



Infrastructure  
Commission  
*for* Scotland



Update June 2019



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# 01 Introduction and Context

The Infrastructure Commission for Scotland was established to provide the Scottish Government with independent, informed advice on the vision, ambition and priorities for a long-term, 30-year strategy, for infrastructure in Scotland. This advice, which is to be based on evidence and learning from good practice, is to enable investment to be aligned with delivering long-term inclusive growth and meeting low carbon objectives. The full remit is set out at **Annex 1**. The Commission's work is also intended to support the Government in the delivery of its "National Infrastructure Mission" and development of the next Infrastructure Investment Plan for the five years ahead. This advice is due to be presented to Ministers by the end of 2019.

The Commission has also been asked to provide, following completion of its first report, advice to the Government on the delivery of infrastructure in Scotland, including the possible creation of a Scottish National Infrastructure Company. This is due by the end of June 2020.

This report describes the Commission's approach and way of working in meeting its remit and provides a short summary of progress to date. At this stage in its work programme, the Commission's focus has been on gathering the evidence it will require to inform its thinking in the subsequent development of advice and recommendations to the Scottish Ministers.

Following the appointment in December 2018 of Ian Russell CBE as Chair of the Commission, the additional members were announced in February 2019; the full list of Commission members is at **Annex 2**. The Commission members were appointed because of their particular areas of expertise and which, when combined together, brings a wide and balanced range of skills and insights. They are responsible for providing expert, impartial advice and during their appointment will engage widely with stakeholders.

During this initial period, a small secretariat, comprising staff on assignment from Scottish Futures Trust and the Scottish Government was established to provide support to the Commission.

## 02 The Commission's Way of Working

A key aspect of the Commission's remit is that it should work in a way which is:

- > Engaging and widely consultative across all of Scotland and civic society;
- > Credible, objective and evidence-based; and
- > Outward looking, forward thinking and innovative

In order to meet this aspect of its remit, the Commission has adopted an approach to working which commits it to applying the principles of broad engagement and evidence based, forward thinking analysis. This approach will enable it to capture the expertise and opinions of people from across industry, business, the public sector, academia, civic society and the wider public thus underpinning its subsequent recommendations.

However, given the limited time available and the evolution of the public policy landscape – in Scotland, in the UK and internationally – the Commission recognises that it cannot present more than their contribution to an essential public debate. The Commission will therefore endeavour to place practical and realistic options on the public agenda for further detailed consideration by Scottish Government and Parliament. Therefore, the Commission will be guided further by the following principles:

- > The Commission process will not in any way seek to displace or second-guess the necessary judgements which Ministers will have to make in relation to infrastructure investment and prioritisation; and,
- > In keeping with its independent status, the Commission will not make value judgements which might be construed as party political. Rather, it will seek to present an informed and dispassionate view of the needs of infrastructure in Scotland over the coming years and make practical recommendations.

The Commission held its first meeting in February 2019 with further meetings scheduled at approximately monthly intervals thereafter. The agenda and minutes of meetings are published on the Commission's website ([www.infrastructurecommission.scot](http://www.infrastructurecommission.scot)) along with other relevant documents.

## 03 The Commission's Approach to Evidence Gathering

### 3.1 Initial Call for Evidence

As the first step in its work, the Commission issued its “Initial Call for Evidence” in March 2019. In issuing its initial call, the Commission sought to provide a wide range of individuals, representative bodies, public bodies and organisations who use, plan, manage, maintain, finance and deliver infrastructure with the opportunity to contribute to its work by submitting written evidence. In doing so, the Commission recognised that many organisations and individuals will already have reflected on the issues and challenges around Scotland’s infrastructure needs and therefore sought to draw on this established knowledge and thinking.

The “Call for Evidence” ran from early March until the end of May 2019 and around 150 responses were received from a wide range of organisations, including many of Scotland’s local authorities, other public bodies (e.g. health boards, regional transport partnerships, Police Authority), enterprise agencies, industry bodies (e.g. developers, infrastructure providers, service providers and specialists), third sector organisations (e.g. charities, campaign/lobby groups) and specialist interest groups (e.g. arts/culture groups). A list of those who responded and gave permission for their names to be published is at **Annex 3**.

As the Commission is committed to being open and transparent across all its activities, it intends to publish in due course those responses where permission has been granted.

Once the Commission has concluded its initial analysis of the written submissions it has received, it intends to meet with a cross section of representative bodies, organisations and individuals, where it judges that further expert evidence in selected areas would be helpful to further inform and support its understanding of the issues and recommendations.

### 3.2 Regional Forums & Round Table Events

A series of five Regional Forums will be held across Scotland to capture regional distinctions and the views of each region’s stakeholders. These will take place over the summer of 2019 with invitations issued to public, private and third sector interests.

The first Regional Forum was held in Inverness on 10 June, covering Argyll & Bute, Highland, Moray, Orkney Islands, Shetland Islands and the Western Isles local authority areas.

A further four Regional Forums will be held over the course of summer in Aberdeen, Glasgow, Edinburgh and Moffat.

In addition, a series of sectoral and other thematic round tables will take place over the coming months, which will build on the Initial Call for Evidence and the Regional Forums. Their purpose is to enable the Commission to get beneath and beyond the emerging issues in greater detail and to fill gaps that have been identified through the other strands of engagement.

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The Commission's Approach  
to Evidence Gathering (continued)

**3.3 Commissioned Research**

To meet its remit of working in a way that is “engaging and widely consultative across all of Scotland and civic society”, the Commission may, where it feels this is necessary, appoint consultants to assist it undertaking more focused engagement in specific areas or with harder to reach groups. For example, the Commission has appointed a social research company to seek views from the users and future users of infrastructure, including engagement with young people.

**3.4 Meetings with Key Stakeholders and Other Interested Parties**

To supplement the above, the Commission Chair, Commissioners and the secretariat will, over the course of their work, meet a wide range of key stakeholders and interested parties to seek their views and opinions on Scotland's infrastructure needs. This will include, for example, politicians (both national and local, from all sides of the political divide), policy makers, service providers, users and delivers of infrastructure.

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## 04 Required Deliverables

The Infrastructure Commission for Scotland will present its conclusions and recommendations on:

- > Infrastructure ambitions and priorities for Scotland by the end of 2019; and,
- > Delivery models by the end of June 2020.

# A1 The Remit of the Infrastructure Commission for Scotland

## **The Commission's Remit**

The remit of the Infrastructure Commission for Scotland was agreed as part of the Scottish Government budget process for 2019/20 and published on 11 December 2019.

## **What the Commission will deliver**

The Commission will provide independent, informed advice on the vision, ambition and priorities for a long-term, 30-year, strategy for infrastructure in Scotland to meet our future economic growth and social needs. This will support the Scottish Government's delivery of its National Infrastructure Mission and the development of the next Infrastructure Investment Plan for the five years ahead. The Commission will advise on the key strategic and early foundation investments to significantly boost economic growth and support delivery of Scotland's low carbon objectives and achievement of our climate change targets.

Following completion of this report, the Commission will be asked to provide advice to Ministers on the delivery of infrastructure in Scotland, including the possible creation of a Scottish National Infrastructure Company.

## **When the Commission will report**

The Commission will report on infrastructure ambitions and priorities by the end of 2019 and may make interim recommendations, for example, around guiding principles supporting the evolution of a coherent Infrastructure Investment Plan across sectors.

It is anticipated that a further six-month period will be required to consider recommendations on delivery models.

## **The Infrastructure Commission for Scotland will work in a way that is:**

- > Engaging and widely consultative across all of Scotland and civic society;
- > Credible, objective and evidence-based; and,
- > Outward looking, forward thinking and innovative.

## **It will pay attention to strategic drivers such as:**

- > Securing Scotland's international competitiveness;
- > The markets and connections Scotland require for goods, services and people;
- > How to prioritise investment to deliver inclusive economic growth and low carbon objectives;
- > Demographic and other social change factors;
- > Place-making;
- > Technological change and innovation; and,
- > Considerations around development, ownership and financing of infrastructure, including Fair Work.



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The Remit of the Infrastructure  
Commission for Scotland (continued)

**The Infrastructure Commission for Scotland's overarching objectives include:**

- > Delivering sustainable inclusive economic growth across Scotland;
  - > Managing the transition to a more resource efficient, lower carbon economy;
  - > Supporting delivery of efficient, high quality, modern public services;
  - > Increasing industry competitiveness, whilst tackling inequality;
  - > Enhancing societal living conditions now and in the future;
  - > Ensuring alignment with the new National Planning Framework.
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## A2 The Membership of the Commission

### **Commission Chair**

Ian Russell CBE, Chair, Scottish Futures Trust

### **Commission Members**

Iain Docherty, Dean of the Institute for Advanced Studies, University of Stirling

Ken Gillespie, Chair, Homes for Scotland & Construction Scotland

Benny Higgins, former Chief Executive, Tesco Bank

Mary Pitcaithly, former Chief Executive, Falkirk Council

Rachel Skinner, Executive Director, WSP

Grahame Smith, General Secretary of the Scottish TUC

Sara Thiam, Chief Executive, Scottish Council for Development & Industry

John Trower, Chairman, Optimity Ltd.

Jan Webb, Professor of Sociology & Climate Change, University of Edinburgh

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## A3 Respondents to the Initial Call for Evidence

Respondent Ref No	Respondent	Respondent Ref No	Respondent
ICE001	Scottish Borders Council	ICE030	Argyll and Bute Council
ICE002	Levenmouth Rail Campaign	ICE031	Edinburgh Living Streets Group
ICE004	Royal Scottish National Orchestra (RSNO)	ICE032	A96 Action
ICE005	Shetland Transport Partnership - ZetTrans	ICE033	Scottish Enterprise
ICE006	Hub East Central, Hub North, Hub South East, Hub South West & Hub West Scotland	ICE034	North Lanarkshire Council
ICE007	Arancha Arnal	ICE035	South East of Scotland Transport Partnership
ICE008	Colin Jack	ICE036	Western Buses Limited, T/A Stagecoach West Scotland
ICE009	Aileen Grant	ICE037	Timber Transport Forum
ICE010	Falkirk Council	ICE038	Universities of Scotland
ICE011	Scottish Carbon Capture & Storage	ICE039	Highlands and Islands Enterprise
ICE012	Network Rail	ICE040	Rail Freight Group
ICE013	Scottish Futures Trust	ICE041	Architecture & Design Scotland
ICE014	Glasgow City Council	ICE042	Midlothian Council
ICE015	Glasgow City Region	ICE043	Openreach
ICE016	East Ayrshire Council, North Ayrshire Council and South Ayrshire Council	ICE044	Scottish Further & Higher Funding Council
ICE017	Cisco International Limited	ICE045	Highlands and Islands Airport Limited
ICE018	CLEAR Buckhaven & Methil	ICE046	National Record of Scotland
ICE019	Scottish Opera	ICE047	Orkney Islands Council
ICE020	The Freight Transport Association	ICE048	Nestrans
ICE021	Aberdeen City Council	ICE049	Cycling UK Scotland
ICE022	Drinking Water Quality Regulator for Scotland	ICE050	National Museums Scotland
ICE023	Allan Henderson	ICE051	FarrPoint Ltd
ICE024	Rail Delivery Group	ICE052	Wheatley Group
ICE025	SSE Plc	ICE053	University of Glasgow
ICE027	Convention of Scottish Local Authorities (COSLA)	ICE054	Paths for all
ICE029	Port of Cromarty Firth	ICE055	NHS Ayrshire and Arran

Respondents to the  
Initial Call for Evidence (continued)

Respondent Ref No	Respondent	Respondent Ref No	Respondent
ICE056	Institution of Civil Engineers Scotland	ICE083	Scottish Renewables
ICE057	Scottish Secure Parking Group	ICE084	City of Edinburgh Council
ICE059	Royal Town Planning Institute	ICE085	Arcadis
ICE060	Glasgow Airport	ICE086	Pale Blue Dot Energy Limited
ICE061	Turner Townsend	ICE087	Dumfries and Galloway Council
ICE062	South West of Scotland Transport Partnership (SWestrans)	ICE088	SP Energy Networks
ICE063	City Fibre Holdings Ltd	ICE089	Fife Council
ICE064	Abundance Investment	ICE090	Homes for Scotland
ICE065	Institution of Engineering and Technology	ICE091	British Ports Association's 'Scottish Ports Group'
ICE066	CBI Scotland	ICE092	NHS Lothian
ICE067	Confederation of Passenger Transport UK	ICE093	Scottish Environment Protection Agency
ICE068	Landscape Institute	ICE094	Scottish Power
ICE069	Moray Council	ICE095	The Scottish Council for Development and Industry
ICE070	Glasgow & Clyde Valley Green Network Partnership	ICE096	Dr Keith Baker & Dr Ron Mould, Common Weal and the Energy Poverty Research initiative joint Response
ICE071	WWF Scotland	ICE097	Scottish Federation of Housing Associations, CIH, ALACHO and GWSF
ICE072	Edinburgh and South East Scotland City Region Deal	ICE098	Historic Environment Scotland, Response
ICE073	Strathclyde Partnership for Transport	ICE099	Royal Institution of Chartered Surveyors (RICS)
ICE074	Highland Council	ICE100	Scottish Cities Alliance
ICE075	Spokes, the Lothians Cycle Campaign	ICE101	Jacobs
ICE076	Crown Estate	ICE102	The Highlands and Islands Transport Partnership (HITRANS)
ICE077	Pensions Infrastructure Platform	ICE103	East Dunbartonshire Council
ICE078	Scottish Water	ICE104	Collages Scotland
ICE079	The Scottish Government	ICE105	Glasgow Chambers of Commerce
ICE080	Highland Economic Forum	ICE106	Places for People
ICE082	University of Edinburgh	ICE107	Uist and Barra Independent Councillors

Respondents to the  
Initial Call for Evidence (continued)

Respondent Ref No	Respondent	Respondent Ref No	Respondent
ICE108	Comhairle nan Eilean Siar	ICE137	Tayside and Central Scotland Transport Partnership (Tactran) (joint response on behalf of the Regional Transport Partnerships)
ICE109	BT Group Plc	ICE138	Scotland Town Partnership
ICE110	Existing Homes Alliance Scotland	ICE139	Industrial Museums Scotland
ICE111	Vodafone	ICE140	Visit Scotland
ICE112	Ernst & Young LLP	ICE141	Scottish Police Authority
ICE113	Built Environment Forum Scotland	ICE142	The University of St Andrews
ICE114	Glasgow Centre for Population Health	ICE143	West Dunbartonshire Council
ICE115	Creative Scotland	ICE144	Angus Council
ICE116	Scottish Land Commission	ICE145	European Marine Energy Centre
ICE117	David MacBrayne Ltd	ICE146	Clyde Gateway
ICE118	Association for Consultancy and Engineering	ICE147	Scottish Trades Union Congress
ICE119	The London Internet Exchange	ICE148	Individual response (name withheld)
ICE120	WSP UK Ltd	ICE149	National Galleries of Scotland
ICE121	Scottish Natural Heritage		
ICE122	Drax Group		
ICE123	Scottish Property Federation		
ICE124	Citizen Advice Scotland		
ICE125	Association of Town and City Management		
ICE126	Transform Scotland		
ICE127	Scottish Prison Service		
ICE128	Civil Engineering Contractors Association (CECA) Scotland		
ICE129	Virgin Media		
ICE130	Aberdeen City Region Economic Strategy Group		
ICE133	Transport Scotland		
ICE134	Ayrshire College		



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