

## Infrastructure Delivery Pipeline 2026

### Purpose

1. The Committee is invited to take evidence from the following witnesses in relation to the Scottish Government’s Infrastructure Delivery Pipeline 2026 (IDP)—
  - Ian Hughes, Engagement Director (Scotland), [Construction Industry Training Board](#), and
  - Peter Reekie, Chief Executive, [Scottish Futures Trust](#)
2. This standalone evidence session on the IDP builds on the Committee’s recommendations in its [Report on the Scottish Budget 2026-27](#)<sup>1</sup> and is intended to provide a snapshot of how the IDP has been received amongst key sectors, including the extent to which—
  - the IDP provides certainty for project planning, private sector investment, innovation and skills development, to support economic growth,
  - any certainty provided will stimulate growth in productivity, which has traditionally been very low since the financial crash of 2008,
  - sufficient detail is provided in the document and what, if any additional information a future IDP should include,
  - the sectors represented at the session consider the IDP prioritises the most pressing projects and programmes, which will deliver best outcomes (for example, “shovel-ready projects”)
  - the cost ranges and timescales provided in the accompanying excel spreadsheet are credible and deliverable,
  - the IDP enables digital, data and artificial intelligence opportunities to be maximised,
  - the funding models being explored by the Scottish Government are robust and provide the best opportunities to maximise investment, given capital expenditure is limited,
  - the draft Infrastructure Strategy 2027-2037 currently under consultation focuses on the priorities and approaches that will best support economic growth and bring certainty for investment, and
  - the draft Strategy reflects a sufficiently long-term approach to infrastructure planning.
3. SPICe has produced a briefing on the IDP and capital spending to support this evidence session, attached at Annexe A.

---

<sup>1</sup> Published on 5 February 2026.

4. A written submission<sup>2</sup> has been received from the CITB, which is attached at Annexe B of this paper.

## IDP

### Overview

5. The [Scottish Government's IDP 2026](#) was published on 13 January 2026 alongside the Scottish Budget 2026-27 and the Scottish Spending Review 2026 (SSR). According to the Scottish Government, “this new IDP gives the construction sector and the public clarity on the major projects and programmes we will be investing in over the next four years”.
6. The IDP sets out the infrastructure projects and programmes the Scottish Government plans to fund over the next four financial years, “underpinned by over £30 billion of capital funding set out in the SSR”. It includes “specific investment plans totalling £11.1bn, as well as our plans to develop new revenue-financed programmes of investment”.
7. The IDP contains “projects over £5 million and programmes over £20 million” and a Future Pipeline setting out projects that are being explored to determine if there is a case for investment. The Scottish Government expects that “more projects will move into the Pipeline as business cases are approved over the Spending Review period”.
8. Planned investments in the IDP include—
  - supporting the delivery of 36,000 affordable homes,
  - targeted investment across the NHS estate, aimed at improving resilience and enabling modernisation of both property and services,
  - £1.2 billion in renewing Scotland’s rail fleet and ferry vessels and associated enabling works,
  - progressing work to dual the A9 between Perth and Inverness,
  - supporting justice and prisoner welfare through investing over £700 million in HMP Glasgow and HMP Highland,
  - investing in Scotland’s natural infrastructure, with nearly £300 million in peatland restoration and woodland creation, and
  - investing £519m to deliver rail electrification in Fife and the Borders over the course of the Spending Review period.
9. A list of projects and programmes is included in Annex A of the IDP, the Future Pipeline can be found at Annex B, and the Pipeline Decision-making Process is set out at Annex C of the document. The IDP also includes a web link to an [IDP Excel Spreadsheet](#) providing details of specific projects, cost ranges, delivery timetables and outcomes and benefits to be delivered.

---

<sup>2</sup> Provision of written submissions was an option rather than being formally requested due to the short notice for witnesses with invites for the session.

10. The IDP further explains that the Scottish Government will continue to deploy revenue-funded models, such as the Mutual Investment Model (MIM) “where these clearly enhance value for money, affordability and the certainty of infrastructure investment over the medium term”. The Scottish Government is “actively exploring” using MIM to deliver “a significant programme of community health centres [...] over the coming decade”.
11. The Institute for Fiscal Studies (IFS) explains that “this model, which involves the public sector taking a small equity stake in the private companies delivering and maintaining the facilities, has been utilised previously in Wales and is designed to avoid falling foul of rules on whether projects are controlled by the public sector – and so remain outside capital spending and borrowing limits”. The IFS states that this model “could help deliver new infrastructure and facilities more quickly”, but given, it is likely to incur higher costs than investments funded through capital grant funding or direct Scottish Government borrowing”, its use “should be carefully controlled and monitored”.<sup>3</sup> Further information on MIM is provided in the SPICe briefing at Annexe A of this paper.
12. The IDP also outlines that the Scottish Government “continues to apply outcomes-based revenue funding models that leverage local authority borrowing or financial capacity where this offers faster delivery and earlier benefits than waiting for CDEL funding”. Projects being explored under these funding models include the schools’ estate and support for island communities.
13. In addition, “whilst this Pipeline focuses on public investment in public infrastructure, the private sector has a vital role to play in delivering the infrastructure Scotland needs [and] work is underway to strengthen private sector investment activity and explore financing opportunities and instruments”.
14. The Scottish Government plans to report on progress in delivering the projects and programmes set out in the IDP every six months. The IDP also states that “we are working to improve transparency further and will continue to engage with Audit Scotland and the Scottish Parliament’s Public Audit Committee to provide the most useful information to the public and the Scottish Parliament”.

## Consultation on Infrastructure Strategy 2027-2037

15. Alongside the IDP, the Scottish Government launched a [consultation on a 10-year Infrastructure Strategy 2027-2037](#) “to guide infrastructure planning, investment, and delivery across Scotland”. It describes this Strategy as “an evolution from the previous Infrastructure Investment Plan (IiP), which combined strategy and pipeline”.
16. The draft Strategy’s vision is that “our infrastructure supports resilience, net zero and inclusive growth”, with the three enablers of public assets, private investment and place-making. The consultation document states that “the draft Strategy is intended as a consultation document and therefore focuses on high-level priorities and principles rather than detailed portfolio plans”. However, the

---

<sup>3</sup> [The IFS Scottish Budget Report 2026–27](#)

final iteration of the Strategy “will provide greater detail on public assets, sector specific investment priorities, and portfolio level strategies to guide implementation”.

17. The consultation closes in early May 2026, with the final Strategy due to be published later in 2026.
18. The SPICe briefing at Annexe A of this paper provides more information on the [Scottish Futures Trust’s 30-year Needs Assessment](#)<sup>4</sup>, Scotland’s first assessment of long-term need covering economic, social and natural infrastructure, which is being used as part of the consultation on the draft Strategy. The SFT states that “at its core, the Needs Assessment highlights a series of essential priorities: strategic leadership, innovation, collaboration, skills, integrated services and behaviour change”. It adds that “progress in these areas will rely on Ministers, the Scottish Government, public and private partners, and SFT working together to ensure infrastructure decisions deliver long-term, sustainable benefits for Scotland”.
19. The draft Strategy also “draws on insights from the [Scottish Government’s 2024-2025 Horizon Scanning Project](#)<sup>5</sup> to anticipate future trends and disruptions, ensuring infrastructure remains adaptable and future proofed”.

## Previous Committee evidence and recommendations

20. The Committee has been requesting a detailed infrastructure plan for over two years, after the Scottish Government delayed its original publication date from December 2023.
21. In its [Pre-budget 2026-27 Report](#) published on 30 October 2026, the Committee asked the Scottish Government to set out as part of its liP and pipeline what steps it will take to smooth out the “lumpy” capital budget over time. The [Scottish Government’s response of 13 January 2026](#) notes that the IDP provides multi-year spending certainty on projects and programmes to be taken forward in the next four years. It goes on to say that “through careful management of the pipeline, we can ensure a steady stream of investment in the infrastructure needed to deliver Ministers’ priorities”, adding it continues to explore revenue finance models to expand capacity for infrastructure investment.
22. The SFC told the Committee on [20 January 2026](#) “it is a step forward that we now have a plan that the Committee has been asking for a wee while”, adding “the question is whether you have the level of detail that you need in order to be genuinely able to scrutinise the Government’s priorities and what it plans to spend and when”.

---

<sup>4</sup> Published in January 2026.

<sup>5</sup> Published in June 2025.

23. The Committee heard from other witnesses on 20 January 2026<sup>6</sup>, such as the Fraser of Allander Institute (FAI) that the IDP provides distinct ‘delivery’ and ‘development’ pipelines, which raises questions about exactly which projects will be delivered and when. The FAI said it is “a long way from” providing timescales and costs for delivery, or the detail required and that commentary is required on “how the Government will cope if costs overrun”, recognising there is often ‘optimism bias’ on both timing and costs of public sector projects. Committee Members also explored whether the GDP deflator is the best measure to use in relation to capital expenditure and what may happen with cost overruns.
24. In addition, the FAI said, “we would welcome, as part of the next iteration of the plan, more information on what will be delivered over the next parliamentary session”.<sup>7</sup>
25. In its [Report on the Scottish Budget 2026-27](#), the Committee welcomed publication of the IDP in providing more information on the Scottish Government’s plans for future infrastructure projects. However, it also said it shares the view of witnesses that detail should have been provided on costs, timelines, and potential overruns for the projects and that the split between ‘delivery’ and ‘development’ casts some doubt on exactly what will be delivered and by when.
26. The Committee has recommended that the incoming Scottish Government updates the plans as early as possible after the election.

## Written submissions

### Construction Industry Training Board (CITB)

27. In its written submission (Annexe B of this paper), the CITB welcomes publication of the IDP “and confirmation of the Scottish Government’s investment in infrastructure over the next four years”, adding it “provides a degree of clarity to industry on the Scottish Government’s priorities on a sectoral and regional basis”.
28. However, the CITB has concerns regarding the deliverability of the IDP. It goes on to highlight that—
  - the construction workforce is only mentioned once in the IDP, despite being “a key enabler of the IDP”, and “the investments and timescales included cannot be set in isolation from the capacity of the workforce to deliver the projects”. More investment in modern apprenticeships “is required imminently to deliver the IDP”, along with additional funding “for high quality, relevant and future-focussed upskilling for the construction industry”,
  - in delivering the IDP, the Scottish Government should work with industry-led initiatives designed to address the infrastructure skills gap,

---

<sup>6</sup> [Official Report, 20 January 2026](#)

<sup>7</sup> [Official Report, 20 January 2026](#)

- the IDP should be “underscored with an engagement plan with industry colleagues responsible for funding skills and training programmes, and training providers”.
- future IDPs should include more detail on delivery, with clearer links to the [Scottish Futures Trust Constructure Pipeline Forecast Tool](#)<sup>8</sup> and “ensure that timely and relevant skills programmes are being funded in sufficient numbers and in the relevant occupations to deliver the IDP”,
- Scotland’s SME network requires a longer-term pipeline of work beyond four financial years to provide further clarity, “to instil it with the confidence to invest in the skills and training required to deliver the pipeline”.

## Next steps

29. The Committee will hear from the Cabinet Secretary for Finance and Local Government on 10 March 2026 on the evidence gathered at this session relating to the IDP, as well as evidence heard on the Scottish Government’s Scottish Spending Review on 24 February 2026.

Committee Clerking Team  
February 2026

---

<sup>8</sup> The Scottish Futures Trust, in partnership with the public sector and industry, has developed the Construction Pipeline Forecast Tool for Scotland, providing “a look forward as to the anticipated public sector spend within construction”. The SFC cites industry and public sector benefits from the tool, with over 30 public bodies contributing data to the forecast tool, which will be updated every six months.

The logo for SPICe, featuring the text 'SPICe' in a white, sans-serif font on a dark purple background.The text 'The Information Centre' and 'An t-Ionad Fiosrachaidh' in a white, sans-serif font on a dark blue background.

## Finance and Public Administration Committee

**Tuesday 3 March 2026**

### Infrastructure Delivery Pipeline

The Scottish Government published two documents alongside the Budget relating to longer term planning for capital investment: the [Infrastructure Delivery Pipeline 2026](#) and a [Consultation on the Infrastructure Strategy 2027-2037](#).

The Infrastructure Delivery Pipeline (IDP) sets out infrastructure plans for the next four financial years from April 2026 to March 2030. The Scottish Government outlines that:

“It sets out specific investment plans totalling £11.1 billion, as well as our plans to develop new revenue-financed programmes of Investment. More projects will move into the Pipeline as business cases are approved over the Spending Review period.”

The IDP covers projects over £5 million and programmes over £20 million. Some of the projects listed include:

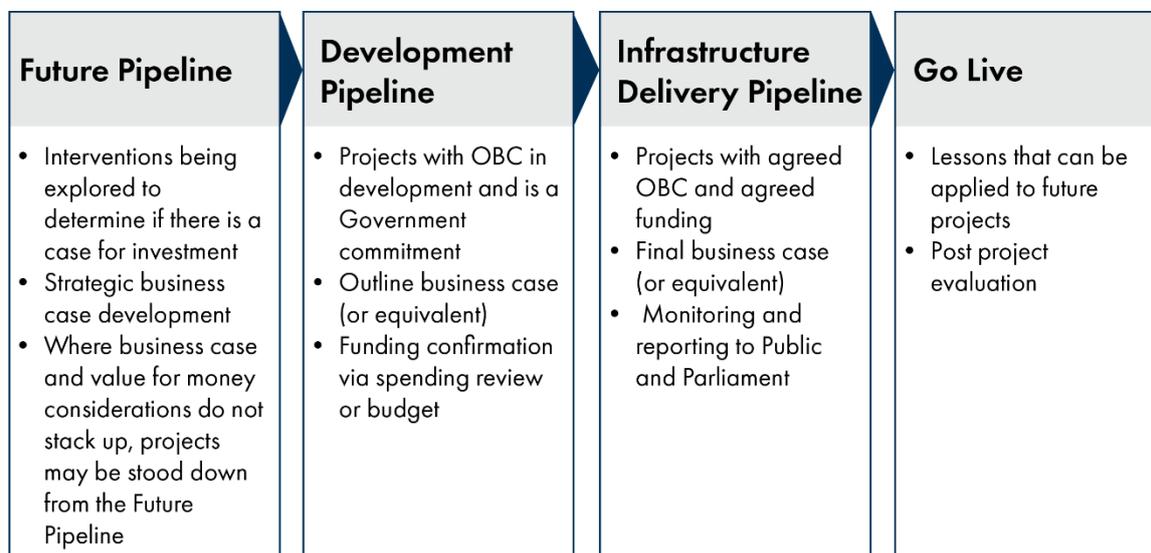
- A9 Dualling Programme
- Rail Services Improvement and Decarbonisation programme
- Ambulance Replacement Programme

The IDP is a continuation of the pipeline set out in the 2021 Infrastructure Investment Plan (IIP), with some projects and programmes listed as they are near completion. However, a few projects listed in the 2021 IIP have not been listed specifically in the new Pipeline. These are in the Health Sector, where the Scottish Government is working with all Health Boards to develop a whole system infrastructure plan (WSIP).

The IDP is a live document, and the Scottish Government notes that new projects and programmes will be added to the pipeline at future updates, as investment plans are agreed.

The IDP illustrates how projects progress through the Scottish Government’s decision-making stages. The figure below consolidates this information, showing the full journey of an infrastructure project.

**Figure 2: Pipeline of Scottish Government’s IDP decision-making process**



Fraser of Allander comment that:

“A list of projects that’s in the infrastructure development pipeline rather than delivery, which sounds a bit like a euphemism for things that you might like to do if you had more money, but you know, you can’t commit any funds to at the moment.”

Full information about each of the projects and programmes in the Infrastructure Delivery Pipeline can be found in the [Supporting Documents Section](#).

## Capital

The 2026-27 Budget has a total of £7,568 million in capital and financial transactions funding available, which is an increase of £146 million compared to the 2025-26 ABR Budget (2% higher in cash terms, or a 0.3% decrease in real terms).

The majority of the capital budget comes from HM Treasury. The core Barnett settlement increased by £456 million to £6,712 million (89% of total capital budget).

The Scottish Fiscal Commission reports:

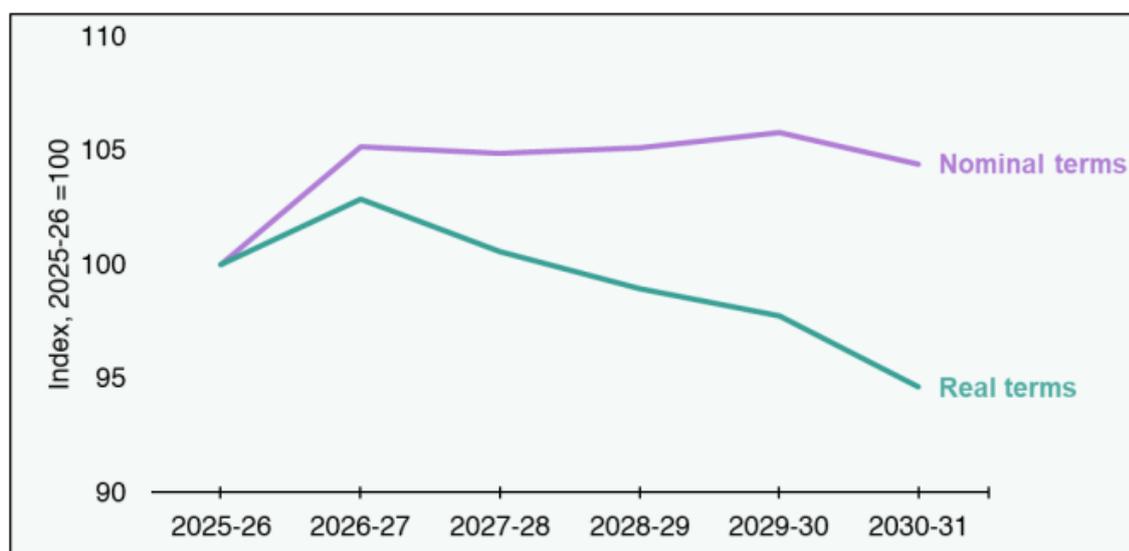
“The Scottish Government has taken the decision to reduce capital funding in-year to minimise any underspend. This reduces capital funding by £226 million in 2025-26. Capital funding has increased by £214 million in 2026-27 compared with our June 2025 forecast. There is an average increase in capital funding of £176 million throughout the forecast period, equivalent to 2.3 per cent of the capital budget. However, in real terms, capital funding is falling by 5 per cent between 2025-26 and 2030-31.”

One potential source of capital funding for the Scottish Government is income from Scotwind. The Scottish Government plans to use Scotwind revenues to bolster both capital and resources positions over the spending review period. Planned capital utilisation in 2025-26 has reduced however from £341 million to £153 million, with a further £23 million being utilised to support resource spending. A further £50 million will be used for resource spending in 2026-27, with £92 million in capital funding in 2028-29 and £99 million in 2029-30.

Capital funding makes up around 12 per cent of total funding. [The SFC expect it to grow by 4.4 per cent in nominal terms](#) between 2025-26 and 2030-31. However, after adjusting for inflation the growth is equal to minus 5 per cent as shown in SFC’s figure below.

**Figure 3: Capital Funding Outlook**

**Capital funding grows in 2026-27 but remains flat over the forecast and is falling in real terms**



Description of Figure 2.5: Line chart showing capital funding trends from 2025-26 to 2030-31, in nominal and real terms, indexed so that 2025-26 levels are equal to 100. Capital funding grows in 2026-27 by 5 per cent and then remains flat over the forecast period. Adjusting for inflation sees a fall in capital funding across the forecast period.

Source: Scottish Fiscal Commission, Scottish Government.

## Mutual Investment Model

The IDP confirms that the Scottish Government will continue to deploy revenue-funded models including the Mutual Investment Model (MIM):

“Any deployment of MIM would be to deliver additional investment over and above constrained capital budgets assessed to be necessary to meet our investment ambitions.”

Through MIM, the Scottish Government is expecting to deliver community health centres over the coming decade. Three initial projects to be supported (Port Glasgow, East Calder and East Livingston, Cowdenbeath and Lochgelly). A further

nine projects are to be considered for inclusion in the first tranche. The Scottish Government suggests that the capital value of all twelve schemes will be above £500 million.

Given limits on direct government borrowing, the Mutual Investment Model could accelerate delivery of new facilities. However, [the Scottish Futures Trust \(2019\) found that MIM is significantly more expensive](#), estimating that using private finance option to fund a new secondary school will be in the range of 2.6 to 3.3 times the construction cost over the 25 years of the asset. This compares with 1.9 to 2.6 times the construction cost if financed using public borrowing. An asset funded using capital grant and maintained to the same standard over 25 years is estimated to be 1.5 times the construction cost.

These higher costs would fall on future resource budgets, reducing funding for other priorities. The [Institute for Fiscal Studies recommends that MIM is only suitable where investments generate sufficiently high returns](#) and where borrowing limits prevent use of cheaper, direct government finance.

## Consultation on the Infrastructure Strategy 2027-2037

This consultation focuses on high-level priorities, rather than detailed portfolio plans. The consultation closes for responses 5<sup>th</sup> May 2026 and we can expect the final strategy to be published later in 2026. The final strategy is set to include greater detail on public assets, sector specific investment priorities, and portfolio level strategies to guide implementation.

[The Consultation identifies](#) that:

“Renewing current assets and dealing with existing maintenance backlogs over ten years would require around two thirds of the capital budget and leave little headroom for new developments. This means that we need to make sensible choices on how and where we deliver services better and well-informed decisions to ‘right size’ our asset base to be affordable in the long term.”

The Infrastructure Commission for Scotland (ICfS) shaped the current Infrastructure Investment Plan (2021-2026) and continues to influence the new Infrastructure Investment Strategy. The Scottish Futures Trust (SFT), through the Scottish Government’s Infrastructure Improvement Programme, has developed a system-wide [Infrastructure Needs Assessment to guide future investment](#).

## Scottish Futures Trust Infrastructure Needs Assessment

Published in January 2026, the [Needs Assessment](#) sets out the key infrastructure challenges for the next 30 years. It identifies five major trends that should guide all

investment decisions and strategies; demographics, climate change, global security, economic priorities, and public service reform.

The report sets out the long-term outlook for each major infrastructure sector in Scotland, highlighting the key challenges and opportunities they face over the next 30 years based on the Needs Assessment analysis.

The table below sets out the sector summaries, providing analysis of the report’s findings and distilling the long-term messages and recommendations.

<b>Sector</b>	<b>Key Message</b>
Transport	<p>Scotland must prioritise maintaining and decarbonising existing networks, reducing car dependency, improving accessibility and strengthening climate resilience.</p> <p>Recommendations include exploring innovative funding mechanisms such as road pricing or congestion charging, integrating models, and using digital tools to improve efficiency.</p>
Waste	<p>The waste system needs to accelerate its shift to a circular economy through modernised recycling infrastructure and new technologies.</p> <p>Recommendations include implementing the UK-wide Digital Waste Tracking System, driving behaviour change, improving compliance, and addressing public resistance to energy-from-waste projects.</p>
Energy	<p>The energy sector must deliver a coordinated transition to renewables, hydrogen and CCUS, supported by major grid upgrades.</p> <p>Recommendations include unlocking private investment through policy clarity, addressing grid capacity and pricing barriers, tackling skills shortages, supporting a just transition and reducing fuel poverty.</p>
Telecommunications and Digital	<p>Digital networks must be more inclusive, resilient and secure, enabling modern public services and economic growth.</p> <p>Recommendations include expanding full-fibre and 5G, supporting green data centres, closing rural coverage gaps, boosting digital inclusion, and strengthening cyber security across critical systems.</p>
Water	<p>Scotland’s water system must address ageing assts, rising demand and climate pressures.</p> <p>Recommendations include sustained investment in asset modernisation, significant climate adaptation measures, deploying nature-based solutions, reducing consumption, and exploring new financing mechanisms to meet long-term costs.</p>

<p>Health and Social Care</p>	<p>Demand pressures and ageing infrastructure require a shift to preventative, digital and community-based care models.</p> <p>Recommendations include investing in digital health platforms, improving asset flexibility, considering public-private financing, and ensuring facilities are climate-ready while addressing workforce and inequality challenges.</p>
<p>Housing</p>	<p>Scotland must tackle the housing emergency by increasing affordable supply and retrofitting the existing stock.</p> <p>Recommendations include repurposing vacant properties, adopting off-site construction and collaborative delivery models, supporting net-zero retrofits, reducing fuel poverty, and ensuring homes meet the needs of an ageing population.</p>
<p>Emergency Services</p>	<p>Emergency services must modernise ageing assets and adapt to rising climate and security risks.</p> <p>Recommendations include co-locating facilities across services, modernising estates, improving digital integration for real-term resource management, and strengthening preparedness for large-scale emergencies.</p>
<p>Education</p>	<p>The education estate must adapt to demographic change, digital learning and sustainability goals.</p> <p>Recommendations include greater use of shared facilities, investing in digital and technology-enabled learning, retrofitting buildings to meet net zero requirements, and ensuring resilience to climate risks and future shocks.</p>
<p>Justice</p>	<p>Scotland’s justice system must modernise its ageing estate, reduce court backlogs and address prison overcrowding.</p> <p>Recommendations include expanding digital processes, increasing alternatives to custody, integrating justice with social services, modernising buildings for climate resilience, and strengthening cyber security.</p>
<p>Defence</p>	<p>Defence infrastructure requires modernisation to meet technological, climate and geopolitical challenges.</p> <p>Recommendations include enhancing cyber security, integrating defence activity with civil authorities, upgrading estate resilience, supporting high-tech manufacturing, and ensuring workforce skills align with future defence needs.</p>
<p>Natural Infrastructure</p>	<p>Natural capital must be strengthened to support biodiversity, climate resilience and economic value.</p> <p>Recommendations include scaling nature-based solutions, expanding peatland and woodland restoration, improving data and market frameworks for natural capital, and integrating nature positivity into all infrastructure planning.</p>

Culture and Recreation	Culture and recreation assets support wellbeing, identity and tourism but face funding pressures and climate risks.  Recommendations include sustainable investment models, increased community participation and philanthropy, developing digital access, and integrating culture into place-making and prevention agendas.
------------------------	--

**19 February 2026**

**Andrew Feeney-Seale and Rachel Cook, Senior Researchers, Financial Scrutiny Unit, SPICe**

**Finance and Public Administration Committee**  
**Evidence session on the Infrastructure Delivery Pipeline**  
**Tuesday 3 March 2026**

**Introduction**

CITB is pleased to provide evidence to the Finance and Public Administration Committee for its session on the Infrastructure Delivery Pipeline (IDP). CITB is the employer-led and funded skills and standards body for the construction industry in Great Britain. A statutory corporation, charity, and non-departmental public body, sponsored by the Department for Education, our work supports industry to attract, develop and retain the construction workforce. We maintain construction training standards and keep Britain building safely. Our purpose is to support the construction industry to have a skilled, competent, and inclusive workforce, now and in the future.

To support the Committee's scrutiny of the IDP, CITB has provided key information below, in addition to providing oral evidence at the session on 3 March 2026.

**The construction industry**

1. The construction industry contributes 6% to Scotland's GVA and is responsible for 10% of all Scottish business turnover.
2. The industry employs over 207,000 people; and has around 13,000 micro, small and medium employers - the vast majority (85%) are small and micro firms embedded in their communities.
3. In 2024/25 over 6,500 people started a Construction related Modern Apprenticeship, more than a quarter of all new starts. Over 13,000 apprentices were in training, and the industry achieved a 78% completion rate.
4. The infrastructure sector represents 23.5% of construction output in Scotland. The primary driver of Scotland's construction growth will be the infrastructure sector. Between 2025 and 2029, we forecast infrastructure output to rise by 6.5% per year on average.

**The Infrastructure Delivery Pipeline**

5. CITB welcomes the publication of the Infrastructure Delivery Pipeline (IDP) and the confirmation of the Scottish Government's investment in infrastructure over the next four years. The IDP provides a degree of clarity to industry on the Scottish Government's priorities on a sectoral and regional basis. However, CITB has concerns regarding the deliverability of the IDP.

6. The construction workforce is mentioned only once in the IDP in reference to the fiscal and economic context. The construction workforce is a key enabler of the IDP - the investments and timescales included cannot be set in isolation from the capacity of the workforce to deliver the projects.
7. The ability of the education and skills system to secure the supply chain to deliver the projects, in terms of new entrants and upskilling, must also be considered.
8. For many critical occupations, Modern Apprenticeships (MAs) are the only industry recognised route into the construction sector. Given the four-year duration of construction apprenticeships, more investment in apprenticeships is required imminently to deliver the IDP.
9. However, investment in MAs will be insufficient to meet industry's skills demand - new pathways for entrants into industry and for the existing workforce to upskill must also be supported with increased investment. The reform of the post-school education and skills delivery landscape presents an opportunity for the Scottish Government to provide funding for high quality, relevant, and future-focussed upskilling for the construction industry.
10. In the delivery of the IDP, the Scottish Government should work with industry-led initiatives designed to address the infrastructure skills gap, such as the Infrastructure Sector Skills Advisory Group in its delivery of the [Infrastructure Sector Skills Plan](#) and the [CECA Scotland Academy](#), a civil engineering skilled operative programme designed to fill significant infrastructure gaps.
11. CITB therefore recommends that the IDP is underscored with an engagement plan with industry; colleagues responsible for funding skills and training programmes; and training providers to ensure that infrastructure investments and associated timescales are incorporated into their own business planning.

<b>Requirements for the construction industry in future Infrastructure Delivery Pipelines</b>
---

12. To support the construction workforce to deliver future Infrastructure Delivery Pipelines, these should include more detail of delivery of the IDPs, with clearer links to the Scottish Futures Trust (SFT) Construction Pipeline Forecast Tool.
13. Scotland's SME network requires a longer-term pipeline of work beyond four financial years to provide further clarity on the work available and the timescales involved, to instil it with the confidence to invest in the skills and training required to deliver the pipeline.
14. With greater clarity on the investments committed to and timescales involved, there are also opportunities to understand the labour needs of individuals projects within future IDPs, through applications such as the [Labour Forecasting Tool](#).

15. Future IDPs should make strategic links to investments in the education and skills system to ensure that timely and relevant skills programmes are being funded in sufficient numbers and in the relevant occupations to deliver in the infrastructure pipeline.

### **Labour market challenges**

16. The general construction industry faces a range of labour market challenges which will limit its ability to address skills shortages.
17. CITB's [Construction Workforce Outlook](#) found that 3,590 extra workers are needed in Scotland per year 2025-2029. This annual figure means the construction industry in Scotland needs to recruit around 17,950 extra workers over the time period. However, labour market challenges are [not uniform across Scotland](#).
18. A planned approach is required to ensure that training matches industry needs and demand. Coordination of training at a local level must improve through industry, training providers, and local government collaboration.

### **Reform of the post-school education and skills delivery landscape**

19. The reform of the post-school education and skills landscape is an opportunity to address the challenges in the skills system, such as the ability of the workforce to upskill easily.
20. Opportunities for training must be made more accessible and flexible, to support multiple routes to competence. Dividing the training and assessment journey into smaller components better fits the way individuals develop, refresh, and upskill throughout their working lives, and allows employers and individuals greater flexibility to access skills as and when they are required. There is a need to move towards a culture of Continuing Professional Development (CPD) and modular training, which allows for easy upskilling of the workforce as projects in the IPD are delivered.