	Action	**By When**	**Outcome**
CE1	Identify race equality issues in the areas of communications and PR.	December 2008	Issues identified and steps taken to address.
CE2	Identify race equality issues for stakeholder engagement	December 2008	Issues identified and steps taken to address.
CE3	Identify race equality issues in the areas of customer support and customer operations.	June 2009	Customer support services to be compliant with the Race Relations Act 1976 (as amended by the Race Relations (Amendment) Act) 2000 ["RRA"] and reflect best practice.
CE4	Identify race equality issues in the area of marketing.	May 2010	Marketing material, plans and campaigns reflect diversity and show positive images.

	Actions	**By When**	**Outcome**
QS1	Work with stakeholders to ensure that race equality issues are considered when determining qualification need.	Ongoing	Qualifications take into account race equality considerations.
QS2	Review current policy on authorisation in respect of establishing qualification need.	December 2008	Ensure compliance with "RRA" and best practice.
QS3	Review integrated training programme to incorporate race equality.	December 2008	Training on product development offered to qualifications staff includes diversity issues.
QS4	Review and revised guidance material to ensure that, at all stages of qualification development, race equality issues are identified and addressed and that race equality is promoted.	July 2010	Suite of compliant guidance materials, supported by training workshops, which ensure qualifications development is undertaken against an equality framework.
QS5	Review and revised qualifications in line with qualifications development strategy.	July 2010	Diversity issues are identified and addressed before qualification launch.

	Action	By When	Outcome
QS6	Identify race equality issues in the context of assessment materials developed for the Scottish Survey of Achievement.	May 2008	Clear guidance on equality issues for 5-14 item and task developers.
QS7	Report on attainment to take account of ethnicity.	June 2010	Ability to disaggregate attainment data by census criteria

	Actions	**By When**	**Outcome**
FC1	Identify race equality issues for SQA procurement and include guidance in the purchasing manual.	June 2008	Purchasing manual contains up-to-date information on the implications of the "RRA" for procurement in relation to SQA contracts.
FC2	Develop an implementation plan which puts revised manual into practice covering areas such as - Advertising to reach diverse suppliers - Pre-qualification questionnaire - Contract requirements in tender documents and monitoring arrangements Terms and Conditions.	September 2008	Tendering and contracting documents and procedures revised to ensure that they are compliant with the requirements of the "RRA".
FC3	Equip staff involved in purchasing through training and guidance materials.	Part of wider procurement training programme	All staff involved in purchasing have a clear understanding of the provisions of the "RRA" where relevant to their work and what they need to do to ensure compliance.

	Actions	By When	Outcome
FC4	Prepare guidance for staff involved in the preparation of tender documents for commercial contracts.	December 2008	Tenders set out our requirements to comply with equality legislation.
FC5	Develop and issue an equality questionnaire to all staff.	November 2008	To review how successfully equality has been mainstreamed into everyday practices.
FC6	Develop over-arching Equality Policy	August 2007	Policy which sets out our legal responsibilities and best practice and explains how impact assessment will be incorporated into our decision-making process.
FC7	Set up web page for equality and diversity	August 2007	Web page dedicated to equality and diversity which contains contact details and information, such as impact assessment reports, and other documents related to equality.

	Actions	**By When**	**Outcome**
OP1	Identify any race equality issues in the graphic content of assessment materials and modify guidance materials accordingly.	December 2009	Guidance materials contain clear guidance on race equality issues to consider in the preparation of assessment materials.
OP2	Develop an implementation plan to issue revised guidance on assessment materials.	January 2010	Plan and timeline for communication of guidance materials to relevant staff and Appointees.
OP3	Identify any race equality issues in the graphic content of published materials.	December 2009	Guidance materials contain clear guidance on race equality issues to address in the production of published materials.
OP4	Develop an implementation plan to issue revised guidance on published materials.	January 2010	Plan and timeline for communication of guidance materials to relevant staff and design suppliers.
OP5	Identify any race equality issues in the graphic content of our website.	December 2009	Guidance materials contain clear guidance on race equality issues to address in the graphic content of our website.

	Actions	By When	Outcome
OP6	Develop an implementation plan to issue revised guidance on the graphic content of our website.	January 2010	Plan and timeline for communication of guidance materials to relevant staff.
OP7	Review hospitality booking procedures.	January 2008	Dietary and other arrangements captured and communicated at booking stage.
OP8	Review all documents relating to quality assurance procedures	May 2008	Ensure compliance with "RRA" and best practice.
OP9	Amend local process review procedures and documentation.	May 2007	Review template ensures consideration to race equality issues given during local process reviews.
OP10	Establish timetable to review recruitment and selection practices for each Appointee role.	May 2008	Timetable to review recruitment and selection procedures to ensure compliance with "RRA" and best practice .
OP11	Investigate ways to gather and analyse appointee data.	May 2008	Data collection methods implemented to ensure compliance with "RRA" and best practice.
OP12	Conduct review of ethnicity entry data collection method and application.	May 2008	Method of collecting entry data fully investigated and costed before proceeding. Data collection methods implemented to ensure compliance with "RRA" and best practice.

	Actions	**By When**	**Outcome**
HR1	Improve the data collection, monitoring and reporting processes for all HR and OD functions.	June 2008	Collection, monitoring and publishing of data complies with requirements of "RRA".
HR2	Revise the equal opportunities monitoring form to incorporate racial groupings based on census profiles.	August 2007	To gather relevant evidence and data.
HR3	Review training for managers and supervisors to incorporate race equality awareness.	December 2008	Revision of current training and training gaps identified to be incorporated into operational plan.
HR4	Revise exit questionnaire to include race equality issues.	June 2007	To enable monitoring of race equality issues at termination of contract.
HR5	Ensure that temporary staff tender document specifies requirements for supplier to comply with the "RRA".	Ongoing requirement	Ensure that contractor monitors racial profile of workforce and promotes race equality.

	Actions	**By When**	**Outcome**
SD1	Review and update guidance for centres on race equality issues contained in the Guide to Assessment in the context of approval and external verification.	June 2008	The Guide to Assessment contains guidance to centres on complying with the "RRA" in relation to approval and external verification.
SD2	Review procedures for carrying out verification visits.	June 2008	Guidance is available for External Verifiers on the "RRA" and the Race Equality Duty and that this is highlighted at induction and update events for EVs.
SD3	Review our criteria and procedures for accreditation of qualifications and approval of awarding bodies.	June 2009	Criteria are confirmed to be in accordance with the requirements of the "RRA".
SD4	Review our monitoring and auditing procedures and training provided for auditors.	June 2009	SQA satisfied that Awarding Bodies and centres have appropriate equal opportunity policies, and monitoring and reporting systems, in place. Auditors are aware of legislation and requirements to be met in respect of monitoring and auditing arrangements.

	Actions	By When	Outcome
SD5	Include race equality in feedback on Modern Apprenticeships Framework.	Ongoing	Guidance on Modern Apprenticeships Framework takes account of race equality issues.
SD6	Review our collaboration arrangements with Sector Skills Councils in respect of Sector Skills Agreements and Sector Qualification Strategies.	June 2009	Ensure that actions agreed by SQA in relation to Sector Skills Agreements and Sector Qualifications Strategies are compliant with "RRA"
SD7	Work in partnership with SSDA and other regulatory authorities to review processes in relation to the approval of assessment strategies, review of National Standards plans and project proposals.	June 2009	Race equality issues are addressed in the development of National Occupational Standards and related products.
SD8	Review processes for credit rating and levelling of SVQs and MAs and commercial credit rating and levelling.	June 2009	Credit rating and levelling are compliant with "RRA".
SD9	In the area of Testing Services, discuss with commercial clients the responsibilities of public bodies under the equalities legislation and agree the necessary actions and timescale for SQA.	March 2009	Clients aware of SQA's responsibilities and their own obligations as public bodies to comply with legislation; and implementation of actions according to agreed timescale.