

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	01.08.2023 (policy review)	Additional Schedule Review Date	01.11.2023 (EQIA review)
-----------------------------	----------------------------	---------------------------------	--------------------------

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]
We will continue to monitor the data on other protected characteristics and consult with colleagues.	Employee Development Programme Manager	Nov 23	Not actioned yet will use data collected by HR Analytics in Feb 2023.
IIYP (Investors in Young People) annual reviews will drive any changes to the strategy.	Employee Development Programme Manager	May 23	No IIYP reviews due to loss of provider. New provider should be in place by time of next annual review.
Use data that may be available of other protected characteristics from the planned data sharing project to update the strategy where necessary.	Employee Development Programme Manager	Nov 23	Data sharing project not actioned yet.

Identified Actions	General Equality Duty	Owner	Date	Comment & Review
[LIST]	[CROSS REFERENCE]			
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.	Eliminate unlawful discrimination	Employee Development Programme Manager	Nov 23	Continue to explore with HR and will involve Young Talent Network. Will consult with network on best way to highlight options and influence change with HR.
Consult with Staff Equality Networks to gather more evidence of possible impacts arising from the strategy.	Foster Good Relations, Eliminate Unlawful Discrimination	Employee Development Programme Manager	Aug 2023	
Pursue further evidence and data analysis to support knowledge gaps in Race and Sex characteristics.	Eliminate unlawful Discrimination	Employee Development Programme Manager	Aug 2023	

Policy Aims

Name of Policy or practice	Young Talent Strategy
New Policy or Revision	Revision
Name of Policy Owner	Head of OD & Change Management
Date Policy Owner Confirmed Completion	

What is the rationale for this policy or practice?
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 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.

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

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 providing 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 young 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 prioritising young talent where possible for aspiring leader development, by providing a career development mentor (with more experience within SQA) 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 our Talent Development strategy once created and the Learning and Development policy, workforce planning, succession planning and job evaluation processes.

Make-up of SQA’s Workforce vs. Population of Scotland

The percentage of colleagues in the 16-24 age group is lower than in the Scottish working population, where a significant proportion of this age group will be in education or training. The SQA is working to attract younger workers through the Young Talent Strategy which aims to attract, recruit, develop and retain more young people to the organisation.

 Age	 SQA	 Population of Scotland ²
16-24	5.27%	14.08%
25-29	6.32%	9.38%
30-39	26.77%	17.71%
40-49	25.29%	16.70%
50-59	27.19%	19.48%
60-64	7.59%	8.46%
65+	1.58%	14.19%

Source: SQA Workforce Equality Monitoring Report 2019-2021

--

What are the aims of this policy or practice?
--

<p>Measurement</p> <p>The success of delivering the Young Person’s Guarantee will be measured in:</p> <ol style="list-style-type: none">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. <p>The success of developing young talent to retain them for future skills will be measured in:</p> <ol style="list-style-type: none">1. Positive IYYP survey results in 2022, 2023 annual reviews2. Gaining Platinum IYYP status in 20243. Increase in number of young people joining the organisation4. Increase the number of young people moving into roles G5 and above from the existing 1.7% (as at 14/11/22, based on workforce of 884)5. Implementation of a young talent leadership programme6. Increase in number of young people as active coaches and mentors including mutual mentors with senior leaders.7. Overall increase year on year in the number of young people retained by the organisation.8. Increase in number of older colleagues becoming coaches to share experience. <p>The success of young talent being able to share their voice for SQA learner engagement will be measured in:</p> <ol style="list-style-type: none">1. Increased engagement from the business with SQA’s internal Young Talent Network.2. Increased engagement from the business with work experience, apprenticeships, and internship programmes.

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

These aims are directed at the category of Age although may span other protected characteristics.

Evidence, Consultation and Engagement

What stakeholders have you engaged with in the development of this policy or practice?
<p>Internal evidence sources:</p> <ul style="list-style-type: none"> ◆ Feedback from employees via IYYP survey as our staff survey doesn't capture age demographics of employees. ◆ Feedback from employees via consultation with apprentices. ◆ Feedback from employees via planned consultation with all under 24, Heads of Service (HoS), and line managers. <hr/> <p>The strategy will also be shared with our employee led networks for feedback specifically Disability Network and Young Talent 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.</p>

What evidence about equality groups do you have to support this assessment?	
Age	<p>Young Persons Guarantee</p> <p>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.</p> <p>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.</p> <p style="text-align: center;">“The Young Persons Guarantee means investing in work-based learning and upskilling opportunities; creating jobs and opportunities for 16–24-year-olds and establishing a fair and inclusive working environment which enables young people to reach their full potential.”</p>

Source: Young Person's Guarantee, Glasgow takes a lead on COVID recovery for Scotland's Young Workforce
<https://www.glasgow.gov.uk/index.aspx?articleid=27343>

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.”

Source: 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.

Colleagues by age group 19/20:

Age band	2019	2020	Variance
16-24	6.32%	5.27%	-1.05%
25-29	6.97%	6.32%	-0.64%
30-34	13.18%	11.49%	-1.70%
35-39	14.04%	15.28%	1.24%
40-44	13.83%	14.23%	0.40%
45-49	12.43%	11.06%	-1.37%
50-54	13.40%	14.86%	1.46%
55-59	12.75%	12.33%	-0.43%
60-64	5.68%	7.59%	1.91%
65+	1.39%	1.58%	0.19%
Total	100.00%	100.00%	

Number of colleagues in the 16-24 age group declined between 2019 and 2020. The Young Talent Strategy has been implemented to address this and aims to attract, recruit, develop and retain more young people.

Grades held by young people (24 and under) as at 14/11/22.

Grade	% of Workforce 2022 (under 25)	Overall workforce % 2020
G1-4	4.0%	26.13%
G5-8	1.6%	70.7%

In 2022 4% of colleagues under 25 were employed in roles between grades 1-4 and 1.6% in roles grade 5 and above. The overall workforce of SQA in 2020 showed 26.13% were grades 1-4 and 70.7% G5-8. The remaining workforce at Head of Service level or above - members of our EMT.

Source: Young Talent Report, generated by People, Analytics Governance & Systems (internal use only), SQA Workforce Equality Monitoring Report 2019 – 2021

Investors In Young People Framework and IIYP 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.

IIYP 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 having 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.

IIYP 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 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.

Make-up of SQA's Workforce vs. Population of Scotland

The percentage of colleagues in the 16-24 age group is lower than in the Scottish working population, where a significant proportion of this age group will be in education or training. The SQA is working to attract younger workers through the Young Talent Strategy which aims to attract, recruit, develop and retain more young people to the organisation.

 Age	 SQA	 Population of Scotland²
16-24	5.27%	14.08%
25-29	6.32%	9.38%
30-39	26.77%	17.71%
40-49	25.29%	16.70%
50-59	27.19%	19.48%
60-64	7.59%	8.46%
65+	1.58%	14.19%

Source: SQA Workforce Equality Monitoring Report 2019-2021

Disability

Disability

	<p>Disabled children are more likely to enter secondary education with lower educational attainment than non-disabled pupils. When this is coupled with ill health and an increasing lack of support and resources, many disabled young people will leave school without a qualification.</p> <p>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. Source: Scotland's Wellbeing – National Outcomes for Disabled People</p> <p>Young disabled people are more likely to experience difficult transitions through education and to be unemployed after they leave education. Source: The Commission for Developing Scotland's Young Workforce</p> <p>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 for anyone with a disability for this purpose.</p>																																	
Race	SQA do not currently have the demography of race for the under-25 age-group, with whom this policy is concerned.																																	
Religion or Belief	SQA do not currently have the demography of religion or belief for the under-25 age-group, with whom this policy is concerned.																																	
Sex	<p>Colleagues by age band and gender (sex) 2020 (as in Table 1.05)</p> <table border="1"> <caption>Colleagues by age band and gender (sex) 2020 (as in Table 1.05)</caption> <thead> <tr> <th>Age Band</th> <th>Female (%)</th> <th>Male (%)</th> </tr> </thead> <tbody> <tr> <td>16-24</td> <td>5.5</td> <td>5.0</td> </tr> <tr> <td>25-29</td> <td>6.5</td> <td>6.5</td> </tr> <tr> <td>30-34</td> <td>11.5</td> <td>12.0</td> </tr> <tr> <td>35-39</td> <td>15.5</td> <td>15.5</td> </tr> <tr> <td>40-44</td> <td>14.5</td> <td>14.0</td> </tr> <tr> <td>45-49</td> <td>10.0</td> <td>13.0</td> </tr> <tr> <td>50-54</td> <td>13.5</td> <td>17.0</td> </tr> <tr> <td>55-59</td> <td>13.5</td> <td>10.0</td> </tr> <tr> <td>60-64</td> <td>7.5</td> <td>7.5</td> </tr> <tr> <td>65+</td> <td>2.0</td> <td>1.0</td> </tr> </tbody> </table>	Age Band	Female (%)	Male (%)	16-24	5.5	5.0	25-29	6.5	6.5	30-34	11.5	12.0	35-39	15.5	15.5	40-44	14.5	14.0	45-49	10.0	13.0	50-54	13.5	17.0	55-59	13.5	10.0	60-64	7.5	7.5	65+	2.0	1.0
Age Band	Female (%)	Male (%)																																
16-24	5.5	5.0																																
25-29	6.5	6.5																																
30-34	11.5	12.0																																
35-39	15.5	15.5																																
40-44	14.5	14.0																																
45-49	10.0	13.0																																
50-54	13.5	17.0																																
55-59	13.5	10.0																																
60-64	7.5	7.5																																
65+	2.0	1.0																																

	<p>The majority of SQA employees are in the mid-range age bandings. A total of 79% of workers are aged between 30 – 59. Less than 2% of SQA employees are aged 60+ and the SQA has recently seen a decrease in younger (under 35) employees.</p> <p>There is no evidence of a gender gap in colleagues employed by SQA in the 16-24 age group.</p> <p>Colleagues by age band and sex:</p> <table border="1" data-bbox="488 424 1189 541"> <thead> <tr> <th data-bbox="488 424 719 448">Age Band</th> <th data-bbox="719 424 949 448">Female</th> <th data-bbox="949 424 1189 448">Male</th> </tr> </thead> <tbody> <tr> <td data-bbox="488 448 719 480"></td> <td data-bbox="719 448 949 480">2020</td> <td data-bbox="949 448 1189 480">2020</td> </tr> <tr> <td data-bbox="488 480 719 512">16-24</td> <td data-bbox="719 480 949 512">5.47%</td> <td data-bbox="949 480 1189 512">4.95%</td> </tr> <tr> <td data-bbox="488 512 719 541">All staff</td> <td data-bbox="719 512 949 541"></td> <td data-bbox="949 512 1189 541"></td> </tr> </tbody> </table> <p data-bbox="958 627 1644 651" style="text-align: center;">Source: SQA Workforce Equality Monitoring Report 2019 – 2021</p> <p>There is no evidence yet to suggest we have a gap however we will continue to monitor the data and consult with colleagues.</p>	Age Band	Female	Male		2020	2020	16-24	5.47%	4.95%	All staff		
Age Band	Female	Male											
	2020	2020											
16-24	5.47%	4.95%											
All staff													
Sexual Orientation	SQA do not currently have the demography of sexual orientation for the under-25 age-group, with whom this policy is concerned.												
Gender Re-assignment (Gender identity and transgender)	SQA do not currently have the demography of gender re-assignment (gender identify and transgender) for the under-25 age-group, with whom this policy is concerned.												
Marriage/Civil Partnership	SQA do not currently have the demography of marriage/civil partnership for the under-25 age-group, with whom this policy is concerned.												
Pregnancy / Maternity	SQA do not currently have the demography of pregnancy/maternity for the under-25 age-group, with whom this policy is concerned.												
Care experience (where relevant)	<p>Care Experienced Young People</p> <p>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. Source: Education outcomes for looked after young people</p>												

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.

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
	Negative impact - 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 own experience. There is also significant representation within this age group compared to younger colleagues.
	This negative impact is JUSTIFIED by the outweighing positive impacts for younger colleagues, and the associated mentorship opportunities for older employees. Employees who have been with SQA for more time (and are therefore older than those targeted by Young Talent) see benefits of additional holiday days, annual pay increases in line with the Public Sector Pay Policy, among other benefits to encourage longer service of older staff members.
	Advance equality of opportunity
	Positive impact - young people will have more opportunity to join the organisation and develop into leader/manager/influencer roles and have their voice heard.
	Foster good relations
Protected Characteristic	General Equality Duty
Disability	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010

	Advance equality of opportunity
	Positive impact - Young disabled 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. Working with other agencies will provide more inclusive work practice and work experience.
	Foster good relations
	Positive impact - employees will benefit from having young disabled people in the organisation as we learn from them and improve our practice.
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 yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
	Foster good relations
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
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 yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.

	Advance equality of opportunity
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
	Foster good relations
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
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 yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
	Advance equality of opportunity
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
	Foster good relations
	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
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 yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
	Advance equality of opportunity

	There is no evidence yet to suggest there are impacts from this policy however we will continue to monitor the data and consult with colleagues.
	Foster good relations
	There is no evidence yet to suggest we have a gap however we will continue to monitor the data and consult with colleagues.
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 yet to suggest we have a gap however we will continue to monitor the data and consult with colleagues.
	Advance equality of opportunity
	There is no evidence yet to suggest we have a gap however we will continue to monitor the data and consult with colleagues.
	Foster good relations
	There is no evidence yet to suggest we have a gap however we will continue to monitor the data and consult with colleagues.
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 yet to suggest we have a gap however we will continue to monitor the data and consult with colleagues.
	Advance equality of opportunity

	There is no evidence yet to suggest we have a gap however we will continue to monitor the data and consult with colleagues.
	Foster good relations
	There is no evidence yet to suggest we have a gap however we will continue to monitor the data and consult with colleagues.
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 yet to suggest we have a gap however we will continue to monitor the data and consult with colleagues.
	Advance equality of opportunity
	There is no evidence yet to suggest we have a gap however we will continue to monitor the data and consult with colleagues.
	Foster good relations
	There is no evidence yet to suggest we have a gap however we will continue to monitor the data and consult with colleagues.
Considered by SQA	General Equality Duty
Care experience (where relevant)	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	Advance equality of opportunity
	Positive impact - 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. Working with other agencies will provide more inclusive work practice and work experience.

	Foster good relations
	Positive impact - Care experienced colleagues should benefit from having young care experienced people in the organisation as we learn from them and improve our practice.

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.
The nature of this strategy is that is it 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. 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.