

A Workforce Strategy

for the Building Standards
Verification Service



Scottish Government
Riaghaltas na h-Alba
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Ministerial Foreword

The building standards system in Scotland is administered by the thirty-two local authority verifiers appointed by me as the Minister for Local Government, Housing and Planning. Verifiers carry out the important function of protecting the public interest by providing an independent check of applications for building warrants to construct or demolish buildings, to provide services, fittings or equipment in buildings, or building conversions. They check the work during the design phase before granting a building warrant and during the construction phase before accepting a completion certificate. This is delivered with a modest number of people in the workforce.



Kevin Stewart MSP,
Minister for
Local Government,
Housing and Planning

Their commitment to service delivery is evidenced by the number and diversity of projects handled by building standards professionals in any given year. Annually, there are around 40,000 building warrant applications that contribute a total value of nearly £7 billion to the economy.

As Minister for Local Government, Housing and Planning, I see the contribution that verifiers make to ensure our buildings are compliant with building regulations by delivering an efficient essential regulatory service in every local authority area across Scotland. In recent months, verifiers have shown resilience and capability to address challenges presented by the COVID-19 pandemic. Pragmatic and flexible

approaches have ensured that building standards staff have maintained services to customers, supported the phased re-start of the construction industry and innovated with digital technology to introduce remote inspections when it was impossible to carry out physical inspection on site.

The aim of the workforce strategy is to bring to the fore the importance of having the right blend of skills and experience to carry out their role as a verifier, maintaining and building their capacity and capability to deliver a sustainable service into the future.

Ministerial Foreword

This strategy is for them and for people who want to join the building standards profession and build a career that makes a positive impact on all of our communities.

The strategy actions are designed to strengthen the national building standards workforce to make it sustainable for future years. This outcome has been a focus of the Building Standards Futures Board over the last year as work to transform delivery of the system moves into the next phase of activity. Improving operational resilience, supporting effective recruitment and expanding the range of relevant learning opportunities are at the heart of the strategy.

The actions are integral to national and local level commitments that set clear intentions for change. The commitments and actions have been developed with input from industry stakeholders, related Scottish Government policy teams, local authorities as employers, and Local Authority Building Standards Scotland (LABSS). I welcome the early and continuing involvement from individuals and their organisations in developing this approach and supporting delivery as we move forward. The strategy recognises the insight and influence from partners and I appreciate their willingness to participate in partnership working on our shared goals.

Local authorities, in their role as building standards verifiers, pursue continuous improvement activities to address aspects of their performance. Regular performance reporting shows a good level of service and an upward trend across key performance outcomes. However, action to support managers to develop and sustain the workforce is necessary due to an ageing demographic and the limited perception of building standards as a profession in its own right.

I endorse the strategy and I am determined that everyone working in a building standards role is able to gain the broad range of skills and experience they need, establish a professional career and ensure the essential services they provide continue to thrive. I hope this strategy brings a focus to the challenges and enables cooperation on achieving success.



Part 1 – Aims and Commitments

1.0 Introduction

The need to strengthen skills, training and competence of building standards verifiers was first raised by the Compliance and Enforcement Review Panel, Chaired by Professor John Cole. The subsequent public consultation on Compliance and Fire Safety in 2018 sought wider views from the public and industry on the roles and responsibilities of verifiers. The responses confirmed that the competence and resourcing of verifiers was an issue that needed to be addressed.

Scottish Government Building Standards Division has since established a Building Standards Futures Board to look at strengthening and reshaping the building standards system. The workforce strategy is the one of the outcomes from the board.

Scottish Ministers appoint the 32 local authorities in Scotland as building standards verifiers for their own geographical areas. The Building (Scotland) Act 2003 and secondary legislation set out their role as the verifiers of the Scottish building standards system. Their primary function is to protect the public interest

by providing an independent check of applications for building warrant to construct or demolish buildings, to provide services, fittings or equipment in buildings, or to convert buildings. This includes checking during the design phase before granting a building warrant and checking during the construction phase before accepting or rejecting a completion certificate.

The Building Standards section in local authorities is responsible for providing this regulatory function in the construction process. The service deals with a wide range of projects from housing alterations to large and complex public buildings that form part of our national infrastructure and built environment. In addition to their verification role they also enforce the building standards system for issues such as dangerous and defective buildings.

The skills and experience of verifiers in construction are utilised by local authorities to provide other key essential services under other legislation such as entertainment or liquor licensing and safety of sports grounds.

Part 1 – Aims and Commitments

2.0 Role of Verifiers

Verifiers are appointed by Scottish Ministers under the Building (Scotland) Act 2003. Regulation 30, “Appointment of verifiers” of the Building (Procedures) (Scotland) Regulations 2004 requires that, “Before making an appointment of a verifier under section 7(1)(a) of the Act the considerations to which Scottish Ministers shall have regard to shall include:

- (a) Qualifications;
- (b) Competence;
- (c) Accountability to the public; and
- (d) Impartiality.”

Local authorities are appointed as verifiers to administer the building standards system for their own geographic area. They are appointed on the condition they meet the verification Operating Framework¹ and Performance Framework 2017.²

Verifiers are expected to operate under these Frameworks.

The Operating Framework clarifies how verification and supporting functions may be achieved. The documented operating processes of each verifier must address the following functions:

- Integrity and Operational Resilience;

- Administration of building warrant applications and completion certificate submissions; and
- Maintain records to facilitate effective business operation and periodic audit by the Scottish Government.

Function 1.2 of the Operating Framework sets out the requirements for resourcing as:

“Verifiers must have staff with appropriate building standards related qualifications and experience, and have contingencies for when resourcing is not available in-house.”

The Performance Framework covers three perspectives:

- Professional Expertise and Technical Processes;
- Quality Customer Experience; and
- Operational and Financial Efficiency.

There are three cross-cutting themes of “Public Interest”, “Continuous Improvement” and “Partnership Working”. The framework is supported by a range of key performance targets.

Verifiers need to satisfy Scottish Ministers that they are meeting, and continue to meet, performance targets and are subject to regular monitoring and periodic inspection by the Scottish Government’s Building Standards Division (BSD).

¹ <https://www.gov.scot/publications/building-standards-verifiers-operating-framework-may-2017/>

² <https://www.gov.scot/publications/building-standards-verification-performance-framework-april-2017/>

Part 1 – Aims and Commitments

3.0 Vision and Aims of the strategy

The vision is for verifiers to provide a first-class building standards service with operational resilience to meet fluctuating demands.

The aim is to strengthen the operational resilience of the building standards service by committing to change.

The strategy supports the development of a workforce that has the competency and capability to deliver a first-class service. A key part of the strategy is developing a workforce that has the necessary skills and experience to carry out the verification role and be afforded the opportunity to gain the relevant qualifications. The expected outcome is for a sustainable service that can respond to new challenges, such as advances in construction technology and the digital world.

For this to succeed, it is essential that managers have the right tools to attract and retain people into job roles and that building standards is seen as a rewarding and fulfilling career. Raising the profile and esteem of the building standards profession is key to making this happen. Employers are in the driving seat by providing opportunities for entrants at different levels and promoting the benefits of having a professional career in the public sector.

The focus on education, training and qualifications for the current workforce is only part of the story. Currently, building standards teams predominantly have an older demographic and this poses a real risk for the future sustainability of the service. The strategy actions include work to attract a broader demographic than currently exists and include potential “career changers” who have transferable skills.

Critically, we need to ensure there is a talent pipeline that attracts apprentices, and those from other professional disciplines such as architects, engineers and surveyors or from the traditional construction trades.

This approach has been developed in partnership with local authority building standards teams, Local Authority Building Standards Scotland (LABSS), and individuals from a range of organisations from academia, professional institutions, local government and Skills Development Scotland. Our shared goal is to build a sustainable workforce that has the capability and capacity to support operational resilience and has the competence to deliver a responsive and trusted verification service in all parts of Scotland.

Part 1 – Aims and Commitments

The strategy is based around four themes with a shared commitment to timely and accurate data reporting:

- **A Sustainable Workforce;**
- **A Skilled Workforce;**
- **A Professional Framework; and**
- **A Profession for Everyone.**

4.0 Implementation and review

The strategy will be implemented over a three year period. After this time the strategy will be reviewed against the expected outcomes to establish if positive change has been realised.

The strategy sets out key national commitments by Scottish Government and local commitments for local government and other partners. There are a number of actions that will be taken forward at a national and local level to deliver successful outcomes. The national and local commitments and actions are set out in 4.1 and 4.2.

The annual data reporting information will be used to measure the progress of each commitment and related action. The **Measurement Framework** in Part 3 sets out how success is measured and links the commitments and actions to specific outcomes.

The data will provide updated information on demand and supply into roles, the level of skills and qualifications being attained and the amount of staff and turnover experienced across all verifiers.

Part 1 – Aims and Commitments

4.1 National commitments and actions

Commitments

Actions

1

A Skilled Workforce

Support the development of career entry points and pathways into the profession.
Support the development of national training hubs with local authorities.

2

A Professional Framework

Streamline job roles and definitions to create a single building standards profession.
Review the verification Operating Framework and Performance Framework.

3

A Profession for Everyone

Raise the profile and esteem of the building standards profession.
Support the development of an Ambassadors' Network and outreach programme.

4

Data Reporting

Undertake a national data collection exercise.
Develop analysis to monitor resourcing of key roles.

Part 1 – Aims and Commitments

4.2 Local commitments and actions

	Commitments	Actions
1	A Sustainable Workforce	Refresh workforce plans to address capability and capacity. Build additionality through increased use of apprenticeships.
2	A Skilled Workforce	Identify skills gaps and training needs. Support delivery of learning and development on a national basis.
3	A Professional Framework	Map existing job roles to the single professional framework.
4	A Profession for Everyone	Actively promote the profession as a rewarding career choice. Develop an Ambassadors' Network and outreach programme.
5	Data Reporting	Managers and HR leads to provide workforce data and report on progress with strategy outcomes annually.

Part 1 – Aims and Commitments

4.3 Workforce challenges

Building standards matter to most people at some time in their lifetime. In most cases it is usually when new construction work is planned. The expectation from customers is for an efficient turnaround of building warrant applications and the ability to access reliable professional advice to ensure the right decisions are made about a building's design and construction.

Having the right blend of skills, knowledge and experience in the building standards workforce is essential to meeting customer expectations. Any delay to the start of new projects can affect the livelihood of businesses and the construction sector who rely on projects starting on time.

Key Challenges

The delivery of the verification service by local authorities is currently facing three key challenges:

1. Operational resilience

The number of building warrant applications, requirements for site visits and number of completion certificate submissions are variable but peaks of activity are normal and verifiers must have capability, capacity and contingency plans to maintain service levels.

Complexity of design

Verifiers do not always have the necessary expertise in-house to assess compliance of complex or innovative designs.

Intensity of development

A lack of competent and experienced staff runs the risk of blocking high profile and significant developments that are essential for economic growth.

Insufficient succession planning

Existing corporate-level succession planning does not wholly reflect the challenges facing verifiers and therefore does not provide a foundation to create a sustainable service.

Part 1 – Aims and Commitments

Funding constraints

Local authorities, on an annual basis, prioritise funding for service delivery bringing operational challenges and impacts on opportunities for recruitment and training of staff in the verification service.

2 Difficulties with Attraction, Recruitment and Retention

The low profile and limited understanding of building standards careers means there is considerable effort required to attract a changing demographic into the service and successfully recruit and retain experienced professionals.

Geographical location

Local authorities based in remote and rural parts of Scotland experience more acute problems when attracting, recruiting and retaining staff. Access to learning and development opportunities is also more challenging due to the distance to travel to reach training providers.

3 Access to appropriate learning and development

Courses offering professional learning and development do not include building standards specific elements required to undertake the different job roles in the service.

³ This is the headcount - it is assumed that this is equal to 573 FTE staff.

4.4 Economic Impact

Staffing

According to the workforce survey (as at 31 July 2019), there were 573 staff working in the building standards service.³ The survey indicated that 623 staff would be required for the service to operate efficiently at a consistent level nationally.

This represents an immediate shortage of 50 staff members which equates to 9% of the workforce. The current deficit is mainly due to the rate of new entrants to the profession not being sufficient to replenish those leaving the workforce due to retirement.

Forward look

Looking further ahead, it is assumed that the number of building warrant applications will increase in line with GDP growth. This would equate to approximately one thousand more building warrants entering the system per annum, in addition to the 39,000 currently being processed each year in Scotland.

Part 1 – Aims and Commitments

Based on existing workforce supply levels, a projected 13% deficit will exist over the coming years which equates to 74 staff. For illustration purposes, Figure 1 shows the projected shortfall spread evenly year on year if the current supply levels remain static. This does not take account of other workforce fluctuations or positions which become vacant in the interim period.

Building Standards workforce supply and demand levels for Scotland

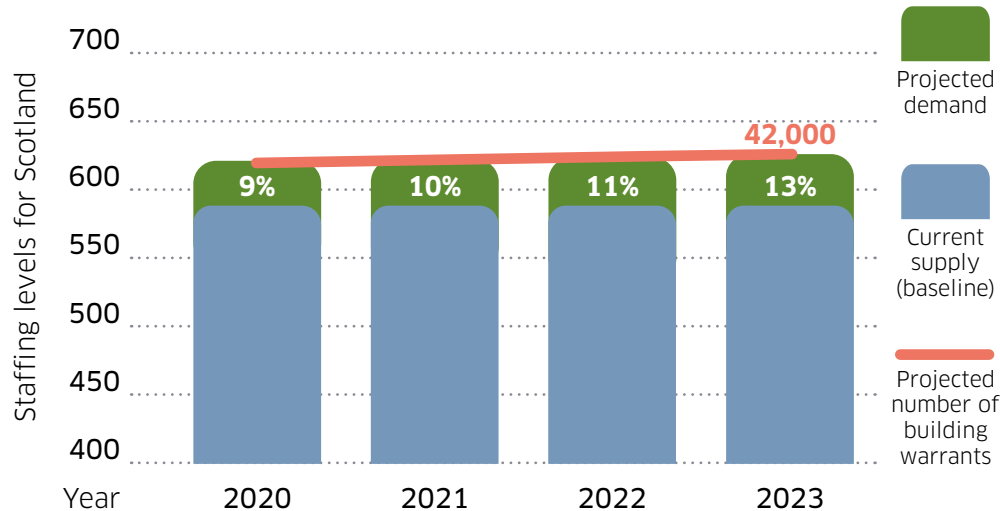


Figure 1 – Workforce supply and demand levels

These figures represent the total number of staff delivering all of the duties required of the building standards service, including their verification and local authority statutory duties under the Building (Scotland) Act 2003. The verification duties include processing of building warrant applications and undertaking reasonable inquiry for completion certificates, and the statutory duties dealing with defective and dangerous buildings. Building standards staff skills and experience are also utilised by the local authority for undertaking other legislative duties such as safety at sports grounds, raised structures, and other licensing responsibilities. The type of work is wide ranging and includes housing, education, health and other important aspects of our economic infrastructure and all applications vary in their level of complexity and value of work.

Value of Building Warrant Work

The significance of the building standards process and how the service interacts with construction activity in Scotland is evidenced by the number of building warrant applications in any given year, 39,000 in 2018/19 with a total value of nearly £7 billion.

Part 1 – Aims and Commitments

The modest workforce of 573 staff administers this work with a skills profile consisting of leadership and managerial roles (16%); a range of support and technical roles (39%) and qualified surveyors (45%). Each qualified surveyor has specialist knowledge and experience to process and approve a total value of work of around £24 million per year. The cost of delivery of the service represents value for money at 0.4% of the total value to the economy in 2018/19. This is a relatively small cost to ensure that all projects deliver healthy, safe, energy efficient and sustainable buildings.

The average value of work administered by each staff member in the total workforce headcount including support roles, is in the region of £12 million per year. On this basis it is clear that if staffing levels are raised from the current level to that required for the service to operate efficiently, there would be capacity to increase the throughput of building projects together with the potential flexibility to raise the total value to Scotland's economy to £7.63 billion per year.

Economic impact of expanding workforce capacity to process Building Warrants in Scotland

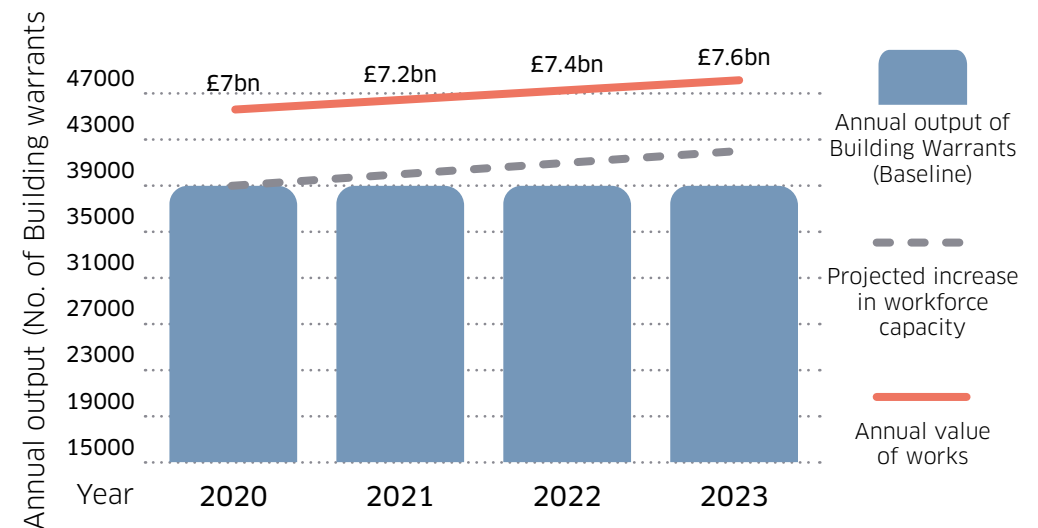


Figure 2 – Economic impact projections

Part 1 – Aims and Commitments

4.5 Workforce Demographic

Supply and Demand

Scotland Level - Workforce Supply And Demand Difference	Current Workforce Supply	Workforce Supply - Workforce Demand Current Difference	Workforce Supply - Workforce Demand 5 Year Difference	Workforce 5 Year Demand As % Of Workforce Supply
Roles	Number of roles	Number of roles	Number of roles	%
Total	573	-50	-72	-12.6%
Building Standards Managers	25	-3	-4	-16.0%
Building Standards Team Leaders	46	-0	-3	-6.5%
Lead Building Standards Surveyor	20	-1	0	0.0%
Senior Surveyor	49	-5	-9	-18.4%
Building Standards Surveyor	209	-19	-16	-7.7%
Assistant Building Standards Surveyor	47	0	-8	-17.0%
Graduate Surveyor	7	-4	-7	-100.0%
Building inspector	28	-11	-20	-71.4%
Building Standards Technician	28	-3	-4	-14.3%
Building Standards Administrator (dedicated or pooled resource)	92	-2	-1	-1.1%
General Building Standards Post (no fixed grade)	0	0	0	0.0%
Other Specialist (structure, fire, etc.)	11	-1	-2	-18.2%
Other Role	11	-1	2	18.2%

Figure 3 – Scotland Level Supply and Demand (at 31 July 2019)

The Scottish Government carried out a national workforce data collection exercise in 2019. Analysis of the data shows there is a significant gap between demand and supply of staff for different job roles in the verification service.

As at 31 July 2019, the workforce was 573 with a significant unmet demand of 50 staff (9%) in key roles for effective service delivery.

The shortfall of 50 is predominantly made up of qualified surveyor roles (48%) which are more difficult to recruit to.

The projected trend is for the demand to rise by an additional 24 total staff (13%) within the next five years.

The highest levels of demand are for two core roles; Building Standards Surveyor and Building Inspector. See Figure 3.

Part 1 – Aims and Commitments

Demographic

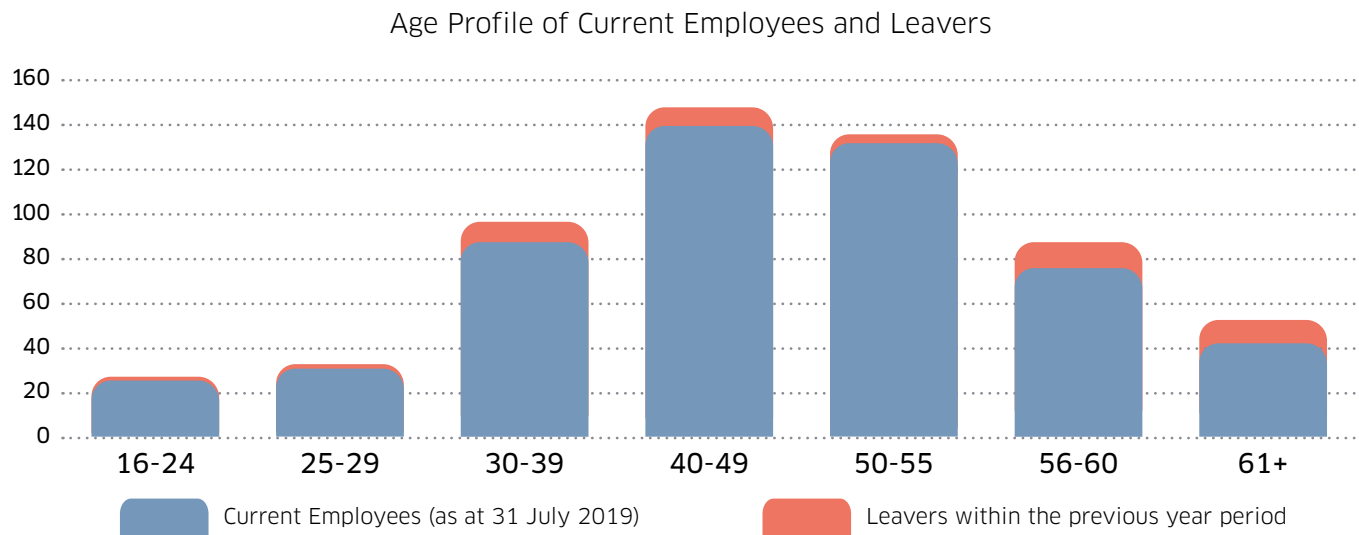


Figure 4 – Demographic – including Leavers (at 31 July 2019)

The situation is further exacerbated by the majority of the demographic of the workforce 254 staff (44%) being 50+, who can choose to leave the service within the next five to ten years. See Figure 4.

The growing demand over the next five years will prove difficult to meet unless action is taken now. It is evident that difficulties with recruitment of new staff at the appropriate time will impact on the ability of verifiers to provide effective service delivery that will ultimately impact on the progress of construction developments.

Local authorities are aware that the verification duty is appointed by Scottish Ministers, and they have to fulfil the conditions of their appointment. However, they have expressed concerns that budget cuts are impacting on their decisions to maintain the number of job roles within local authorities in general, and building standards is no exception.

Geographical analysis of the data confirms that verifiers based in rural and remote areas are experiencing more acute problems when attracting, recruiting and retaining staff. A “Grow your Own” approach is strongly advocated where they invest in upskilling existing staff, recruit for junior roles and provide mentoring and training to support career progression.

Success Story: Fiona Farrell – South Lanarkshire Council

I started with South Lanarkshire Council at 19 as an Administrative Assistant. My role was to undertake administrative tasks which supported the Council's Planning and Building Standards services.

I then took up the role of Assistant Roads Engineering Officer, unfortunately as a result of a structure review, I found myself on the Council's 'Switch 2' process. This process supports employees in circumstances where the employee becomes displaced and ensures every effort is made to find suitable alternative employment.

Whilst on the Switch 2 process, I had the opportunity to apply for the position of Trainee Building Standards Surveyor. Having enjoyed my time working alongside Building Standards Surveyors in the past, I saw this as a great opportunity to start a career within the Building Standards service.

Following a successful interview, I was appointed. I then began a day release BSc (Hons) degree course in Building Surveying. I'm currently in my fourth year of this course. During my first year I was awarded the accolade of highest achieving first year building surveying student. I was extremely proud of this achievement and saw it as recognition of my hard work during this first year.

Working full time within the building standards service has benefited my formal studies. I receive day to day support and mentoring in all aspect of building standards. This allowed me to successfully complete years two and three with 'distinction' awards.

In 2019, the experience and knowledge I gained during my time as a trainee allowed me to be appointed as a building standards surveyor, while continuing to study towards the honours year in the building surveying degree.

I'm grateful for the opportunities that a career in building standards has given me and enjoy the day to day job which has many challenges. I greatly enjoy my role in making the built environment safe and sustainable and enjoy the great variety in work from project to project. I appreciate the support of my team in guiding me through my studies and allowing me to develop my career in building standards. I would highly recommend a career in building standards, its rewarding, interesting, and as my team says, 'every day's a fun day in building standards'.



Part 2 – Collective Action

5.0 A Partnership Approach

The workforce strategy has been developed with partners directly affected by the challenges ahead and who will benefit from its successful delivery. Ongoing development of the strategy with a partnership approach is essential to achieving our shared goals and ensure the building standards verification service is fit for the future.

Scottish Government's approach to working collaboratively with partners was first established in 2019 through the Building Standards Futures Board and with the creation of a Workforce Strategy Working Group to direct and inform the commitments and actions included in this document.

The contributions from members of the working group have ensured the strategy is rooted in the real world and the results will produce the kind of change required to support development of the building standards profession.

The Working Group comprised representatives from:

- Local Authority verifiers (LAs)
- Local Authority Building Standards Scotland (LABSS)
- Scottish Personnel and Development Scotland (SPDS)
- Heads of Planning Scotland (HoPS)
- Skills Development Scotland (SDS)
- Colleges Scotland

- Edinburgh Napier University
- Glasgow Caledonian University
- Construction Industry Training Board (CITB)
- Royal Institution of Chartered Surveyors (RICS)
- Chartered Institute of Building (CIOB)
- Chartered Association of Building Engineers (CABE)
- Chartered Institute of Architectural Technologists (CIAT)
- Institution of Fire Engineers (IFE)
- Local Authority Building Control (LABC)

Members of the working group have an ongoing role in taking forward the actions to deliver the strategy. Their expertise will be valuable and influential to the work ahead.

The Scottish Government has a leadership role to bring parties together to work in partnership on common goals and finding the right solutions that are practical and viable. It is based on a determination to:

Education provision

- Work with academic and skills partners to develop new and expanded learning options to help close the skills gap.

Raise esteem and profile

- Raise the esteem and profile of the building standards profession so it is recognised as a modern and rewarding career for the profession to grow.

Part 2 – Collective Action

Support effective succession planning

- Support local government with succession planning and workforce development activities.

5.1 Verifiers and HR leads

At a local level, emphasis is placed on managers working closely with their corporate HR teams to ensure the building standards verification service is properly reflected in the local authority's succession planning and workforce development plans. Managers are best placed to predict levels of demand on the service and ensure this is matched with supply of the appropriately skilled staff to deliver to that demand.

The Scottish Government recognises that local managers may require support to engage proactively with HR teams on these matters. Therefore early and ongoing communication and engagement with HR specialists is necessary to address resourcing issues and achieve their business objectives.

A resource library of workforce templates will help managers to take a more direct role in all workforce planning activities.

5.2 Collective action to promote building standards careers

Promotion of the building standards profession can be done most effectively by the people in those job roles who can speak from their lived experience. On that basis, an Ambassadors' Network and related outreach programme will be developed and delivered by people already in the profession. Volunteers will be sought to participate in activities with schools, colleges, universities, job fairs and at professional networking events to raise awareness of what the building standards profession does and the opportunities to choose a relevant course of study and work in particular roles. National coordination with support from the Developing the Young Workforce (DYW) network, local authorities as employers and LABSS will be required to ensure volunteers are supported and their activities reach the right people.

Promotional material will be developed to promote the building standards profession and made available to verifiers, professional institutions and the Ambassadors' Network to ensure there is a consistent and visible public face to the profession. The materials will support effective communication about the benefits of working in building standards. Career information will be developed in partnership with Skills Development Scotland and their national network of Careers Advisers to ensure anyone with an interest can find the information they need about their future career path.

Part 2 – Collective Action

6.0 A Sustainable Workforce

Succession planning is a practical process for identifying how verifiers ensure they are able to sustain their capacity and capabilities, and fill key roles. The outputs of succession planning form a vital part of a workforce plan, setting out the staffing requirements for the team in the short and medium to long term. This activity is fundamental to a verifier's ability to meet the requirements of the verification Operating Framework by having the right levels of staffing who are competent, qualified and experienced.

Analysis of the current workforce shows that there is a major challenge in maintaining and developing the workforce to the required operational levels needed to sustain an effective service. More focus is therefore needed on the key challenges to build and maintain the right resources.

Approach

Practical succession planning by local managers will be carried out with the corporate HR leads within each local authority. This activity will ensure there are the right numbers of people in the right roles, with the right skills, in the right locations when they are needed. This is the foundation to ensure the verifier has a sustainable team to consistently deliver the service.

Currently, corporate-level succession and workforce planning activities could do more to represent the requirements of the verification service and do not support local managers to build a realistic workforce plan. Local managers need to use succession and workforce planning activities to better understand that demand is matched or balanced with the supply of the appropriately skilled staff.

At a national level, understanding the future demand on the service is essential for influencing funding decisions and provision of the appropriate education and training opportunities, development of new training offers and tailoring of careers advice when attracting new people into the profession.

Commitments, Actions and Timescale

Table 1: Local Level

Commitment	Outcome	Action	Timescale	Partners responsible for delivery of the action
1.1 Refresh existing workforce plans to address capability and capacity.	Strengthened workforce plans that address the capability and capacity issues facing verifiers.	HR leads and Building Standards Managers to update workforce planning to recognise future skill requirements, the workforce demographic and build operational resilience into service delivery.	Years 1-2	LA employers
1.2 Build additionality and effective succession planning by increased use of modern apprenticeships.	Clearly defined entry points for career starters to help them build a career in the building standards profession.	Local authorities to develop a vocational pathway for modern and graduate apprentices to enter the building standards profession where possible.	Years 1-2	LA employers
		Verifiers to build a talent pipeline through increased use of modern and graduate apprenticeships that supports succession planning.	Years 1-3	LA employers

Success Story: Emma Thomas – Moray Council

I joined Moray Council Local Authority in 2002 as an Admin Assistant/WPO in Planning and Building Standards. I spent four years in this role getting to know each service. It was clear to me early on that I ‘clicked’ with Building Standards. I really enjoyed the Admin role that came with Building Standards, typing up Schedules, getting to know the terminology, looking at the plans while stamping approved warrants, I was fascinated by the whole process.

In 2006 I moved roles into the post of Systems Technical Assistant. This was an extremely busy role, dealing with all incoming applications, mail and emails. In 2013 the services split with me being dedicated to Building Standards work. Over the next four and a half years, sharing an office with the Officers, the knowledge and experience gained was invaluable. Listening and being aware of all the different types of jobs that were ongoing, discussions taking place and learning the technical terminology, along with being able to delve deeper into

my post, made me realise I really wanted to progress my career in Building Standards.

In late 2017, an opportunity arose with a Building Standards Assistant being advertised. I applied and was successful starting the role in early 2018. As much as I was excited for the opportunity to move on I was as equally nervous as I was leaving behind a job which I had done for 11 years and absolutely loved. In the post of Building Standards Assistant, I was checking minor applications, carrying out completion certificates inspections, dealing with consultations and carrying out desk duties. I came to the post with no construction experience behind me so I knew I had a very steep learning curve ahead of me but with fantastic in house training and a two year HNC in Construction Management in 2019 things started to come together.

In January 2020, a post of Building Standards Officer was advertised. I applied, was successful and started the next stage of my career as a Building Standards Officer. I know I still have a lot of training ahead of me but by moving on and checking more complex applications, being on site more often, I am confident my knowledge will grow the same way as it did in my previous

roles and I can't wait to see where this job takes me.

I have now worked in Building Standards for almost 18 years and I could not imagine working anywhere else. Building Standards is a great service and has shown that there are opportunities to progress within. I work alongside a fantastic team who are always there to help me, I couldn't be doing what I am doing without them. I am very lucky to say I love my job!



Part 2 – Collective Action

7.0 A Skilled Workforce

Building standards professionals are required to keep abreast of technical changes affecting their capabilities to deliver the service, such as construction techniques and materials. The workforce requires a wide complement of skills and behaviours to ensure they deliver a reliable service that meets or exceeds customers' expectations. The ever evolving nature of digital technology presents one of the skills challenges facing the verification service as it embraces the opportunities for working smarter by using technology to improve service delivery.

It is important that all building standards staff have access to education and training courses, programmes and resources to develop a competent and professional workforce across Scotland.

There are currently in the region of 18 courses delivered by around 20 further and higher education institutions. These courses cover a range of building design and construction disciplines that have relevance for people working in a building standards role. However, there are significant aspects of the content that is not a good match for building standards which leads to gaps in essential learning.

Approach

Our approach is inclusive and recognises the importance of providing options for upskilling existing staff. Continuing Professional Development opportunities will be strengthened and the availability of accredited training courses will be expanded where possible to meet the evolving skills needs of the verification service. Whilst positive action will support succession planning, it is necessary to ensure career entry points and progression paths are available for people at any age and from any background. Introducing apprentices into trainee and junior roles will improve the strength and depth of the verification service over time. Investing in the development of a more balanced demographic and a successful “grow your own” approach to developing a talent pipeline are essential for verifiers to meet their resourcing demand in the longer term.

The strategy includes the development of a Competency Assessment System (CAS) for building standards staff supported by a self-assessment Competence Matrix. The CAS provides a consistent set of competencies that are linked to relevant training and work-based learning options to support attainment. The longer-term goal is for the CAS be embedded into the Professional Framework.

Part 2 – Collective Action

The Competence Matrix will be used to define the level of competence required for different building standards job roles based on increasing levels of complexity and risk attached to building warrant applications. The Competence Matrix aligns with the technical and procedural requirements of the building standards legislation and is intended to cover all staff involved in service delivery. The Competence Matrix will be subject to regular review to ensure it reflects current practice and emerging training needs such as Building Information Modelling, Modern Methods of Construction and product certification. The findings will form the evidence required to support the development of new training modules to adapt existing courses and create entirely new courses to fill the skills gap identified by the Competence Matrix.

Commitments, Actions and Timescale

Table 2: National Level

Commitment	Outcome	Action	Timescale	Partners responsible for delivery of the action
2.1 Support the development of educational pathways and entry points into the building standards profession.	Enhanced training and development opportunities.	Develop and publish a national route map of qualification pathways and related career entry points.	Year 1	LA Employers Scottish Government LABSS Education providers
		Develop and publish a national matrix of training and development opportunities for building standards.	Year 1	Scottish Government LABSS
		Support the development of a wider range of accredited training courses appropriate to the building standards profession.	Year 1-3	LA Employers Scottish Government LABSS Professional bodies e.g. RICS, CIOB, CABE, CIAT, IFE
		Investigate the feasibility of an MA framework and consider adapting other MA routes in Architectural Technology or Building Surveying.	Year 1	Scottish Government LABSS SDS CITB

Commitments, Actions and Timescale

Commitment	Outcome	Action	Timescale	Partners responsible for delivery of the action
		Work with construction industry professional institutions to expand the range of continuing professional development opportunities.	Year 1-3	Scottish Government LABSS Professional bodies e.g. RICS, CIOB, CABE, CIAT, IFE, RIAS, IStructE
2.2 Support the development of national learning and development hubs.	Local access to training across professional disciplines.	Explore options with LABSS and local authorities to develop a pilot learning and development hub.	Year 1-3	LA Employers Scottish Government LABSS
		Support the expansion of learning and development hubs to build a network across consortia areas.	Year 1-3	LA Employers Scottish Government LABSS

Commitments, Actions and Timescale

Table 3: Local Level

Commitment	Outcome	Action	Timescale	Partners
3.1 Embed the Competency Assessment System/Professional Framework across all verifiers.	Identification of the skills gaps and training needs of everyone working in the building standards profession.	Building Standards Managers to implement the Competency Assessment System within the verification service.	Year 1-2	LA Employers
		All staff in the verification service to complete a skills self-assessment profile to identify training needs.	Year 1-2	LA Employers
		Scottish Government and LABSS to work with partners in the education sector to improve provision of building standards specific training courses.	Year 1-2	LA Employers Education providers

Commitments, Actions and Timescale

Commitment	Outcome	Action	Timescale	Partners
3.2 Provide support for the provision of education, training and development.	Experienced professionals enabled to share their expertise by delivering upskilling courses to newer staff.	Local authorities in conjunction with LABSS to develop a proposal for a regional learning and development hub model.	Years 1-3	LA Employers LABSS
		Local authorities in conjunction with LABSS to pilot a learning and development hub with a view to expansion across Scotland.	Years 1-3	LA Employers LABSS
		Verifiers to identify experienced and skilled staff to offer professional training for new and existing staff.	Years 1-3	LA Employers

Success Story: Kirsty Watt – Aberdeen City Council

Throughout my undergraduate Building Surveying studies, I was unsure on what I wanted to specialise in. During my third year of study at Robert Gordons University, students are encouraged to seek a work placement for a term. The placement requires a number of learning outcomes to be achieved and acts as an introduction to working within an organisation. I applied and was accepted to undertake a 6 month work placement within the Building Standards team at Aberdeen City Council.

At the time of my appointment I had very little awareness of Building Standards. During my placement I undertook both office based and site inspection work; this gave me a greater understanding of Building Standards and the construction industry. Initially my work entailed shadowing colleagues, learning how to check plans and inspect building sites. My colleagues always encouraged me to ask questions, and I had a lot!

As I gained experience whilst under supervision of others, I was quickly given more responsibilities and my own case load. Having completed my placement, I continued to work on a part time basis and return to my studies. I went on to graduate from my RICS accredited degree obtaining a 2:1 classification in Building Surveying.

In October 2014 a full-time Building Standards Officer post became available in Aberdeen. Without the experience I had gained from my placement, it is unlikely that I would have had the confidence or knowledge to be a successful applicant. I was successfully appointed the position. Whilst obtaining my degree was crucial, I feel that my on the job experience obtained during my placement was the main contributing factor to my success.

I have now been a Building Standards Officer for over 5 years and my skillset allows me to work on projects ranging from domestic alterations and extensions, multi-plot housing developments, to non-domestic projects such as office accommodation and residential buildings. I am also undertaking my RICS Assessment of Professional Competence, with the hope to being Chartered by 2021.

The biggest positives that came from my placement was that it gave me a better awareness of the options available to me once I graduated. This helped me decide which role within the Built Environment I wished to pursue. Today I am working in a role I did not previously know existed, with a career, I can see myself in for the foreseeable future and all because of my university placement.



Part 2 – Collective Action

8.0 A Professional Framework

A single and nationally consistent professional framework is the starting point to define and raise the profile of the building standards profession. A new professional framework will comprise a set of standardised job roles that will be used to align the existing, and variable, job titles with the more concise set included in the Competency Assessment System. Having this unified terminology to describe the profession is necessary to match job roles to appropriate education and training options. Consistent naming can be used for recruitment exercises across Scotland and everyone can play a part in promoting the profession in a nationally coherent way.

Approach

The development of a professional framework in partnership with LABSS will provide a basis for agreement on the standardised job roles with all 32 local authorities. This work will not require any verifier to change an individual's job role or title. The professional framework will not require a formal re-grading of job roles. The outcome will ensure everyone working in the profession is aligned to a standardised role that indicates their training and development requirements and points to their career progression path.

A job role mapping exercise will be carried once the professional framework has been developed and approved. At this point, managers will complete the mapping for their team to show how job roles align with the professional framework.

The professional framework will be published online showing the direct entry routes into the profession. It will recognise accredited courses by learning providers and professional institutions. The desirable level of qualification required for entry into different job roles will be included on the framework. This will be shown as a specific level on the Scottish Credit and Qualification Framework (SCQF) which provides the necessary alignment with courses available in schools, colleges and universities.

Commitments, Actions and Timescale

Table 4: National Level

Commitment	Outcome	Action	Timescale	Partners
4.1 Develop a consistent naming convention for building standards.	<p>National adoption of streamlined job roles and titles in line with the Competency Assessment System/single Professional Framework.</p> <p>Better understanding that building standards is about achieving compliance and not policing the construction process.</p>	Standardise all references to "Building Standards".	Year 1	<p>Scottish Government LA Employers LABSS</p> <p>Scottish Government LA Employers LABSS</p>
4.2 Introduce a Professional Framework.	Ability to promote careers in a coherent way.	Support the development of a national Professional Framework that defines all of the job roles in the verification service to support promotion of careers.	Year 1	<p>Scottish Government LA Employers LABSS</p> <p>Professional bodies e.g. RICS, CIOB, CABE, CIAT, RIAS, IStructE and IFE</p>

Commitments, Actions and Timescale

Commitment	Outcome	Action	Timescale	Partners
4.3 Streamline job titles and definitions.		Support all verifiers to complete a mapping exercise to align job roles with the new definitions.	Year 1	Scottish Government LA Employers LABSS
4.4 Review the verification Operating Framework and Performance Framework to embed the Competency Assessment System.		Recognise the National Professional Framework in the verification Operating Framework.	Year 1	Scottish Government LABSS
		Update and issue revised versions of the verification Operating Framework and Performance Framework recognising use of the Competency Assessment System.	Year 1	Scottish Government LABSS

Commitments, Actions and Timescale

Table 5: Local Level

Commitment	Outcome	Action	Timescale	Partners
5.1 Agree to naming convention for “Building Standards”.	Effective branding of the Building Standards Profession.	All verifiers, and stakeholders across the construction industry, to standardise on Building Standards and remove references to Building Control.	Year 1	LA Employers
5.2 Map existing job roles to the agreed standardised job roles and definitions.	Improved visibility and understanding of job roles to support recruitment and promotion of careers.	All verifiers to complete a job role mapping exercise to align building standards teams with the single professional framework.	Year 1	LA Employers
		Verifiers to update their role mapping in response to any future restructuring of the service.	Annually	LA Employers
		Verifiers to use the standard job role titles, definitions and core duties in recruitment exercises.	Ongoing	LA Employers

Success Story: Danielle Louis – West Lothian Council

After leaving school in 2013 I attended College to study a National Certificate (NC) in Countryside Management then continued on to the Higher National Certificate (HNC) in Countryside and Environmental Management the following year.

I realised soon after achieving my HNC that this was not the career path I really wanted to pursue. I had various short term jobs and eventually started full time employment within the West Lothian Council Contact Centre in 2015. In January 2018 I applied for and was offered the position of Building Standards Technician within the Planning Services team.

With the basic knowledge I had gained from working within the Contact Centre, I then had to learn the ins and outs of the Building Standards service. Dealing daily with general enquiries helped quickly build up my knowledge of legislation such as works that do not require a building warrant and explaining this to customers. This role also helped build my knowledge of not only technical issues but also procedural issues such as the requirements to extend

a building warrant and enforcement legislation including dealing dangerous buildings, contacting owners and organising contractors to carry out emergency works.

Throughout this time I was gaining invaluable experience from my colleagues and in the summer of 2018 I was offered the opportunity to study Building Surveying (part-time) at Glasgow Caledonian University. This was too great an opportunity to turn down and although building surveying had never been a career I had thought about prior, working with committed individuals I quickly gained a passion for my work and ensured it was done to a high standard.

Due to having a HNC previously, I was accepted into year 2 of the Surveying course and successfully passed. In August 2019 I applied for the Assistant Building Standards Officers post and was successful. Becoming the Assistant Building Standards Officer has meant I am beginning to assess building warrant applications and continuing with site visits with my colleagues and putting into practice my learning. I am now into my 3rd year of my degree and I am enjoying the challenges that both University and work present.

This career path I have chosen has presented itself to me when I least expected it and one that I am determined to be successful in. I am now a Student member of RICS and fully intend to enrol on the RICS APC route to becoming a full member of RICS. All this has been possible because my manager and the wider team had the confidence in me to succeed in this career and for that I will be forever grateful for the opportunity.



Part 2 – Collective Action

9.0 A Profession for Everyone

Scottish Government, in connection with the Year of Young People in 2018, identified that lack of awareness of building standards; as a discrete profession in its own right and the career opportunities it offers, as significant barriers affecting attraction and recruitment. Little knowledge of the exact nature of job roles combined with a lack of entry points and career progression routes has left building standards with a low profile when compared with other professional disciplines.

These issues combined with the older demographic of the workforce has resulted in building standards being consistently undersold as a rewarding career choice. There is an opportunity now to change perceptions and show that building standards makes a substantial contribution to our communities and supports growth in Scotland's economy.

In response, our partnership approach will raise the profile and esteem of the building standards profession to promote the benefits of working in the verification service. Efforts to grow and diversify the workforce will encourage a more inclusive profession. The work will also look at promoting the wider benefits package available to staff and highlighting the career opportunities available

Approach

The national and local commitments will support more active engagement by verifiers with those seeking a profession in building standards and include engagement with parents, guardians and teachers to influence career decisions. A new network of Building Standards Ambassadors will work with Regional Coordinators from Developing the Young Workforce (DYW) to take part in outreach activities in schools, colleges, universities and at events such as job fairs. Volunteers from building standards teams who are well placed to take part in outreach, will talk about the different job roles available and engage positively with people who have an interest in joining the profession. Outreach activities will be designed to build the relevant work skills, career options and knowledge of the world of work through skills sessions, career insights and workplace site visits.

Part 2 – Collective Action

To support this work, the range and availability of information about building standards careers will be improved. Materials will be developed in partnership with Skills Development Scotland that will enable Careers Advisers to speak about the profession and support anyone with an interest in a building standards job role. It is acknowledged that the advice of parents, family and friends on career choices is important. So it is vitally important that career information is up to date, detailed and provided in real-time. Information will be developed for publication on [My World of Work](#) which is a trusted and key source of career information. The information will emphasise the offer of a rewarding career path ranging from junior and trainee roles up to Senior Surveyor or Principal Building Standards Officer.

Outreach activities will also engage with experienced professionals in other construction-related disciplines who are interested in a new career in building standards. Ambassadors will be well-placed to have meaningful conversations with potential “career changers” to explain the benefits and opportunities of working in the verification service. This aspect of outreach will also seek to encourage relevant tradespeople to consider re-training to develop a career in the building standards profession.

The people already working in the profession are its biggest asset and there is much to be gained through greater collaboration and mentoring. A new Building Standards Network, open to all staff, at all grades with all levels of experience will be created to provide a platform for working and sharing best practices across local authority boundaries. The network will be self-managed and administered through a social network. The purpose and rules of engagement will be agreed with local authorities and LABSS but the intention is that all staff will be able to use the network to find learning and development opportunities such as work shadowing, identify useful training courses and professional events, meet-up socially with colleagues in other local authorities and benefit from informal peer-to-peer networking.

Commitments, Actions and Timescale

Table 6: National Level

Commitment	Outcome	Action	Timescale	Partners
6.1 Promote the building standards profession as a rewarding and fulfilling career.	Raised profile and esteem of the building standards profession.	Develop and publish information on the My World of Work platform to promote the profession.	Year 1	Scottish Government LA Employers LABSS Professional bodies e.g. RICS, CIOB, CABE, CIAT, IFE, SDS
		Develop career awareness information and supporting marketing materials about the profession.	Year 1	Scottish Government LABSS RICS, CIOB, CABE, CIAT, IFE, RIAS, IStructE, SDS
		Support the creation of a “New Entrant” award in partnership with LABSS.	Year 1	Scottish Government LA Employers LABSS
		Work with LABSS and verifiers (as employers) to promote the benefits of chartered status across professional disciplines.	Year 1	Scottish Government LA Employers LABSS
		Work with construction industry professional institutions to promote the benefits of chartered status across professional disciplines.	Year 1	Scottish Government LABSS Professional bodies e.g. RICS, CIOB, CABE, CIAT, IFE

Commitments, Actions and Timescale

Commitment	Outcome	Action	Timescale	Partners
6.2 Support the development and organisation of an Ambassadors' Network.	An outreach programme of events and activities that builds the profile and attractiveness of building standards job roles.	Provide support to the development of an Ambassadors' Network and outreach programme in partnership with LABSS.	Years 1-2	Scottish Government LA Employers LABSS Professional bodies e.g. RICS, CIOB, CABE, CIAT, IFE, RIAS, IStructE SDS, DYW
	A Building Standards Network to provide a platform for making wider connections with colleagues	Provide support to the development of an online network to support development of the profession in partnership with LABSS.	Years 1-2	Scottish Government LA Employers LABSS Professional bodies e.g. RICS, CIOB, CABE, CIAT, IFE, RIAS, IStructE SDS, DYW

Commitments, Actions and Timescale

Table 7: Local Level

Commitment	Outcome	Action	Timescale	Partners
7.1 Promote the building standards profession as a rewarding and fulfilling career.	Raised the profile and esteem of the building standards profession.	LABSS to create a Careers section on their website to promote the profession and provide access to career information.	Year 1	LA Employers LABSS Professional bodies e.g. RICS, CIOB, CABE, CIAT, IFE, RIAS, IStructE SDS, DYW
		Verifiers to participate in events and conferences to raise the profile and esteem of the profession.	Years 1-3	LA Employers LABSS Professional bodies e.g. RICS, CIOB, CABE, CIAT, IFE, RIAS, IStructE SDS, DYW
		Verifiers to increase the number of secondments, work experience placements and internships to create an open and accessible profession.	Years 1-3	LA Employers LABSS

Commitments, Actions and Timescale

Commitment	Outcome	Action	Timescale	Partners
7.2 Support the development and organisation of an Ambassadors' Network.	An outreach programme of events and activities to build the profile and attractiveness of building standards job roles.	LABSS to lead the creation of an Ambassadors' Network of volunteers to promote careers in building standards.	Years 1-2	LA Employers LABSS Professional bodies e.g. RICS, CIOB, CABE, CIAT, IFE, RIAS, IStructE SDS, DYW
	A Building Standards Network to provide a network for cross-boundary connections with colleagues	Verifiers to encourage staff to volunteer as an ambassador and facilitate time to participate in outreach activities.	Years 1-2	LA Employers LABSS
		LABSS to lead the development of a Building Standards Network for employess in partnership with verifiers.	Years 1-2	LA Employers LABSS

Success Story: Callum Ord – Moray Council

Before becoming a Building Standards officer I worked for a number of small local Architectural Practices as a fully qualified Architectural Technologist, with a BSc (Hons) degree from Robert Gordon University, which involved drafting and submitting Planning and Building Warrant drawings and applications on a wide range of small to large Domestic and Non-Domestic proposals. Alongside this work I was also working towards gaining a professional qualification and becoming a member of the Chartered Institute of Architectural Technologists and held an Associate Membership for 2 full years before becoming a Building Standards Officer.

My previous experience of working as an Architectural Technologist helped me gain a basic understanding of the Scottish Building Regulations as unfortunately my University degree did not prepare me in the basic knowledge of dealing with the Building Regulations. During my time working in practice I was always intrigued to develop

my knowledge and understanding of the Building Regulations. During the winter of 2015 my wife saw a position for a Building Standards Officer for Moray Council, she encouraged for me to apply. However, I had a number of concerns about not pursuing my professional qualification as an Architectural Technologist. The job was then re-advertised in which my wife again strongly encouraged me to apply for in which I took her advice and applied for the position. After a successful interview I was appointed the position of Building Standards Officer.

Once I started working as a Building Standards Officer I quickly realised that there is more to the position than I had originally thought. This included learning about the different procedures and different applications, such as amendment of warrants, late completion certificates alongside carrying out site inspections as well as developing my foundation knowledge of the Building Regulations. Since 2016 I have managed to develop my own personal skills (alongside the help from other members of staff and qualified Building Standards Officers) I am now capable of dealing with verifying small to large scale domestic applications, including onsite verifications.

Recently I have been working on developing my knowledge of the Non-Domestic Technical Handbook and have started working on Non-Domestic applications while being overseen by other experienced officers. My aim for the future in my role as a Building Standards officer is to become fully experienced on checking all range of applications from small scale to large scale Domestic and Non-Domestic applications such as large scale plotted developments, education buildings, hotels etc. As a part of this development I am starting to work towards gaining a full membership of the Chartered Association of Building Engineers.



Part 3 – Measuring Success

10.0 Measurement Framework

Timely and accurate data reporting relating to the workforce is required to track and monitor the progress of the strategy actions and the achievement of the desired outcomes. A baseline dataset was collected by Scottish Government in 2019 to understand the current shape and size of the workforce to support development of this strategy. The aggregated data from each of the 32 verifiers indicated the current and future demand for people to enter the profession against the current supply in a range of building standards job roles. The dataset provided an accurate headcount alongside the number of leavers, length of service, age ranges and qualifications gained by staff.

This data collection will be used for analysing the impact of the workforce strategy. Analysis of trends over time will show whether or not the gap between demand and supply is closing, if more people are joining the profession, gaining qualifications and establishing a career in building standards.

Approach

The workforce data collection exercise is being developed using the ScotXed platform which provides a secure and efficient data exchange between local authorities and Scottish Government. The workforce data collection commences on 1 August 2020 and thereafter annually for a snapshot from each of the verifiers showing how the workforce is changing. Scottish Government will prepare an analysis report on the data collection highlighting the main findings relating to the strategy outcomes.

A measurement framework has been developed which shows positive outcomes linked to measures and indicators of success. Additional reporting from verifiers with support from their HR lead will be required to provide a complete response on progress with strategy outcomes.

Commitments, Actions and Timescale

Table 8: National Level

Commitment	Outcome	Action	Timescale	Partners
8.1 Deliver an annual workforce data collection exercise and publish analysis.	A current and reliable evidence base on workforce to track progress with delivery and future policy.	Improve delivery of the exercise by seeking feedback on the 2019 exercise.	Year 1	Scottish Government LA Employers
		Develop and deliver an annual workforce data collection exercise on the ScotXed platform.	Year 1 then Annually	Scottish Government LA Employers
		Provide an annual headline analysis report to verifiers.	Annually	Scottish Government

Commitments, Actions and Timescale

Table 9: Local Level

Commitment	Outcome	Action	Timescale	Partners
9.1 Verifiers and HR leads to submit annual data reporting and an update on progress with strategy outcomes against the measurement framework.	A current and reliable evidence base on workforce to track progress with delivery and future policy.	Verifiers and HR leads to complete the annual workforce data collection exercise	Annually	LA Employers
		Verifiers to report on progress with achieving outcomes in line with the strategy Measurement Framework.	Annually	LA Employers

Measurement Framework

Vision: The vision is for verifiers to provide a first-class building standards service with the operational resilience to meet fluctuating demands.

Themes	A Professional Framework	A Sustainable Workforce	A Skilled Workforce	A Profession for Everyone
Outcomes	<ul style="list-style-type: none"> Improved perception of the building standards profession as an attractive and rewarding career. Clarity on the entry points and career pathways available in the building standards profession. Effective succession planning that enables career progression. 	<ul style="list-style-type: none"> Reduction in the overall resourcing gap. Improved operational resilience. Lower levels of staff turnover to create an established resource profile. Reduced reliance on contractors to fulfil key roles. 	<ul style="list-style-type: none"> Expanded range and availability of existing and new education and training options. Increased levels of competence in different aspects of design and constructions across the workforce. Bespoke training materials support learning and development across the Building Standards profession. 	<ul style="list-style-type: none"> Consistent and effective promotion of the Building Standards profession. Improved diversification of the workforce demographic.
Measures	<ul style="list-style-type: none"> Number of successful recruitment exercises. Number of direct entrants into the Building Standards profession. Verifiers with a building standards succession plan in place that is maintained. 	<ul style="list-style-type: none"> Number of permanent employees in building standards job roles. Improved scores against KPO4 in the Performance Framework. Number of employees with more than five years' service. 	<ul style="list-style-type: none"> Number of employees completing relevant training courses. Increase in the investment in training to reduce the skills gap. Accredited courses with bespoke building standards content. Increase in the number of employees with specialist qualifications. 	<ul style="list-style-type: none"> Number of employees participating in outreach activities as Building Standards Ambassadors. Number of outreach events attended. Number of local authority areas where outreach has taken place.
Indicators	<ul style="list-style-type: none"> Standardised job roles recognised and local variations mapped to the framework. Employees are progressing their careers in the verification service. 	<ul style="list-style-type: none"> Succession plans in place. Faster processing of projects delivering economic benefits. Changing age profile of the workforce. Increased levels of trust to deliver well-managed and resourced services. 	<ul style="list-style-type: none"> More employees able to find the right course to develop in their role. Employees able to gain the learning and accreditation to achieve their career aspirations. Increased capabilities to assess compliance of complex or innovative designs. 	<ul style="list-style-type: none"> Raised profile of local authorities as reputable employers. National and local promotional collateral available to raise awareness of careers. National network of career advisers supporting people to join the profession.

Glossary

Ambassador's network – Building Standards staff within a local authority working as part of an outreach programme to participate in activities with schools, colleges, universities, job fairs and at professional networking events to raise awareness of the building standards profession.

Built Environment – The human-made environment that provides the setting for human activity, ranging in scale from buildings to cities and beyond.

BSD – Building Standards Division is part of the Directorate for Local Government and Communities in Scottish Government. The division prepares and updates building standards legislation and guidance documents, conducting any necessary research and consulting on changes as the Building (Scotland) Act 2003 requires. The division, on behalf of Scottish Ministers, gives views to help verifiers make decisions in particular cases, and deals with applications to relax standards for particular matters. It also approves verifiers, and certifiers of design and construction and it checks how verifiers and certification scheme providers are operating the system.

CABE – Chartered Association of Building Engineers is a member organisation, which confirms competence and ethical professionalism. Members work across the life cycle of the built environment specialising across a wide range of disciplines.

Career Changer – A person who moves from profession to another usually with transferable skills but also requiring new skills and abilities for their new role.

CAS – Competency Assessment System provides a consistent set of competencies that are linked to relevant Building Standards training and work-based learning options.

CIAT – Chartered Institute of Architectural Technologist the qualifying body for architectural technology.

CIOB – Chartered Institute of Building is a professional body that represents construction and property professionals who work within the built environment.

Competency Matrix – used by Building Standard local authority staff to define the level of competence required for different building standards roles based on increasing levels of complexity and risk attached to building warrant applications.

Data collection exercise – An information gathering activity, undertaken to measure both the efforts and impact of the Building Standards recruitment activities.

DYW – Developing the Young Workforce is the Scottish Government's Youth Employment strategy to better prepare young people for the world of work.

Glossary

Grow Your Own Approach – The development of staff who are beginning their career. This will be staff who are usually recruited with limited experience and training and on the job learning will be provided to reach a goal of being fully qualified in the profession.

LA – Local Authorities in Scotland. The 32 local authorities are responsible for the provision of a range of public services such as education, licensing, social care, transport and waste management.

LABSS – Local Authority Building Standards Scotland is the membership organisation representing all local authority building standards verifiers in Scotland.

MA – A Modern Apprenticeship is a job, which lets people earn a wage and gain an industry recognised qualification.

My World of Work – Scotland’s career information and advice website designed to help build career management skills.

Professional framework – A set of standardised job roles that will be used to align existing, and variable job titles with those in the Competency Assessment System.

RICS – Royal Institute of Chartered Surveyors, a professional body promoting and enforcing the highest international standards in the valuation, management and development of land, real estate, construction and infrastructure.

SDS – Skills Development Scotland is the national skills agency of Scotland. It is an executive non-departmental public body of the Scottish Government.

SCQF – Scottish Credit and Qualification Framework is the national credit transfer system for all levels of qualifications in Scotland. It is a way of comparing qualifications and includes achievements such as those from school, college, university, and many work-based qualifications.

ScotXed – Scottish Exchange of Data provides data within Scottish Government for national and international statistical publications. The collection tool platform provides a secure and efficient data exchange between local authorities and Scottish Government.

Supply and demand for resources – the forecasting of current and future staffing needs in relation to business objectives and achieving a balance by having the right number of employees with the right skills at the right time.

Glossary

Succession planning – process for identifying how authorities ensure they are able to sustain their capacity and capabilities, and fill key roles.

Workforce development – is considered an interconnected set of solutions to meet employment needs and can include changes to culture, changes to attitudes, and changes to people's potential that help to positively influence local authorities future successes.

Workforce demographic – People employed in roles based on factors such as age, education and other factors.



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