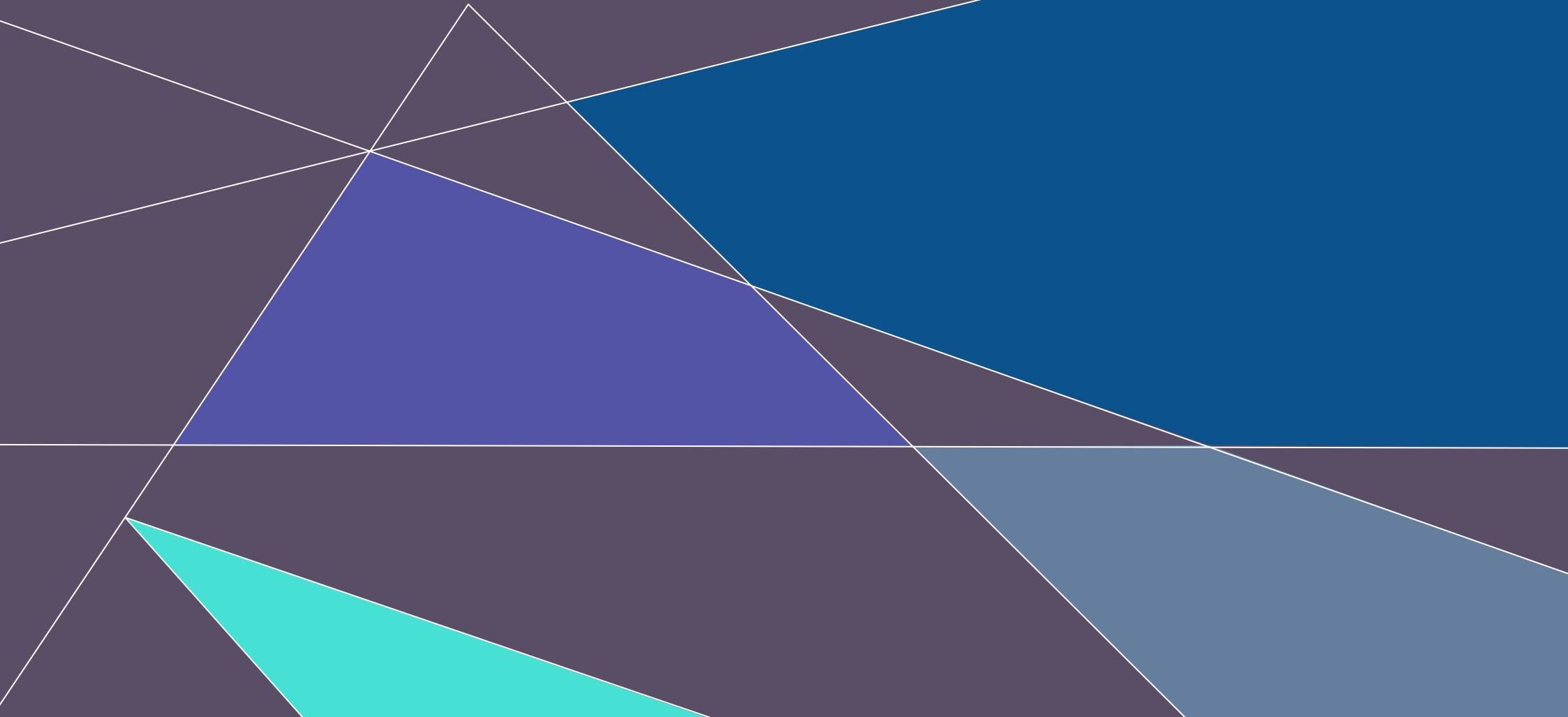


Appendix A:

Stakeholder Engagement



Introduction

This appendix offers a summary of the stakeholder engagement activity that informed this long-term infrastructure Needs Assessment.

Its purpose is to outline the range of participants involved and the phased approach undertaken, providing a breadth of perspectives that contributed to the evidence base. It aims to provide a transparent overview of how stakeholder input supported the development of the overall Needs Assessment methodology and analysis.

A range of engagement approaches were deployed throughout the development of this Needs Assessment. Contributions were invaluable and informed our approach and messages, however as we have outlined in our main report, this assessment is the start of a journey in delivering on a sustainable and resilient infrastructure sector. Scotland benefits from a considerable reservoir of professional and societal expertise, and while the engagement to date has been undertaken in structured phases, there remains scope to draw more effectively on this knowledge base. Our ambition therefore is to strengthen the breadth and depth of stakeholder engagement in future iterations of this work. This includes building on the public engagement undertaken by the [Infrastructure Commission for Scotland and research](#) commissioned by the Scottish Futures Trust (SFT) to further refine our understanding of infrastructure priorities. It is our intention to begin the work now, to improve upon both the data and engagement methodologies, to ultimately better inform and guide the 5-year review.

Governmental engagement

Engagement with Scottish Government directorates, forums and agencies has formed a key component of the overall engagement programme for the development of the Needs Assessment.

This strand of engagement aimed to draw on the strategic insight, policy expertise and sectoral knowledge within Government to ensure that the assessment was grounded in a coherent understanding of Scotland’s long-term policy context alongside its infrastructure opportunities and challenges. This concluded with a final structured engagement between March and July 2025. This phase provided Government Directorates and key agencies with an updated account of progress on the Needs Assessment and developments across its analytical components. It also served to gather insight to sectoral trends and any newly available data relevant to Scotland’s future infrastructure needs.

Table 1: Governmental directorate engagement 2025

DIRECTORATE ENGAGEMENT: MARCH-JULY 2025
Agriculture & Rural Economy Directorate, Land Reform, Rural and Islands Policy
Digital Directorate, Broadband & Connectivity Delivery
Energy & Climate Change Directorate, Climate Change Division
Energy & Climate Change Directorate, Energy Infrastructure
Energy & Climate Change Directorate, Water Policy
Economic Development Directorate, Cities & Regions
Economic Development Directorate, Transport Scotland
Environment & Forestry Directorate, Environmental Quality & Resilience
Environment & Forestry Directorate, NatureScot
Environment & Forestry Directorate, Scottish Forestry
Foresight & Capability Unit
Health & Social Care Finance Directorate, Health Infrastructure & Sustainability
Justice Directorate, Prisons

DIRECTORATE ENGAGEMENT: MARCH-JULY 2025
Learning Directorate, Learning Infrastructure & Digital
Learning Directorate, School Funding, Infrastructure & Organisation
Local Government & Housing Directorate, More Homes
Marine Directorate, Marine Environment/Marine Scotland
Planning, Architecture & Regeneration Directorate, Planning & Architecture
Rural & Environment Science & Analytical Service (RESAS)
Safer Communities Directorate, Fire & Rescue Unit
Safer Communities Directorate, Police Division
Scottish Procurement & Property Directorate, Procurement policy and legislation

In addition to regular engagement across Scottish Government directorates and agencies, a number of Scottish Government-led forums (e.g., [Planning, Infrastructure and Place Advisory Group](#) and [Open Government](#)), were engaged periodically throughout the development of the Needs Assessment. These forums and organisations were engaged inline with their advisory, analytical and assurance functions and offered policy insight, sector-specific expertise and constructive analysis to strengthen the emerging evidence base. They were kept informed of key developments and have played a valued role in ensuring the assessment remained aligned with broader public sector priorities, considerations and standards. As part of the drivers for infrastructure investment, these policy priorities play a key role in understanding infrastructure for the long-term.

Scenario modelling: cross-sectoral engagement

Two phases of cross-sectoral engagement were undertaken with representatives from public, private and third sector organisations, detailed within Table 2.

This focused on Scenario Modelling analysis, part of our Futures Thinking methodology. The first phase was undertaken by SFT in November 2022. This phase consisted of three workshops designed to provide early insight on long-term drivers of change and the main variables for inclusion in scenario modelling analysis.

The second phase of stakeholder engagement was undertaken during March to October 2023 and comprised of soft-testing of the developed scenario-modelling approach and output. This was led by SFT with a range of meetings convened over a six month period, capturing the same cohort of public, private and third sector organisations as well as expert representatives from Government directorates and SFT. The purpose of the second-phase of engagement was to validate the outputs, refine priority themes, and identify opportunities to strengthen underlying data. As the Futures Thinking component of the assessment evolved over the extended engagement period, this broadened to include further sense-checking of the modelling, deep-dive of sectoral summaries, and high-level discussions on system-wide, spatial and cross-sectoral considerations.

Table 2: Scenario modelling phased engagement

NOVEMBER 2022 & MARCH – OCTOBER 2023 WORKSHOPS (PUBLIC, PRIVATE & THIRD SECTOR)	
Age Scotland	Oil and Gas UK
Balfour Beatty	Prosper
Cambridge Econometrics	Royal Society of Edinburgh (RSE)
Confederation of British Industry (CBI)	Scottish Enterprise
Federation of Small Business (FSB)	Scottish Gas Networks (SGN)
Glasgow Centre for Population Health	Scottish Government's Infrastructure Advisory Group
Highlands & Islands Enterprise (HiE)	Scottish Parliament Futures Forum
Homes for Scotland	Scottish Water
Institution of Civil Engineers (ICE)	South of Scotland Enterprise (SOSE)
Institute of Directors (IoD)	Transport Scotland
Lloyds Banking Group	Virgin O2
Mott MacDonald	Visit Scotland
National Grid	Wheatley Group
NatureScot	Zero Waste Scotland
Ofcom Scotland	

Stakeholder roundtables

As part of the final development of the Needs Assessment, a short series of thematic stakeholder roundtables were convened to deepen SFT's understanding of the issues emerging from the earlier phased engagement activities and to test the output from analysis. These targeted roundtables brought together recognised leaders and practitioners with relevant expertise. Over the course of three sessions held in November 2025, participants included representatives from industry, private sector organisations, academia, professional and representative bodies, Scottish Government, local authorities and the wider public sector as identified in Table 3.

The sessions allowed a refinement of some of the identified drivers as well as key cross-cutting themes, adding a valuable nuance. Many of these issues cut across multiple sectors, and the design of the roundtables reflected this.

Table 3: Stakeholder roundtable event summary

GROUP: PUBLIC SECTOR	
City of Edinburgh Council	South of Scotland Enterprise
Crown Estate Scotland	Scottish Government – Infrastructure Division
East Lothian Council	Scottish Government – PARD
Highlands & Islands Enterprise	Scottish Water
Highland Council	Transport Scotland
NatureScot	Visit Scotland
Scottish Land Commission	Zero Waste Scotland
GROUP: INFRASTRUCTURE SECTOR	
Chartered Institute of Building (CIOB)	Scottish & Southern Electricity (SSE)
Homes for Scotland	The Chartered Institution of Highways & Transportation (CIHT)
Institution of Civil Engineers (ICE)	Vital Energi
National Gas	Vodafone Business
Ofcom	Wireless Infrastructure Group
Royal Town Planning Institute (RTPI)	WSP
GROUP: BUSINESS/PRIVATE SECTOR	
Avanti West Coast	Ocean Winds
Confederation of Business Industry (CBI)	Prosper
EY-Parthenon	Scotch Whisky Association (SWA)
First Bus	Scottish Tourism Alliance
Institute of Directors (IoD)	Zenobe

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