Equality and Fairer Scotland Impact Assessment Record

Making Scotland's Future: A Recovery Plan For Manufacturing (December 2020)



Screening

Policy Aim

<u>Making Scotland's Future: A Recovery Plan For Manufacturing</u> has been developed in collaboration with partners across the public, private and academic sectors, including significant input from industry.

In line with the report of the <u>Advisory Group on Economic Recovery</u>, which recommended that bespoke sector recovery plans are put in place, *Making Scotland's Future: A Recovery Plan For Manufacturing* proposes a series of targeted actions for public agencies, industry and academia to take forward by the end of 2021. They are designed to secure a strong, sustainable future for the manufacturing sector across four interdependent priority areas:

- Collaboration and networks
- Supply chains and competitiveness
- · Adaptation and transformation
- Skills and workforce

The plan contains a number of both immediate actions, and longer term actions. Immediate actions have the full support of industry representatives involved in their development and reflect the urgency of certain activity needed as the economic crisis continues to evolve.

The manufacturing sector, its workers and those tasked with supporting them face the greatest challenge in generations. What began as a public health crisis has become a global economic crisis – growth has stalled, businesses have had to close and there have been many job losses with the likelihood of more to come. The pandemic has also highlighted, and in many cases worsened, the inequalities in our society with those with the least before the crisis often worst affected by both the health and economic impacts.

That is why Fair Work is more important than ever and must be at the heart of our economic recovery and renewal, ensuring that the inequalities in Scottish society are addressed and that every single individual is given the same chance to achieve their potential. The Scottish Government's dedication to this agenda is long-standing and is shared by partners across the public, private and third sectors, trade unions and others who will help us develop and deliver this recovery plan.

Who will it affect?

Making Scotland's Future: A Recovery Plan For Manufacturing primarily affects all those who are involved in the Scottish manufacturing Industry. It will directly affect employers, employees, trade unions and workplace representatives, workplace contractors, customers, suppliers and delivery drivers.

Public Sector Equality Duty (PSED)

The Scottish Government is mindful of the three needs of the Public Sector Equality Duty (PSED) - eliminate unlawful discrimination, harassment and victimisation, advance equality

of opportunity between people who share a protected characteristic and those who do not, and foster good relations between people who share a protected characteristic and those who do not¹. Therefore *Making Scotland's Future: A Recovery Plan For Manufacturing* has been designed to take into account the needs of the PSED when considering what actions should be taken forward.

Where any negative impacts have been identified, we have sought to address this by considering how the actions proposed in the plan can be implemented in such a way as to mitigate any negative impacts. We are also mindful that the equality duty is not just about negating or mitigating negative impacts, as we also have a positive duty to promote equality. We have sought to do this through considering how the actions proposed in the plan can have a positive impact in reducing inequality.

Making Scotland's Future: A Recovery Plan For Manufacturing recognises that there will be positive impacts across many of the protected characteristics by setting out a targeted plan to safeguard and grow Scotland's manufacturing sector. By protecting jobs and helping the sector to 'build back better' the plan will allow businesses to upskill their workforce, take advantage of digital technology and move towards net-zero. This will provide an opportunity to encourage greater diversity in the manufacturing workforce; in particular the actions outlined in the Skills and Workforce Priority theme provide an opportunity to target people in categories which are historically underrepresented in manufacturing.

Fairer Scotland Duty

We are also required by the Fairer Scotland Duty (which forms part of the Equality Act 2010) to actively consider ('pay due regard' to) how to reduce inequalities of outcome caused by socio-economic disadvantage and to consider alternative options to maximise our impact. The draft Fairer Duty Scotland assessment can be found here.

The plan will have a positive effect on low paid, vulnerable, workers in the manufacturing industry by protecting their jobs, helping them to upskill and supporting the sector as it rebuilds.

What might prevent the desired outcomes being achieved?

If the plan is not publicised or communicated widely enough, it will fail to reach a sufficient percentage of Scotland's manufacturing base.

For the plan to achieve its goals it requires 'buy-in' from industry, public sector and academic organisations across Scotland. Without this it will not be possible to have the impact it needs to meet its goals around collaboration.

There is also a danger that the main effects of the plan could be centred around certain sub-sectors or around certain sizes of manufacturing enterprises. This could have the effect of impacting disproportionately on certain protected characteristics or creating socioeconomic disadvantage. To avoid this care must be taken to ensure the plan covers all sizes and types of manufacturing enterprises throughout Scotland.

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¹ Section 4 of the Equality Act 2010

Stage 1: Framing

Results of framing exercise

Due to the pace with which *Making Scotland's Future: A Recovery Plan For Manufacturing* has been developed, it has not been possible to conduct the usual level of framing workshops that would normally take place.

Given the importance of assessing the socio-economic impact and the impact on each of the protected characteristics, the Scottish Government has considered the actions set out in the plan against the needs of the general equality duty as set out in section 149 of the Equality Act 2010. The Scottish Government has also considered whether the measures could constitute direct and/or indirect discrimination.

However, it should be noted that *Making Scotland's Future: A Recovery Plan For Manufacturing* has been developed through the Making Scotland's Future Programme Board whose membership comprises of senior representation from: Scottish Engineering Trade Association; Trade Unions as nominated by the STUC; Scottish Economic Development and Skills Agencies; Innovate UK/Made Smarter; and Scottish Government. This provided an opportunity to consult on the socio-economic impact of the plan and the impact on those in the protected characteristic groups.

Representation on the Making Scotland's Future Programme Board

The following organisations are involved in the Making Scotland's Future Programme Board:

- Scottish Government
- Scottish Enterprise
- Highlands and Islands Enterprise
- South of Scotland Enterprise
- Skills Development Scotland
- Scottish Funding Council
- Scottish Engineering
- CENSIS
- Innovate UK
- Unite the Union
- National Manufacturing Institute Scotland

Specifically, the Equality and Fairer Scotland Impact Assessment considers impacts on equalities groups based on the three legal tests it is required to address:

- Does this policy eliminate discrimination for each of the nine protected characteristics? If not is the discrimination justifiable? Can it be mitigated?
- Does this policy advance equality of opportunity between people who share a protected characteristic and those who do not?
- Does this policy foster good community relations between people who share a protected characteristic and those who do not?

Within Government

The following Scottish Government directorates has been consulted throughout the planning stage:

- Directorate for Energy and Climate Change
- Directorate for International Trade and Investment
- Directorate for Scottish Procurement and Property

Business

- Business and industry representatives have been involved throughout the planning and development stages of the plan. The Manufacturing Strategic Leadership Group, comprising of public, private and academic sector members have been consulted.
- Businesses will have a further opportunity to contribute via a public consultation process.

Groups with protected characteristics

An internal framing exercise has been completed which has identified that the Recovery Plan may have some impact on all 9 protected characteristic groups, with some groups being more impacted than others. Where any negative impacts have been identified, we have sought to address these. Data gathered advises that:

- 36.5% of the manufacturing workforce are aged 50+. This compares with 33% of the Scottish workforce as a whole.
- 67.4% of the manufacturing workforce were aged 35+ compared to 64.9% of Scotland's overall workforce.²
- The above figures indicate that the manufacturing workforce is comparatively older than that of people in employment generally and so any intervention aimed at the manufacturing sector is likely to affect older people proportionately more than younger people.
- 76.6% of the manufacturing workforce are men with only 23.4% women. This is significantly lower than for Scotland as a whole where 48.8% of the workforce are women.
- This would indicate that any intervention in the manufacturing sector will disproportionately affect men. It also may be indicative that there is a lack of opportunity for women in the sector and this could be addressed in the implementation of the proposed actions.
- 6.9% of employees in the manufacturing sector are women with dependent children (aged 0-16) compared with 15.4% of the Scottish workforce as a whole.³ This may be indicative of barriers to employment for women with young children in the sector.
- Also of note is that only 8.8% of those employed in manufacturing work part-time compared with 26.4% of employees in Scotland overall.⁴ This could also contribute to creating a barrier for people with young children to work in the sector.
- Census data shows that 98.51% of employees in manufacturing identify as White compared with 96.73% of employees in the Scottish workforce overall.
- 8.19% of people with a White background who are employed in Scotland are employed in the manufacturing sector. This compares with only 3.29% of people with an Asian background, 5.59% of those with a Black Caribbean background, 3.8% of those with a Black African background, 4.5% of those with a mixed background and 5.41% of those with a different ethnic background.⁵

² https://www.gov.scot/publications/scotlands-labour-market-people-places-and-regions-background-tables/

³ Source: Annual Population Survey Household dataset, Jan-Dec 2018, ONS

⁴ https://www.gov.scot/publications/scotlands-labour-market-people-places-and-regions-background-tables/

⁵ https://www.gov.scot/publications/analysis-equality-results-2011-census-part-2/ (data from https://www.scotlandscensus.gov.uk/)

- This indicates that employment in manufacturing is disproportionately made up of people from a White background. This could indicate a lack of opportunity for people from a non-White background in the manufacturing sector which could potentially be addressed in the implementation of the Recovery Plan.
- 25.6% of workers in the manufacturing sector have a medical condition or illness lasting more than 12 months with 11.6% having such a condition which was classed as respiratory, cardiovascular, or diabetes related or related to a progressive long term illness.
- Census data shows that the percentage of people working in manufacturing who identify as Christian is slightly higher than in the Scottish workforce overall with 53.56% of manufacturing workers identifying as Christian versus 52.05% in the overall workforce. Among workers identifying as Christian the percentage identifying as Church of Scotland and Roman Catholic is slightly higher than for Scottish workers as a whole (32.23% versus 30.56% and 17.21% versus 16.15% respectively) while numbers for other Christian denominations are slightly lower (4.12% versus 5.34%).
- The percentage of workers in manufacturing belonging to non-Christian faiths is lower across the board with 0.16% of the workforce identifying as Buddhist versus 0.25% overall, 0.16% identifying as Hindu versus 0.34% overall, 0.07% identifying as Jewish versus 0.11% overall, 0.41% identifying as Muslim versus 1.04% overall and 0.07% identifying as Sikh versus 0.17% overall.⁵
- 0.2% of manufacturing workers belong to other, not listed, faiths which compares to 0.33% overall. 38.85% of manufacturing workers report that they belong to no faith group compared to 39.44% in Scotland's overall workforce and 6.51% did not state any response in the census compared with 6.28% in the overall workforce. ⁵
- Of particular note is that the data in the census indicates that the rate of employment of those belonging to the Hindu, Muslim and Sikh faiths is less than half of that in the Scottish workforce overall. This agrees generally with the data on ethnicity which shows that people from an Asian background are less likely to be employed in the manufacturing sector.
- There is insufficient evidence to show how the guidance will affect people who fall into the following groups of protected characteristics:
 - Transgender people
 - Non-heterosexual people

Extent/Level of impact assessment required

The Scottish Government's assessment is that insufficient evidence is held to determine the full impact of *Making Scotland's Future: A Recovery Plan For Manufacturing*.

The EQIA process has highlighted that there are existing inequalities in employment in manufacturing with the vast majority (76.6%) of those employed being male. The rate of employment of people from non-White ethnic backgrounds and from non-Christian religious backgrounds is also noticeably lower than that in Scotland's workforce as a whole. There is also evidence to indicate that the manufacturing workforce is older than the Scottish workforce overall.

Making Scotland's Future: A Recovery Plan For Manufacturing includes a commitment to Fair Work and Just Transition principles and recognises the need for a vibrant, diverse manufacturing sector to support Scotland's long-term economic recovery.

The actions set out in the plan are designed to support a collaborative and inclusive approach to recovery for the manufacturing sector. The plan includes actions aimed at safeguarding apprenticeships and promoting progressive Fair Work Practices. Through this the plan will provide an opportunity to target people who are underrepresented in the manufacturing workforce.

Along with the <u>public consultation</u> on the draft Making Scotland's Future – A Recovery Plan For Manufacturing, which was launched on 4 December 2020, the Equality and Fairer Scotland Impact Assessment consultation will give a wide range of equality stakeholders the opportunity to help shape the final policy. Consultation responses will help us to consider the socio-economic impact of the Recovery Plan and its proposed actions on people with one or more of the protected characteristics and ensure that any impacts are necessary, proportionate and legal in line with our commitment to creating a modern, inclusive Scotland which protects, respects and realises equality and human rights.

Stage 2: Data and evidence gathering, involvement and consultation

Include here the results of your evidence gathering (including framing exercise), including qualitative and quantitative data and the source of that information, whether national statistics, surveys or consultations with relevant equality groups.

Characteristic	Evidence gathered and	Source	Data gaps identified and
	Strength/quality of evidence		action taken
AGE	36.5% of the manufacturing workforce are aged 50+6. Apprenticeships for younger people may be impacted. 11.4% of the manufacturing workforce are aged 16-24. Data from the Resolution Foundation states that more than one in three 18 to 24-year-olds are earning less than before the outbreak ⁷ .	Annual Population Survey 2019 (APS)	Making Scotland's Future: A Recovery Plan For Manufacturing includes proposed actions aimed at encouraging employers to retain, adopt and retrain apprentices and to promote progressive Fair Work practices. The plan also proposes actions to mitigate the impact of graduate unemployment, creating meaningful work experience, training and employment across the manufacturing sector.
	An aging skilled workforce poses a future risk to the ability to safely train young people and apprentices and the ability for young people to learn a skilled trade.	Industry representatives	Implementation of the plan will ensure the ongoing recruitment, skills development and training of the future workforce. This will reduce the possible risk of a reduced future skilled workforce and prevent any resulting skills vacuum where there would be a lack of skilled workers available to safely train young people and ensure young people's careers can be progressed with skills being passed down.

⁶ https://www.gov.scot/publications/scotlands-labour-market-people-places-and-regions-background-tables/

⁷ https://www.resolutionfoundation.org/publications/young-workers-in-the-coronavirus-crisis/

DISABILITY	11.6% of workers in the manufacturing industry are recorded as having respiratory, cardiovascular, diabetes or other long term progressive illness. A further 25.6% have undefined long term conditions/illnesses ⁸	APS	Making Scotland's Future: A Recovery Plan For Manufacturing includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. It includes a series of actions aimed at improving recruitment and workforce development in the manufacturing sector. These actions are informed by Fair Work practices and seek to embed these practices throughout the sector.
	Making Scotland's Future: A Recovery Plan For Manufacturing is currently not available in any format other than written English. This poses a risk that people with impaired sight or blindness are unable to access the content of the document, and may be unable to take part in the consultation on the plan.	Scottish Government	This provides an opportunity to address any issues which may become apparent affecting people in this group. We recognise that there is a lack of accessibility to Making Scotland's Future: A Recovery Plan For Manufacturing and are looking at solutions. In the meantime, should an alternative format be requested, such a braille, BSL, or a community language, this can be arranged through Scottish Government
SEX	76.6% of the manufacturing workforce are men with only 23.4% women. This is significantly lower than for Scotland as a whole – where 48.8% of the workforce are women.9 In 2015, only 20% of manufacturing apprentices were women.10	Close the Gap Close the Gap	Making Scotland's Future: A Recovery Plan For Manufacturing includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. It includes a series of actions aimed at improving recruitment and workforce development in the manufacturing

⁸ https://www.gov.scot/publications/scotlands-labour-market-people-places-and-regions-background-tables/ 9 https://www.gov.scot/publications/scotlands-labour-market-people-places-and-regions-background-tables/

¹⁰ https://www.closethegap.org.uk/content/resources/Making-Manufacturing-Work-for-Women---Summary-of-research-findings-Close-the-Gap-June-2015.pdf

	Women are more likely to be in non-manufacturing specific associate professional roles such as accounting, finance and IT. Men are more likely to be working in manufacturing engineering professional occupations. This is reflective of the wider labour market, where skilled trades are male dominated, while women are concentrated in administrative, sales and customer service roles Women are over represented in routine-level work, with over 1/3 of women working in production or elementary roles. Women are employed across the manufacturing sub sectors but are concentrated in food and drink, textiles, machine and equipment and chemical production manufacturing. Women are scarcely represented in maintenance works, engineering technicians, chemical activities, goods handling and storage. Women are much more likely to work part time than men. Part time working tends to be higher in non-manufacturing specific occupations. The Scottish manufacturing sector gender pay gap is 14.1%, compared with 3% in Scotland overall ¹¹ This would indicate that any intervention in the manufacturing sector will disproportionately affect men. It also may be indicative that there is a lack of opportunity for women in the sector and this could be addressed in the implementation of the proposed actions.	ONS	sector. These actions are informed by Fair Work practices and seek to embed these practices throughout the sector. This provides an opportunity to address longstanding issues in the gender balance of employment in the sector.
PREGNANCY AND MATERNITY	6.9% of employees in the manufacturing sector are women with dependent children (aged 0-16) compared with 15.4% of the Scottish workforce as a whole. ¹²	APS	Making Scotland's Future: A Recovery Plan For Manufacturing includes a commitment to Fair Work principles and reflects equality issues and statutory

https://www.gov.scot/publications/annual-survey-of-hours-and-earnings-2020/
 https://www.gov.scot/publications/scotlands-labour-market-people-places-and-regions-background-tables/

		requirements under equality law. It includes a series of actions aimed at improving recruitment and workforce development in the manufacturing sector. These actions are informed by Fair Work practices and seek to embed these practices throughout the sector. This provides an opportunity to address any barriers faced as a result of pregnancy or maternity leave.
GENDER REASSIGNMENT	An evidence gap has been identified around the likely impact of Making Scotland's Future: A Recovery Plan For Manufacturing on people in this group.	There is no evidence to suggest that there are any differential barriers to this group. Making Scotland's Future: A Recovery Plan For Manufacturing includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. It includes a series of actions aimed at improving recruitment and workforce development in the manufacturing sector. These actions are informed by Fair Work practices and seek to embed these practices throughout the sector. This provides an opportunity to address any issues which may become apparent affecting people in this group.
SEXUAL ORIENTATION	An evidence gap has been identified around the likely impact of Making Scotland's Future: A Recovery Plan For Manufacturing on people in this group.	There is no evidence to suggest that there are any differential barriers to this group. Making Scotland's Future: A Recovery Plan For Manufacturing includes a commitment to Fair Work principles and reflects equality issues and statutory

			requirements under equality law. It includes a series of actions aimed at improving recruitment and workforce development in the manufacturing sector. These actions are informed by Fair Work practices and seek to embed these practices throughout the sector. This provides an opportunity to address any issues which may become apparent affecting people in this group.
RACE	Census data shows that 98.51% of employees in manufacturing identify as White compared with 96.73% of employees in the Scottish workforce overall. ¹³ 8.19% of people with a White background who are employed in Scotland are employed in the manufacturing sector. This compares with only 3.29% of people with an Asian background, 5.59% of those with a Black Caribbean background, 3.8% of those with a Black African background, 4.5% of those with a mixed background and 5.41% of those with a different ethnic background. ¹⁸	Census	Making Scotland's Future: A Recovery Plan For Manufacturing includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. It includes a series of actions aimed at improving recruitment and workforce development in the manufacturing sector. These actions are informed by Fair Work practices and seek to embed these practices throughout the sector. This provides an opportunity to address any apparent barriers which may be preventing people from certain ethnic backgrounds from seeking employment in the manufacturing sector.
	Making Scotland's Future: A Recovery Plan For Manufacturing is currently not available in any format other than written English. This poses a risk that people whose first language is not English are unable to access the content of the document, and could lead to unsafe working practices, localised transmission of the virus within a workplace and result in community transmission of the virus.	Scottish Government	We recognise that there is a lack of accessibility to Making Scotland's Future: A Recovery Plan For Manufacturing and are looking at solutions. In the meantime, should an alternative community language format be requested, this can be arranged through Scottish Government.

^{13 &}lt;a href="https://www.gov.scot/publications/analysis-equality-results-2011-census-part-2/">https://www.gov.scot/publications/analysis-equality-results-2011-census-part-2/ (data from https://www.scotlandscensus.gov.uk/)
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RELIGION OR BELIEF	Census data shows that the percentage of people working in manufacturing who identify as Christian is slightly higher than in the Scottish workforce overall with 53.56% of manufacturing workers identifying as Christian versus 52.05% in the overall workforce. Among workers identifying as Christian the percentage identifying as Church of Scotland and Roman Catholic is slightly higher than for Scottish workers as a whole (32.23% versus 30.56% and 17.21% versus 16.15% respectively) while numbers for other Christian denominations are slightly lower (4.12% versus 5.34%). ¹⁴ The percentage of workers in manufacturing belonging to non-Christian faiths is lower across the board with 0.16% of the workforce identifying as Buddhist versus 0.25% overall, 0.16% identifying as Hindu versus 0.34% overall, 0.07% identifying as Jewish versus 0.11% overall, 0.41% identifying as Muslim versus 1.04% overall and 0.07% identifying as Sikh versus 0.17% overall. ²¹ 0.2% of manufacturing workers belong to other, not listed, faiths which compares to 0.33% overall. 38.85% of manufacturing workers report that they belong to no faith group compared to 39.44% in Scotland's overall workforce and 6.51% did not state any response in the census compared with 6.28% in the overall workforce. ²¹	Census	Making Scotland's Future: A Recovery Plan For Manufacturing includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. It includes a series of actions aimed at improving recruitment and workforce development in the manufacturing sector. These actions are informed by Fair Work practices and seek to embed these practices throughout the sector. This provides an opportunity to address any apparent barriers which may be preventing people from certain faith groups from seeking employment in the manufacturing sector.
SOCIO-ECONOMIC IMPACT	83.3% of employees in the manufacturing sector earn the Living Wage, compared to 84.8% of workers in Scotland overall ¹⁵ . The Scottish manufacturing sector gender pay gap is 14.1%, compared with 3% in Scotland overall. This could be as a result of the fact that 23.4% of Scotland's manufacturing		Making Scotland's Future: A Recovery Plan For Manufacturing includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. It includes a series of actions aimed at improving recruitment and workforce development in the manufacturing

https://www.gov.scot/publications/analysis-equality-results-2011-census-part-2/
 https://www.gov.scot/publications/annual-survey-of-hours-and-earnings-2020/

	workforce is female, compared to 48.8% of Scotland's overall workforce. 16 38.7% of manufacturing jobs are classed as low or medium skilled, compared to 44.7% of all Scottish jobs. 17 97.3% of employees in manufacturing were securely employed (defined as either permanent or temporary and employee did not wish to be permanent) compared to 96.5% for Scotland overall.		sector. These actions are informed by Fair Work practices and seek to embed these practices throughout the sector. The Fairer Duty Scotland Impact Assessment has been produced to identify and mitigate/eliminate any negative impact. This provides an opportunity to address any apparent barriers which may be preventing people from certain faith groups from seeking employment in the manufacturing sector.
MARRIAGE AND CIVIL PARTNERSHIP ¹⁸	There is a theoretical possibility that couples who are married or are in a civil partnership may work for the same employer in the manufacturing industry.	Anecdotal	There is no evidence to suggest that there are any differential barriers to this group. Making Scotland's Future: A Recovery Plan For Manufacturing includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. It includes a series of actions aimed at improving recruitment and workforce development in the manufacturing sector. These actions are informed by Fair Work practices and seek to embed these practices throughout the sector. This provides an opportunity to address any issues which may become apparent affecting people in this group.

https://www.gov.scot/publications/scotlands-labour-market-people-places-and-regions-background-tables/
 https://www.gov.scot/publications/scotlands-labour-market-people-places-regions-statistics-annual-population-survey-2019/pages/4/
 (the Scottish Government does not require assessment against this protected characteristic unless the policy or practice relates to work, for example HR policies and practices - refer to Definitions of Protected Characteristics document for details)

Stage 3: Assessing the impacts and identifying opportunities to promote equality

Having considered the data and evidence you have gathered, this section requires you to consider the potential impacts – negative and positive – that your policy might have on each of the protected characteristics. It is important to remember the duty is also a positive one – that we must explore whether the policy offers the opportunity to promote equality and/or foster good relations.

Do you think that the policy impacts on people because of their age?

Age	Positive	Negative	None	Reasons for your decision
Eliminating unlawful discrimination, harassment and victimisation	Yes	No	No	Making Scotland's Future: A Recovery Plan For Manufacturing has been developed in collaboration with public and private sector partners including industry, trade union and academia. The plan includes a commitment to Fair Work principles, reflects equality issues and statutory requirements under equality law and includes proposed actions aimed at encouraging employers to upskill the existing workforce, retain, adopt and retrain apprentices and to promote progressive Fair Work practices. The plan also proposes actions to mitigate the impact of graduate unemployment, mainly affecting young people, creating meaningful work experience, training and employment across the manufacturing sector.
				The plan is designed to secure a strong, sustainable future for manufacturing in Scotland and will benefit people of all ages across Scotland both directly and indirectly through safeguarding jobs and creating opportunities for growth.
Advancing equality of opportunity	Yes	No	No	Making Scotland's Future: A Recovery Plan For Manufacturing has been developed in collaboration with public and private sector partners including industry, trade union and academia. The plan includes a commitment to Fair Work principles, reflects equality issues and statutory requirements under equality law and includes proposed actions aimed at encouraging employers to upskill the existing workforce, retain, adopt and retrain apprentices and to promote progressive Fair Work practices. The plan also proposes actions to mitigate the impact of graduate unemployment, mainly affecting young people, creating meaningful work experience, training and employment across the manufacturing sector. The plan is designed to secure a strong, sustainable future for manufacturing in Scotland and will benefit people of all ages across Scotland both directly and indirectly through safeguarding jobs and creating opportunities for growth.

Promoting good relations	Yes	No	No	Making Scotland's Future: A Recovery Plan For Manufacturing has been developed in collaboration with public and private sector partners including industry, trade union and academia.
among and between different age groups				The plan includes a commitment to Fair Work principles, reflects equality issues and statutory requirements under equality law and includes proposed actions aimed at encouraging employers to upskill the existing workforce and retain, adopt and retrain apprentices and to promote progressive Fair Work practices. The plan also proposes actions to mitigate the impact of graduate unemployment, mainly affecting young people, creating meaningful work experience, training and employment across the manufacturing sector.
				The plan is designed to secure a strong, sustainable future for manufacturing in Scotland and will benefit people of all ages across Scotland both directly and indirectly through safeguarding jobs and creating opportunities for growth.
				Implementation of this plan will promote people of different age groups sharing and developing skills.

Do you think that the policy impacts disabled people?

Disability	Positive	Negative	None	Reasons for your decision
Eliminating unlawful discrimination, harassment and victimisation	Yes	Yes	No	Making Scotland's Future: A Recovery Plan For Manufacturing has been developed in collaboration with public and private sector partners including industry, trade union and academia. The plan includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. The plan is designed to secure a strong, sustainable future for manufacturing in Scotland and will benefit people across Scotland both directly and indirectly through safeguarding jobs and creating opportunities for growth. We recognise there may currently be a barrier for people who may have impaired sight or blindness due to Making Scotland's Future: A Recovery Plan For Manufacturing only being available online and in written English. Accessible versions such as braille or large print can be supplied on request.
Advancing equality of opportunity	Yes	Yes	No	Making Scotland's Future: A Recovery Plan For Manufacturing has been developed in collaboration with public and private sector partners including industry, trade union and academia. The plan includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. The plan is designed to secure a strong, sustainable future for

				manufacturing in Scotland and will benefit people across Scotland both directly and indirectly through safeguarding jobs and creating opportunities for disabled and non-disabled people. The development of new technologies as a result of implementation of this plan may result in more accessibility to jobs that may have been previously inaccessible to this group. We recognise there may currently be a barrier for people who may have impaired sight or blindness due to <i>Making Scotland's Future: A Recovery Plan For Manufacturing</i> only being available online and in written English. Accessible versions such as braille or large print can be supplied on request.
Promoting good relations among and between disabled and non-disabled people	Yes	Yes	No	Making Scotland's Future: A Recovery Plan For Manufacturing has been developed in collaboration with public and private sector partners including industry, trade union and academia. The plan includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. The plan is designed to secure a strong, sustainable future for manufacturing in Scotland and will benefit people across Scotland both directly and indirectly through safeguarding jobs and creating opportunities for disabled and non-disabled people. We recognise there may currently be a barrier for people who may have impaired sight or blindness due to Making Scotland's Future: A Recovery Plan For Manufacturing only being available online and in written English. Accessible versions such as braille or large print can be supplied on request.

Do you think that the policy impacts on men and women in different ways?

Sex	Positive	Negative	None	Reasons for your decision
Eliminating unlawful discrimination	Yes	No	No	Making Scotland's Future: A Recovery Plan For Manufacturing has been developed in collaboration with public and private sector partners including industry, trade union and academia. The plan includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. The plan is designed to secure a strong, sustainable future for manufacturing in Scotland and will benefit people across Scotland both directly and indirectly through safeguarding jobs and creating opportunities for all sexes. The plan identifies Skills and Workforce as a priority area to be focused on as the sector recovers. It includes a series of actions aimed at improving recruitment and workforce development in the manufacturing sector. This provides an opportunity to address longstanding issues in the gender balance of employment in the sector. The proposed actions comply with Fair Work practices and seek to embed these practices throughout the sector.

Advancing equality of opportunity	Yes	No	No	Making Scotland's Future: A Recovery Plan For Manufacturing has been developed in collaboration with public and private sector partners including industry, trade union and academia. The plan includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. The plan is designed to secure a strong, sustainable future for manufacturing in Scotland and will benefit people across Scotland both directly and indirectly through safeguarding jobs and creating opportunities for all sexes. The plan identifies Skills and Workforce as a priority area to be focused on as the sector recovers. It includes a series of actions aimed at improving recruitment and workforce development in the manufacturing sector. This provides an opportunity to address longstanding issues in the gender balance of employment in the sector. The proposed actions comply with Fair Work practices and seek to embed these practices throughout the sector.
Promoting good relations between men and women	Yes	No	No	Making Scotland's Future: A Recovery Plan For Manufacturing has been developed in collaboration with public and private sector partners including industry, trade union and academia. The plan includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. The plan is designed to secure a strong, sustainable future for manufacturing in Scotland and will benefit people across Scotland both directly and indirectly through safeguarding jobs and creating opportunities for all sexes. The plan identifies Skills and Workforce as a priority area to be focused on as the sector recovers. It includes a series of actions aimed at improving recruitment and workforce development in the manufacturing sector. This provides an opportunity to address longstanding issues in the gender balance of employment in the sector. The proposed actions comply with Fair Work practices and seek to embed these practices throughout the sector.

Do you think that the policy impacts on women because of pregnancy and maternity?

Pregnancy and Maternity	Positive	Negative	None	Reasons for your decision
Eliminating unlawful discrimination	Yes	No	No	Making Scotland's Future: A Recovery Plan For Manufacturing has been developed in collaboration with public and private sector partners including industry, trade union and academia. The plan includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. The plan is designed to secure a strong, sustainable future for manufacturing in Scotland and will benefit people across Scotland both directly and indirectly through safeguarding jobs and creating opportunities for all people. The plan identifies Skills and Workforce as a priority area to be focused on as the sector recovers. It includes a series of actions aimed at improving recruitment and workforce development in the manufacturing sector. This provides an opportunity to address any issues which may be creating barriers to employment during pregnancy or for those on maternity leave. The proposed actions comply with Fair Work practices and seek to embed these practices throughout the sector.
Advancing equality of opportunity	Yes	No	No	Making Scotland's Future: A Recovery Plan For Manufacturing has been developed in collaboration with public and private sector partners including industry, trade union and academia. The plan includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. The plan is designed to secure a strong, sustainable future for manufacturing in Scotland and will benefit people across Scotland both directly and indirectly through safeguarding jobs and creating opportunities for all people. The plan identifies Skills and Workforce as a priority area to be focused on as the sector recovers. It includes a series of actions aimed at improving recruitment and workforce development in the manufacturing sector. This provides an opportunity to address any issues which may be creating barriers to employment during pregnancy or for those on maternity leave. The proposed actions comply with Fair Work practices and seek to embed these practices throughout the sector.
Promoting good relations	Yes	No	No	Making Scotland's Future: A Recovery Plan For Manufacturing has been developed in collaboration with public and private sector partners including industry, trade union and academia. The plan includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. The plan is designed to secure a strong, sustainable future for manufacturing in Scotland and will benefit people across Scotland both directly and indirectly through safeguarding jobs and creating opportunities for all people.

	The plan identifies Skills and Workforce as a priority area to be focused on as the sector recovers. It includes a series of actions aimed at improving recruitment and retaining the workforce development in the manufacturing sector. This provides an opportunity to address any issues which may be creating barriers to employment during pregnancy or for those on maternity leave. The proposed actions comply with Fair Work practices and seek to embed these practices throughout the sector.
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Do you think your policy impacts on transsexual people?

Gender reassignment	Positive	Negative	None	Reasons for your decision
Eliminating unlawful discrimination	Yes	No	No	Making Scotland's Future: A Recovery Plan For Manufacturing has been developed in collaboration with public and private sector partners including industry, trade union and academia. The plan includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. The plan is designed to secure a strong, sustainable future for manufacturing in Scotland and will benefit people across Scotland both directly and indirectly through safeguarding jobs and creating opportunities for everyone. The plan identifies Skills and Workforce as a priority area to be focused on as the sector recovers. It includes a series of actions aimed at improving recruitment and workforce development in the manufacturing sector. This provides an opportunity to address any issues which may be creating barriers to employment for this group of people. The proposed actions comply with Fair Work practices and seek to embed these practices throughout the sector. There is little evidence to suggest how the plan may directly affect people in this group but the strong commitment to Fair Work principles throughout the plan will ensure that they are considered when actions are implemented.
Advancing equality of opportunity	Yes	No	No	Making Scotland's Future: A Recovery Plan For Manufacturing has been developed in collaboration with public and private sector partners including industry, trade union and academia. The plan includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. The plan is designed to secure a strong, sustainable future for manufacturing in Scotland and will benefit people across Scotland both directly and indirectly through safeguarding jobs and creating opportunities for everyone.

				The plan identifies Skills and Workforce as a priority area to be focused on as the sector recovers. It includes a series of actions aimed at improving recruitment and workforce development in the manufacturing sector. This provides an opportunity to address any issues which may be creating barriers to employment for this group of people. The proposed actions comply with Fair Work practices and seek to embed these practices throughout the sector. There is little evidence to suggest how the plan may directly affect people in this group but the strong commitment to Fair Work principles throughout the plan will ensure that they are considered when actions are implemented.
Promoting good relations	Yes	No	No	Making Scotland's Future: A Recovery Plan For Manufacturing has been developed in collaboration with public and private sector partners including industry, trade union and academia. The plan includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. The plan is designed to secure a strong, sustainable future for manufacturing in Scotland and will benefit people across Scotland both directly and indirectly through safeguarding jobs and creating opportunities for everyone. The plan identifies Skills and Workforce as a priority area to be focused on as the sector recovers. It includes a series of actions aimed at improving recruitment and workforce development in the manufacturing sector. This provides an opportunity to address any issues which may be creating barriers to employment for this group of people. The proposed actions comply with Fair Work practices and seek to embed these practices throughout the sector. There is little evidence to suggest how the plan may directly affect people in this group but the strong commitment to Fair Work principles throughout the plan will ensure that they are considered when actions are implemented.

Do you think that the policy impacts on people because of their sexual orientation?

Sexual orientation	Positive	Negative	None	Reasons for your decision
Eliminating unlawful discrimination	Yes	No	No	Making Scotland's Future: A Recovery Plan For Manufacturing has been developed in collaboration with public and private sector partners including industry, trade union and academia. The plan includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. The plan is designed to secure a strong, sustainable future for manufacturing in Scotland and will benefit people across Scotland both directly and indirectly through safeguarding jobs and creating opportunities for everyone.

				The plan identifies Skills and Workforce as a priority area to be focused on as the sector recovers. It includes a series of actions aimed at improving recruitment and workforce development in the manufacturing sector. This provides an opportunity to address any issues which may be creating barriers to employment for this group of people. The proposed actions comply with Fair Work practices and seek to embed these practices throughout the sector. There is little evidence to suggest how the plan may directly affect people in this group but the strong commitment to Fair Work principles throughout the plan will ensure that they are considered when actions are implemented.
Advancing equality of opportunity	Yes	No	No	Making Scotland's Future: A Recovery Plan For Manufacturing has been developed in collaboration with public and private sector partners including industry, trade union and academia. The plan includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. The plan is designed to secure a strong, sustainable future for manufacturing in Scotland and will benefit people across Scotland both directly and indirectly through safeguarding jobs and creating opportunities for everyone. The plan identifies Skills and Workforce as a priority area to be focused on as the sector recovers. It includes a series of actions aimed at improving recruitment and workforce development in the manufacturing sector. This provides an opportunity to address any issues which may be creating barriers to employment for this group of people. The proposed actions comply with Fair Work practices and seek to embed these practices throughout the sector. There is little evidence to suggest how the plan may directly affect people in this group but the strong commitment to Fair Work principles throughout the plan will ensure that they are considered when actions are implemented.
Promoting good relations	Yes	No	No	Making Scotland's Future: A Recovery Plan For Manufacturing has been developed in collaboration with public and private sector partners including industry, trade union and academia. The plan includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. The plan is designed to secure a strong, sustainable future for manufacturing in Scotland and will benefit people across Scotland both directly and indirectly through safeguarding jobs and creating opportunities for everyone. The plan identifies Skills and Workforce as a priority area to be focused on as the sector recovers. It includes a series of actions aimed at improving recruitment and workforce development in the manufacturing sector. This provides an opportunity to address any issues which may be creating barriers to employment for this group of people. The proposed actions comply with Fair Work practices and seek to embed these practices throughout the sector.

	There is little evidence to suggest how the plan may directly affect people in this group but the strong commitment to Fair Work principles throughout the plan will ensure that they are considered when actions are implemented.
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Do you think the policy impacts on people on the grounds of their race?

Race	Positive	Negative	None	Reasons for your decision
Eliminating unlawful discrimination	Yes	Yes	No	Making Scotland's Future: A Recovery Plan For Manufacturing has been developed in collaboration with public and private sector partners including industry, trade union and academia. The plan includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. The plan is designed to secure a strong, sustainable future for manufacturing in Scotland and will benefit people across Scotland both directly and indirectly through safeguarding jobs and creating opportunities for growth. The plan identifies Skills and Workforce as a priority area to be focused on as the sector recovers. It includes a series of actions aimed at improving recruitment and workforce development in the manufacturing sector. These actions are informed by Fair Work practices and seek to embed these practices throughout the sector. This provides an opportunity to address any apparent barriers which may be preventing people from certain ethnic backgrounds from seeking employment in the manufacturing sector. We recognise there may currently be a barrier for people who do not have English as a first language due to Making Scotland's Future: A Recovery Plan For Manufacturing only being available online and in written English. Community language versions can be supplied on request.
Advancing equality of opportunity	Yes	Yes	No	Making Scotland's Future: A Recovery Plan For Manufacturing has been developed in collaboration with public and private sector partners including industry, trade union and academia. The plan includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. The plan is designed to secure a strong, sustainable future for manufacturing in Scotland and will benefit people across Scotland both directly and indirectly through safeguarding jobs and creating opportunities for growth. The plan identifies Skills and Workforce as a priority area to be focused on as the sector recovers. It includes a series of actions aimed at improving recruitment and workforce

				development in the manufacturing sector. These actions are informed by Fair Work practices and seek to embed these practices throughout the sector. This provides an opportunity to address any apparent barriers which may be preventing people from certain ethnic backgrounds from seeking employment in the manufacturing sector. We recognise there may currently be a barrier for people who do not have English as a first language due to <i>Making Scotland's Future: A Recovery Plan For Manufacturing</i> only being available online and in written English. Community language versions can be supplied on request.
Promoting good race relations	Yes	Yes	No	Making Scotland's Future: A Recovery Plan For Manufacturing has been developed in collaboration with public and private sector partners including industry, trade union and academia. The plan includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. The plan is designed to secure a strong, sustainable future for manufacturing in Scotland and will benefit people across Scotland both directly and indirectly through safeguarding jobs and creating opportunities for growth. The plan identifies Skills and Workforce as a priority area to be focused on as the sector recovers. It includes a series of actions aimed at improving recruitment and workforce development in the manufacturing sector. These actions are informed by Fair Work practices and seek to embed these practices throughout the sector. This provides an opportunity to address any apparent barriers which may be preventing people from certain ethnic backgrounds from seeking employment in the manufacturing sector. We recognise there may currently be a barrier for people who do not have English as a first language due to Making Scotland's Future: A Recovery Plan For Manufacturing only being available online and in written English. Community language versions can be supplied on request.

Do you think the policy impacts on people because of their religion or belief?

Religion or	Positive	Negative	None	Reasons for your decision
belief				

Eliminating unlawful discrimination	Yes	No	No	Making Scotland's Future: A Recovery Plan For Manufacturing has been developed in collaboration with public and private sector partners including industry, trade union and academia. The plan includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. The plan is designed to secure a strong, sustainable future for manufacturing in Scotland and will benefit people across Scotland both directly and indirectly through safeguarding jobs and creating opportunities for growth. The plan identifies Skills and Workforce as a priority area to be focused on as the sector recovers. It includes a series of actions aimed at improving recruitment and workforce development in the manufacturing sector. These actions are informed by Fair Work practices and seek to embed these practices throughout the sector. This provides an opportunity to address any apparent barriers which may be preventing people from certain faith backgrounds from seeking employment in the manufacturing sector. We recognise there may currently be a barrier for people who do not have English as a first language due to Making Scotland's Future: A Recovery Plan For Manufacturing only being available online and in written English. Community language versions can be supplied on request.
Advancing equality of opportunity	Yes	No	No	Making Scotland's Future: A Recovery Plan For Manufacturing has been developed in collaboration with public and private sector partners including industry, trade union and academia. The plan includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. The plan is designed to secure a strong, sustainable future for manufacturing in Scotland and will benefit people across Scotland both directly and indirectly through safeguarding jobs and creating opportunities for growth. The plan identifies Skills and Workforce as a priority area to be focused on as the sector recovers. It includes a series of actions aimed at improving recruitment and workforce development in the manufacturing sector. These actions are informed by Fair Work practices and seek to embed these practices throughout the sector. This provides an opportunity to address any apparent barriers which may be preventing people from certain faith backgrounds from seeking employment in the manufacturing sector. We recognise there may currently be a barrier for people who do not have English as a first language due to Making Scotland's Future: A Recovery Plan For Manufacturing only being available online and in written English. Community language versions can be supplied on request.

Promoting good relations	Yes	No	No	Making Scotland's Future: A Recovery Plan For Manufacturing has been developed in collaboration with public and private sector partners including industry, trade union and academia. The plan includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. The plan is designed to secure a strong, sustainable future for manufacturing in Scotland and will benefit people across Scotland both directly and indirectly through safeguarding jobs and creating opportunities for growth. The plan identifies Skills and Workforce as a priority area to be focused on as the sector recovers. It includes a series of actions aimed at improving recruitment and workforce development in the manufacturing sector. These actions are informed by Fair Work practices and seek to embed these practices throughout the sector. This provides an opportunity to address any apparent barriers which may be preventing people from certain faith backgrounds from seeking employment in the manufacturing sector. We recognise there may currently be a barrier for people who do not have English as a first language due to Making Scotland's Future: A Recovery Plan For Manufacturing only being available online and in written English. Community language versions can be supplied on request.
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Do you think your policy impacts on socio-economic disadvantaged people?

Socio-economic	Positive	Negative	None	Reasons for your decision
Eliminating unlawful discrimination	Yes	No	No	Making Scotland's Future: A Recovery Plan For Manufacturing has been developed in collaboration with public and private sector partners including industry, trade union and academia. The plan includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. The plan is designed to secure a strong, sustainable future for manufacturing in Scotland and will benefit people across Scotland both directly and indirectly through safeguarding jobs and creating opportunities for everyone.
Advancing equality of opportunity	Yes	No	No	Making Scotland's Future: A Recovery Plan For Manufacturing has been developed in collaboration with public and private sector partners including industry, trade union and academia. The plan includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. The plan is designed to secure a strong, sustainable future for manufacturing in Scotland and will benefit people across Scotland both directly and indirectly through safeguarding jobs and creating opportunities for everyone.

Promoting good relations	Yes	No	No	Making Scotland's Future: A Recovery Plan For Manufacturing has been developed in collaboration with public and private sector partners including industry, trade union and academia. The plan includes a commitment to Fair Work principles and reflects equality issues and statutory requirements under equality law. The plan is designed to secure a strong, sustainable future for manufacturing in Scotland and will benefit people across Scotland both directly and indirectly through safeguarding jobs and creating opportunities for everyone.

Do you think the policy impacts on people because of their marriage or civil partnership?

Marriage and Civil Partnership	Positive	Negative	None	Reasons for your decision
Eliminating unlawful discrimination ¹⁹	No	No	Yes	Making Scotland's Future: A Recovery Plan For Manufacturing has been developed in collaboration with public and private sector partners including industry, trade union and academia. There is no evidence that this plan will affect people who are married or in a Civil Partnership.

¹⁹ In respect of this protected characteristic, a body subject to the Public Sector Equality Duty (which includes Scottish Government) only needs to comply with the first need of the duty (to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010) and only in relation to work. This is because the parts of the Act covering services and public functions, premises, education etc. do not apply to that protected characteristic. Equality impact assessment within the Scottish Government does not require assessment against the protected characteristic of Marriage and Civil Partnership unless the policy or practice relates to work, for example HR policies and practices.

Stage 4: Decision making and monitoring

Identifying and establishing any required mitigating action

Have positive or negative impacts been identified for any of the equality groups?	Race Disability
Is the policy directly or indirectly discriminatory under the Equality Act 2010 ²⁰ ?	Indirectly. People in the Race and Disability Groups are being treated less favourably as the plan is not available in any language other than English at the current time. Accessible and community language copies of the plan will be supplied on request.
If the policy is indirectly discriminatory, how is it justified under the relevant legislation?	Cannot be justified.
If not justified, what mitigating action will be undertaken?	Accessible and community language copies of the plan will be supplied on request.

Describing how Equality Impact analysis has shaped the policy making process

The Scottish Government's Making Scotland's Future Programme brings together private and public sector partners across the manufacturing support landscape in Scotland, including regional enterprise and skills agencies. *Making Scotland's Future: A Recovery Plan For Manufacturing* has been developed by the Making Scotland's Future Programme Board and 4 sub-groups of industry specialists, who, at each stage of plan development, have identified the barriers to employment in the manufacturing sector for people with protected characteristics and taken steps to mitigate or eliminate these.

As a result of identifying that disabled people and minority ethnic people are being indirectly discriminated against due to *Making Scotland's Future: A Recovery Plan For Manufacturing* only being available in the English language, Scottish

²⁰ See EQIA – Setting the Scene for further information on the legislation.

Government has made the commitment to supply accessible or community language copies of the plan on request.

Scottish Government will take steps to further raise awareness of the existence of *Making Scotland's Future: A Recovery Plan For Manufacturing* with Equality Groups and local community groups and will encourage them to respond to the consultation.

No required changes to the content of *Making Scotland's Future: A Recovery Plan For Manufacturing* have been identified during the draft EQIA process.

Making Scotland's Future: A Recovery Plan For Manufacturing includes a strong commitment to Fair Work and Just Transition principles and these are embedded throughout the actions proposed in the plan.

Monitoring and Review

The consultation on the initial plan document will inform the final plan which will be published in Jan/Feb 2021

The actions proposed in the plan will be taken forward at pace throughout 2021 with a review on the impact of the plan carried out which will feed into the work of the Making Scotland's Future Programme Board as it moves forward with the wider Making Scotland's Future Programme.



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