

# SQA Equality Impact Assessment

Please read the [Equality and Human Rights Commission Guidance on assessing impact](#).

## Your policy

### 1 What is the name of your policy, procedure, proposal, project, or decision\*?

\*Referred to as 'policy' hereafter.

<b>Policy name</b>	<b>Young Talent Management Strategy</b>
<b>Completed by</b>	Sarah Anne Rooney
<b>Head of service</b>	Elaine Gourlay
<b>Date</b>	11/11/2021
<b>Signature</b>	
<b>Next scheduled review date</b>	11/11/2022

### 2 Main purpose of policy

What is the main purpose of the policy?

The strategy will create opportunities for SQA to source, recruit, develop and retain young talent for three reasons:

1. To support the Scottish Governments Young Persons Guarantee initiative.
2. To increase the number of Young People at SQA to future proof losing skills through an ageing workforce
3. To increase the number of young people at SQA to learn from them for business need as they are a significant part of our learner base.

For the purpose of the policy Young Talent is defined as any person under the age of 24 in line with Investors in Young People definitions. Older colleagues are defined as 55+ as they are more likely to retire in the next 10 years.

#### The Young Persons Guarantee

The Scottish Government has launched the Young Persons Guarantee to “give all young people in Scotland the chance to succeed despite the economic impacts of coronavirus (COVID-19)” The guarantee asks the business to support young people by:

1. Preparing young people for the world of work through work experience, volunteering and work-based learning opportunities.
2. Engaging with and provide opportunities to young people who face barriers to work.
3. Creating work-based learning, training and upskilling opportunities for young people.
4. Creating jobs and opportunities for young people through apprenticeships, paid internships, and work experience.

5. Creating an inclusive workplace to support learning and enable young people to meet their potential.

For this reason we will use the strategy to continue to provide work experience to prepare for the world of work, internships and apprentices for all young people and an additional opportunity for you people with barriers to work with a vocational apprentice programme with no entry requirements as part of the strategy. We will prioritise upskilling opportunities for young people as part of the strategy to help them secure sustainable roles and with mentors and a network as part of the strategy we will create an inclusive environment for young people.

The Young Persons Guarantee also aims to ensure no young person is left behind in the economic recovery and impact of COVID 19. This specifically includes disabled young people and care experienced young people and drives our decision to work with partner agencies such as The Robertson Trust, Inclusion Scotland and Who Cares Scotland in providing internships, work experience and apprentice opportunities. For this reason we will use the strategy to advance opportunities for young disabled people and young care experienced people to join the organisation.

### **Ageing Workforce**

Currently 231 colleagues are due to retire in the next 10 years and with only 51 colleagues under the age of 25 we risk losing skills and experience if we do not recruit people to learn these skills. For this reason we will use the strategy to be attractive to young talent such as measuring work experience in activities not number of years, considering if a vacancy can be an apprenticeship instead of going straight to market and developing a leadership programme specifically for young talent.

Many of the skills required for roles in the organisation need time to develop the skillset and professional qualifications and exposure to specific activities within the organisation. For this reason, we will use this strategy to specifically source young talent and advance development opportunities where possible. This includes prioritise young talent where possible for aspiring leader development, providing a career development mentor to every young person under age 24 in SQA and creating a network as a platform to lead us in further activity for their development to secure future skills required.

### **Learner Base**

Young learners are a significant part of our learner base and as an organisation we need to communicate, listen to and learn from these learners to inform our decisions, product and ongoing review. For this reason, we will use the strategy to ensure the voice of young people in SQA is heard and utilised in the growth of the organisation including skills, technology and learner engagement.

The strategy will also operate alongside the Talent Development strategy once created and the Learning and Development policy, workforce planning, succession planning and job evaluation processes.

### 3 Information and evidence used to evaluate impact

The strategy is not yet live however our apprentices helped create the strategy and all young people in SQA under the age of 24 will be consulted via our Young Persons Network. We have been led by the following;

#### Young Persons Guarantee

The impact of Scotland's response to COVID -19 has been significantly felt by 16–24-year-olds who have been made redundant, displaced from apprenticeships, and have not had opportunity to experience the world of work and gain sustainable employment. Following the commitments and guidance of the Young Persons Guarantee help us ensure the strategy minimises the negative impact of economic recovery on young people.

Using the strategy to provide a vocational apprentice programme which is more inclusive than the academic opportunity will positively impact on young disabled people, young people from disadvantaged backgrounds and young people with care experience:

- A. *Disadvantaged Backgrounds*: Modern Apprenticeship's were designed as a tool for social mobility to increase the chances of sustainable employment for young people from disadvantaged backgrounds who were less likely to achieve academically. The educational attainment level of the 2-year Modern apprentice programmes influences apprenticeship employment opportunities, which impacts on the ability of young talent to realise their potential.

“Although many young people living in disadvantaged circumstances do well in school, there is a clear gradient in educational attainment by deprivation, and a persistent gap between the most and least deprived areas.” NHS Child Poverty in Scotland 2018.

Given that the economic impact of COVID-19 will increase levels of poverty in Scotland, the additional 1 year vocational programme with no entry requirements will reduce barriers to work.

- B. *Care Experienced Young People*: Young people from a care experienced background are likely to leave school earlier and less likely to be in positive destinations 9 months after leaving school.

In 2017/18 62% of all school leavers had one or more qualification at SCQF level 6 or better, whereas only 12% of school leavers who were in care for the full year and 11% who were in care for part of the year had qualifications at this level.

Who Cares Scotland

We use apprenticeships to help increase the number of care experienced young people in a positive destination and the apprenticeship funding we use has been extended to age 29 if care experienced for this purpose.

- C. **Disability**: Disabled children are more likely to enter secondary education with lower educational attainment than non-disabled pupils. When this is coupled with ill health

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and an increasing lack of support and resources, many disabled young people will leave school without a qualification.

In 2018, around 25% of disabled people (aged 16-64) had no qualifications at SCQF level 4 or below compared with 10% of non-disabled people. Scotland's Wellbeing – National Outcomes for Disabled People

Young disabled people are more likely to experience difficult transitions through education and to be unemployed after they leave education. The Commission for Developing Scotland's Young Workforce

The vocational apprenticeship and internships provided by the strategy have been identified as an opportunity for disabled young people to realise their potential and focus positively on what they can do in the world of work to achieve their career aspirations. Again, funding has been increased to age 29 if disabled for this purpose.

### **Investors In Young People Framework and IYYP SQA surveys**

The framework and surveys every three years inform us how to develop young talent to retain them and futureproof the organisation against an ageing workforce and for skills and experience required over the next 10 years.

IYYP survey results in 2018 identified that young people at SQA feel they do not have access to career development as they are seen as inexperienced due to number of years' service despite have experienced many different work activities. The strategy will ensure experience is recognised and defined in terms of work activity and not number of years and we will work with HR to change job descriptions to reflect this commitment. The strategy will also provide access to a career development mentor to support young people in identifying goals and career objectives and help them to achieve success.

IYYP survey results in 2021 identified that we should:

Ensure young people believe fair work practices are consistently applied. The strategy will also ensure career pathways at SQA and promotion to leader roles is a fair and transparent process so that young people can identify their own pathways and gain appropriate skills and experience.

Ensure that your Leaders and Influencers understand the capabilities needed to lead, develop, and support young people. For this reason, the strategy will be shared and training delivered to all line managers and senior leaders to educate on how to lead, develop and support young people.

Ensure that Influencers and young people are trained in coaching and mentoring techniques to ensure young people fulfil their potential. For this reason we will prioritise young talent for access to the Chartered Management Institute (CMI) Coaching and Mentoring qualification to give them the skills to influence, and share their experience as well as develop coaching skills for leadership.

The strategy will ensure career pathways are clear and skills required are defined which will have a positive impact on developing young people for future roles and responsibilities

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required as older colleagues leave the organisation and for their own development as outlined above.. This will be in collaboration with HR and Organisational Development (OD) and Change Business Partners who own the workforce planning, succession planning and job evaluation processes.

### **Future Equality Impacts**

The strategy will also be shared with our employee led networks for feedback specifically Disability Network and Young Persons Network. There is no evidence yet to suggest that we have a gap in recruiting, developing and retaining LGBT+ young people or young people from a Black, Asian and minority ethnic (BAME) background or that we have a gender gap however we will review this information in the next recruitment campaign and consult with the Rainbow, Women's and Appreciate Culture and Ethnicity (ACE) networks to identify further information.

### **Measurement**

The success of delivering the Young Person's Guarantee will be measured in:

1. Increase in number of care experienced young people on work experience, apprenticeship, and internship programmes (dependant on personal disclosure)
2. Increase in number of disabled young people on work experience, apprenticeship, and internship programmes (dependant on personal disclosure)
3. Increase in number of young people joining SQA

The success of developing young talent to retain them for future skills will be measured in:

1. Positive IIYP survey results in 2022, 2023 annual reviews
2. Gaining Platinum IIYP status in 2024
3. Increase in number of young people moving into roles G5 and above, manager, influencer and leader roles
4. Implementation of a young talent leadership programme
5. Increase in number of young people as active coaches and mentors including mutual mentors with senior leaders.
6. Overall increase year on year in the number of young people retained by the organisation.
7. Increase in number of older colleagues becoming coaches to share experience

The success of young talent being able to share their voice for SQA learner engagement will be measured in:

1. Increased engagement from the business with the Young Persons Network.
2. Increased engagement from the business with work experience, apprenticeships, and internship programmes.

*Internal evidence sources:*

- ◆ *Feedback from employees via IIYP survey as the staff survey doesn't call out young talent specifically.*
- ◆ *Feedback from employees via consultation with apprentices.*
- ◆ *Feedback from employees via planned consultation with all under 24, Heads of Service (HoS), and line managers.*

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*External evidence sources:*

- ◆ *IIYP Survey Results*

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## **Public Sector Equality Duty**

SQA is required to have 'due regard' to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations.

This section provides the opportunity to capture how the policy will contribute towards the three aims of the general equality duty, and to consider if there is anything more we need to do to meet our responsibilities.

### **5 How might this policy impact on people who share protected characteristics?**

Please consider positive or negative impacts. (At the beginning of the process, you may want to record perceived impact. Ongoing monitoring of the policy will allow you to measure the actual impact of the policy.)

Protected characteristic	Impact (positive/negative/neutral)	Please provide more information
Age – effect on specific age group: older colleagues (55+)	Negative	Younger colleagues will be prioritised for development in leadership and future skills growth areas. However, development for older colleagues in coaching and mentoring will help them to use and share their experience. There is also significant representation within this age group compared to younger colleagues.
Age – effect on specific age group: young people	Positive	<p><b>Young people</b> will have more opportunity to join the organisation and develop into leader/manager/influencer roles and have their voice heard.</p> <p><b>Young disabled people</b> will have specific opportunity to join the organisation through internships and apprenticeships. Funding being available for up to age of 29 will increase the potential to join an apprenticeship. Working with other agencies will provide more inclusive work practice and work experience.</p> <p><b>Young care experienced people</b> will have specific opportunity to join the organisation through internships and apprenticeships. Funding being available for up to age of 29 will increase the potential to join an apprenticeship. Working with other agencies will provide more inclusive work practice and work experience.</p>
Disability	Positive	Disabled colleagues should benefit from having young disabled people in the organisation as we learn from them and improve our practice.
Marriage/civil partnership	Neutral	There is no current data available or employee networks in place to inform decision making.

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Race	Neutral	There is no evidence yet to suggest we have a gap however we will continue to monitor the data and consult with colleagues
Religion/belief/non-belief	Neutral	There is no current data available or employee networks in place to inform decision making.
Sexual orientation	Neutral	There is no evidence yet to suggest we have a gap however we will continue to monitor the data and consult with colleagues.
Gender reassignment (gender identity and transgender)	Neutral	There is no evidence yet to suggest we have a gap however we will continue to monitor the data and consult with colleagues.
Pregnancy/maternity	Neutral	There is no current data available or employee networks in place to inform decision making.
Sex	Neutral	There is no evidence yet to suggest we have a gap however we will continue to monitor the data and consult with colleagues.
Care experience (where relevant)	Positive	Young care experienced people will have specific opportunity to join the organisation through internships and apprenticeships. Funding being available for up to age of 29 will increase the potential to join an apprenticeship. Care experienced colleagues should benefit from having young care experienced people in the organisation as we learn from them and improve our practice.

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**6 What arrangements could be implemented to reduce or mitigate any potential adverse or negative impacts identified above?**

Fostering good relations with those not included in the strategy by:

Encouraging CMI coaching and mentoring for older colleagues

Continuing to consult and listen to employee networks for protected characteristics not yet part of the strategy.

Use data that may be available of other protected characteristics from the planned data sharing project to update the strategy where necessary.

**7 If you are proceeding with a decision that may have a negative impact despite the mitigatory arrangements identified in Step 4, are you satisfied that this is objectively justified, ie a proportionate means of achieving a legitimate aim? Please provide explanatory details.**

The nature of this strategy is that it is only open to young people and this is justified as it is driven by a government initiative only available to 16-19 year olds and care experienced young people up to the age of 29 and IYYP defines young person as up to age 24 and our internal data tells us this age group has the lowest representation in the workforce. I am satisfied that it is justified based on the evidenced in relation to inequalities facing young people in the workplace as cited in my evidence section.

**8 Could this policy be revised or changed to better meet the general equality duty?**

Any updates to government initiatives will be considered. Annual review of strategy will consider any further information from other groups of colleagues or change in number of people in each age category.

**9 Has there been consultation/is consultation planned with people who will be affected by this policy/procedure/project/decision? Please detail below how this has affected your decision making.**

Complete

- Consultation with apprentices on strategy development.

See above for impact on decision making.

Future

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- Consultation with all colleagues under 24
- Consultation with managers, Heads of Service and Influencers and associated training to support a young colleague.

Information from these sessions will be considered in future development of strategy.

## **10 How will this policy be monitored and evaluated?**

Please see above measurements of success.

## Action plan

<b>Action:</b>	<b>Owners:</b>	<b>Dates:</b>
The strategy will ensure experience is recognised and defined in terms of work activity and not number of years and we will work with HR to change job descriptions to reflect this commitment.	<b>Sarah Anne Rooney</b>	<b>By November 2022</b>
We will continue to monitor the data on other protected characteristics and consult with colleagues.	<b>Sarah Anne Rooney</b>	<b>By November 2022</b>
IIYP annual reviews will drive any changes to the strategy.	<b>Sarah Anne Rooney</b>	<b>By May 2022</b>
Use data that may be available of other protected characteristics from the planned data sharing project to update the strategy where necessary.	<b>Sarah Anne Rooney</b>	<b>By November 2022</b>
The strategy will ensure experience is recognised and defined in terms of work activity and not number of years and we will work with HR to change job descriptions to reflect this commitment.	<b>Sarah Anne Rooney</b>	<b>By November 2022</b>
We will continue to monitor the data on other protected characteristics and consult with colleagues.	<b>Sarah Anne Rooney</b>	<b>By November 2022</b>

## Approval and publication

Completed equality impact assessments will be published on SQA's website. As such, they must:

- ◆ be discussed and approved
- ◆ be sent electronically to [equality@sqa.org.uk](mailto:equality@sqa.org.uk)
- ◆ have actions identified, recorded and monitored as part of SQA's equality action plan

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

## Summary of the Public Sector Equality Duty (PSED) of the Equality Act 2010

### Components

A public authority must, in the exercise of its functions, have **due regard** to the need to:

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act (**Fairness**)
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it (**Opportunity**)
- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it (**Respect**)

### Due regard

Regarding (b) **Opportunity**, having due regard specifically involves taking steps to:

- a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic\*
- b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of the persons who do not share it
- c) Encourage persons who share a relevant protected characteristic to participate in public life or any other activity in which participation by such persons is disproportionately low

Regarding (c) **Respect**, having due regard specifically involves taking steps to:

- a) Tackle prejudice
- b) Promote understanding

\*Due regard comprises two linked elements: proportionality and relevance. The weight that public authorities give to equality should be proportionate to how relevant a particular function is to equality. In short, the more relevant a policy, procedure or practice is to equality and people, then the greater the regard that should be paid.

### Protected characteristics

The protected characteristics are:

- ◆ Age
- ◆ Marriage and Civil Partnership\*\*
- ◆ Religion or Belief
- ◆ Disability
- ◆ Pregnancy and Maternity
- ◆ Sex

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- ◆ Gender Re-assignment
- ◆ Race
- ◆ Sexual Orientation

\*\*Although marriage and civil partnership applies to section a) in employment only, this will be considered for all stakeholders.