
Increase awareness and understanding of protected characteristics	This is being managed within the D&I strategy / plan which is led by Caroline McKellar	This is an ongoing process of awareness raising	N/A

14. Are there any negative impacts in section 8 for which there are no identified mitigating actions?

No

15. How will you monitor how this proposal affects different groups, including people with protected characteristics?

We will gather data through our temperature check survey and continue to engage with the colleague networks. We have also created a feedback form for colleagues to share any feedback/questions/concerns with us.

16. Sign off by Head of Service

Name 

Date **8 August 2023**

17. Publication

Completed and signed IIAs should be sent to:
integratedimpactassessments@edinburgh.gov.uk to be published on the Council website www.edinburgh.gov.uk/impactassessments

Edinburgh Integration Joint Board/Health and Social Care

sarah.bryson@edinburgh.gov.uk to be published at www.edinburghhsc.scot/the-ijb/integrated-impact-assessments/