Equality Impact Assessment (supporting guidance available)

Action Plan

This section is completed at the end of the Equality Impact Assessment. Due to the importance of embedding equality in SQA through our actions the Action Plan will be the focus and record of ongoing actions.

Agreed Schedule Review Date	1 year after rollout	Additional Schedule Review Date	

Explain how you will monitor and record the actual impact on equality groups, including how the evidence can be revisited to measure the actual impact.

Required Actions	Owner	Date	Comment & Review
Actions taken to **monitor the implementation of policy and the impact on equality groups** (evidence and consultation)			**[ONGOING RECORD]**
[LIST]			
Review user feedback related to a users' protected characteristics	**Information Governance Manager**	**1 year after rollout**	

Identified Actions	General Equality Duty	Owner	Date	Comment & Review
[LIST]	**[CROSS REFERENCE]**			
Monitor Nintex/Promapp work to ensure compliance with accessibility regulations	**Eliminate Unlawful Discrimination**	**Information Governance Manager**	**1 year from rollout**	

Policy Aims

Name of Policy or practice	Process Management
New Policy or Revision	New practice
Name of Policy Owner	Information Governance Manager
Date Policy Owner Confirmed Completion	Feb 2024

What is the rationale for this policy or practice?

The expansion of ISO 9001 (Quality Management) underpins SQA's Performance Framework and sits within the key deliverable of Best Value, a statutory responsibility on SQA as a public body. It is an explicit objective in both the Corporate Plan and Annual Business Plan agreed by the Board of Management.

Mapping and managing our processes on Promapp will deliver a range of organisational benefits:

1. Contribute to achieving operational excellence goals by aligning processes, systems, and people to support our strategic objectives.
2. Support the new qualifications body to create a flexible organisation that can respond to constant change.
3. Contribute significantly towards the expansion of ISO 9001 (Quality Management).
4. Provide meaningful data on the performance of processes.
5. Enable users to provide feedback on processes in support of a continuous improvement agenda.

Approval to procure a process mapping tool to support the expansion of ISO 9001 was given on 21 September 2022 leading to the purchase of Nintex Process Manager - "Promapp", a web-based application for the creation and management of business processes. This new tool will deliver simple and accessible process maps to all staff.

What evidence is there to support the implementation or development of this policy or practice?

Process mapping tools are used by a significant number of organisations to help their staff and service users understand their processes. The importance and benefits of process mappings tools have been identified below.

[Nintex – Setting the foundations – the importance of process mapping](#)

[Triaster – The top 10 benefits of process mapping](#)

These tools are designed to help business and services deliver their products and services but they also support continuous improvement and the identification of issues and inequalities within service design. Issues and inequalities within a process may not be visible until they have been formally mapped in a standard and consistent way that everyone involved can understand and they become familiar with.

What are the aims of this policy or practice?

The main objectives of the rollout of Promapp are, within stated project deadlines, to:

- ➢ Map the processes of every business area in SQA using one tool.
- ➢ Bring visibility to the customer journey in all our processes.
- ➢ Deliver process maps to all staff via a user friendly dashboard.

How is the content of these aims relevant to equality groups?

Promapp is a software tool designed to be interfaced using a mouse, keyboard, and monitor. The software must be accessible to all users, irrespective of their personal status.

It is important that all users of our processes have easy access to process maps that have been produced in a standard and consistent manner to aid understanding for all groups and audiences and ensure the efficient implementation of our processes.

For this practice, end users of Nintex Promapp will be staff members of SQA. A subset of SQA staff will be trained in the use of the Promapp Application. These users will be drawn from all directorates across SQA, on a voluntary basis.

SQA does not aggregate and analyse the equality monitoring data of the Process Authors identified for Promapp, as the low numbers are likely to result in identifiable individuals.

It is noted that through the rollout of Promapp in processes across SQA, individual processes will be broadly more visible, and unified in presentation. This may have benefits tied to each individual process (for example, in understanding processes triggering maternity, paternity or parental leave). This EqIA does not examine the specific impacts of the processes that will be mapped, but the general benefits of mapping in this way.

There is insufficient data on the impact of process mapping tools relating to the protected characteristics of people.

Evidence, Consultation and Engagement

What stakeholders have you engaged with in the development of this policy or practice?
Corporate Equality Team SQA has consulted with the following internal Disability Network group in December 2023. No issues were identified in respect of the potential impact of the process mapping tool.

	What evidence about equality groups do you have to support this assessment?

| Age | The table below shows the comparison between SQA colleagues in different age groups and the Scottish working population (those aged 16 to 74). |

Age	SQA	Population of Scotland[1]
16-24	3.47%	10.18%
25-29	10.14%	6.77%
30-39	23.07%	13.56%
40-49	26.45%	12.24%
50-59	23.94%	14.44%
60-64	9.85%	6.58%
65+	3.09%	10.87%

People of certain age groups are, on balance, at a greater risk of experiencing Age Discrimination than others.

Research from the Department for Work and Pensions' (DWP), 'Attitudes to Age in Britain', Measuring attitudes to age in Britain (WP90) - GOV.UK (www.gov.uk) found that one-third of respondents had experienced age discrimination in the past year, and younger respondents aged under 25 were at least twice as likely as all other age groups to have experienced age prejudice.

Source: SQA's Equalities 2023 Mainstreaming Report

A UK wide study by the Office for National Statistics – Exploring the UK's Digital Divide – provides some useful insight on the importance of digital skills in a technologically led workplace and economy and the potential for inequality. The study shows
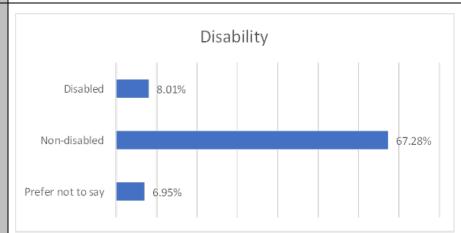
	that the number of adults who have never used the internet has been declining since 2011 and had halved by 2018. Even so in 2018 over 5 million adults had not used the internet. Older people may be resistant to using new technologies for several reasons according to this article: for example, they worry about making mistakes; there are no instructions or guidance; gaps in technology knowledge, poor memory. Most users will have read only access to process maps and some. Training, guidance and ongoing support will be provided regardless of age to ensure that users know how to use Promapp and understand how it will benefit them. Members of staff who are nominated to map processes will also receive full training, guidance and support. Promapp has been designed to be user friendly and accessible to all users regardless of their age and ability.
Disability

32% of the adult population in Scotland are disabled.

Disclosing disability information is voluntary and, as of 30 November 2022, 82.24% of colleagues had completed information in relation to this protected characteristic.

Source: SQA's Equalities 2023 Mainstreaming Report |

	All Nintex products (including Promapp) meet the minimum WCAG 2 AA requirements for accessibility. 2018 regulations require compliance with WCAG2.2 AA requirements. A UK wide study by the Office for National Statistics – Exploring the UK's Digital Divide – provides some useful insight on the importance of digital skills in a technologically led workplace and economy and the potential for inequality. According to this report the percentage of disabled adults not using the internet has declined since 2011 but the number remains higher than for non-disabled adults. A demonstration of the tool to the SQA Disability Network took place on **7th December 2023**. Members received an overview of the tool and the functionality available for users. Members were given the opportunity to identify and discuss any potential impact on individuals with this protected characteristic. During the demo, no issues were identified.
Race	There is no evidence of an impact for this characteristic.
Religion or Belief	There is no evidence of an impact for this characteristic.
Sex	There is no evidence of an impact for this characteristic.
Sexual Orientation	There is no evidence of an impact for this characteristic.
Gender Re-assignment (Gender identity and transgender)	There is no evidence of an impact for this characteristic.
Marriage/Civil Partnership	There is no evidence of an impact for this characteristic.
Pregnancy / Maternity	There is no evidence of an impact for this characteristic.
Care experience (where relevant)	According to research carried out by the Centre for Excellence for Children's Care and Protection, children in care had significant gaps in digital skills and digital literacy. Most users will have read only access to process maps. Training, guidance and ongoing support will be provided regardless of age to ensure that users know how to use Promapp and understand how it will benefit them.

	Promapp has been designed to be user friendly and accessible to all users regardless of their age and ability.

Impact and Opportunities for Action

The impact that a policy or practice has on an equality group may be different and this requires to be recorded. The impact may not always be negative. Actions are taken to address any differential impact, and include actions to mitigate against any negative impact, to advance equality and to foster good relations between groups.

Each section contains questions for each equality group. These questions are here to support consideration; however, you can provide further detail. Focus initially on the equality groups that would be affected by this policy. If you do not consider that certain equality groups would be affected by this policy, you may leave these sections.

Protected Characteristic	General Equality Duty
Age	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	The rollout of Promapp will have a positive impact on this protected characteristic. Providing access to process maps to users that are produced in a standard and consistent approach will ensure that all users – regardless of age – will have easy access to information that will help them carry out their role or perform a job related function. The production of process maps on Promapp will replace the multiple approaches to documenting processes across SQA and they will be subjected to regular review and continuous improvement. All processes will be visible and contain links or signposts to related processes, guidance or documents. This removes the need to remember processes or where to locate related documents. Training will be provided for all staff along with guidance and support where needed.
	Advance equality of opportunity
	The rollout of Promapp will have a positive impact on this protected characteristic because all staff will receive training on the tool and have access to guidance and support to ensure that they know how to use the tool effectively. This may enable younger staff to effectively upskill, and open opportunities for progression within their career.
	Foster good relations
	The rollout of Promapp will have a positive impact on this protected characteristic because all staff will have access to process maps regardless of age or their role in the organisation. All staff have the opportunity to provide feedback on SQA's processes: for example, requesting clarification or making a suggestion for change to a process.

Protected Characteristic	General Equality Duty
Disability	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	Action: SQA will monitor Nintex' work to ensure compliance with relevant accessibility requirements.
	Advance equality of opportunity
	The rollout of Promapp will have a positive impact on this protected characteristic. Currently, processes across SQA have been developed in a range of formats using MS word tools. Processes are only visible to process owners and their teams. Promapp will make all process maps visible and anyone can provide feedback on a process, including any negative impact on a user with a disability. Positive impact: by providing clarity, transparency and consistency across processes in SQA, this is likely to have a positive impact in allowing neurodivergent people to better understand SQA processes.
	Foster good relations
	The rollout of Promapp will have a positive impact on this protected characteristic because all staff will have access to process maps regardless of age or their role in the organisation. All staff have the opportunity to provide feedback on SQA's processes: for example, requesting clarification or making a suggestion for change to a process. This is likely to foster understanding of given disabled groups' needs between disabled staff and non-disabled process owners
Protected Characteristic	General Equality Duty
Race	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	There is no evidence of impact for this characteristic.
	Advance equality of opportunity
	There is no evidence of impact for this characteristic.

	Foster good relations
	There is no evidence of impact for this characteristic.
Protected Characteristic	**General Equality Duty**
Religion or Belief	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	There is no evidence of impact for this characteristic.
	Advance equality of opportunity
	There is no evidence of impact for this characteristic.
	Foster good relations
	There is no evidence of impact for this characteristic.
Protected Characteristic	**General Equality Duty**
Sex	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	There is no evidence of impact for this characteristic.
	Advance equality of opportunity
	There is no evidence of impact for this characteristic.
	Foster good relations
	There is no evidence of impact for this characteristic.
Protected Characteristic	**General Equality Duty**
Sexual Orientation	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010

	There is no evidence of impact for this characteristic.
	Advance equality of opportunity
	There is no evidence of impact for this characteristic.
	Foster good relations
	There is no evidence of impact for this characteristic.
Protected Characteristic	**General Equality Duty**
Gender Re-assignment (Gender identity and transgender)	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	There is no evidence of impact for this characteristic.
	Advance equality of opportunity
	There is no evidence of impact for this characteristic.
	Foster good relations
	There is no evidence of impact for this characteristic.
Protected Characteristic	**General Equality Duty**
Marriage/Civil Partnership	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	There is no evidence of impact for this characteristic.
	Advance equality of opportunity
	There is no evidence of impact for this characteristic.
	Foster good relations
	There is no evidence of impact for this characteristic.

Protected Characteristic	**General Equality Duty**
Pregnancy / Maternity	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	There is no evidence of impact for this characteristic.
	Advance equality of opportunity
	There is no evidence of impact for this characteristic.
	Foster good relations
	There is no evidence of impact for this characteristic.
Protected Characteristic	**General Equality Duty**
Care experience (where relevant)	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	The rollout of Promapp will have a positive impact on this protected characteristic. Providing access to process maps to users that are produced in a standard and consistent approach will ensure that all users – regardless of age – will have easy access to information that will help them carry out their role or perform a job related function. The production of process maps on Promapp will replace the multiple approaches to documenting processes across SQA and they will be subjected to regular review and continuous improvement. All processes will be visible and contain links or signposts to related processes, guidance or documents. This removes the need to remember processes or where to locate related documents. Training will be provided for all staff along with guidance and support where needed.
	Advance equality of opportunity
	The rollout of Promapp will have a positive impact on this protected characteristic because all staff will receive training on the tool and have access to guidance and support to ensure that they know how to use the tool effectively.
	Foster good relations

	The rollout of Promapp will have a positive impact on this protected characteristic because all staff will have access to process maps regardless of age or their role in the organisation. All staff have the opportunity to provide feedback on SQA's processes: for example, requesting clarification or making a suggestion for change to a process.

Rationale

If you are proceeding with a decision that may have a negative impact and are not putting in place actions to mitigate against this, please explain how this is objectively justified.
There is a negative impact identified, against the need to ensure digital accessibility. However, this is already being remedied by the supplier, and the EqIA includes actions to track the implementation of WCAG 2.2 AA to completion within Promapp.