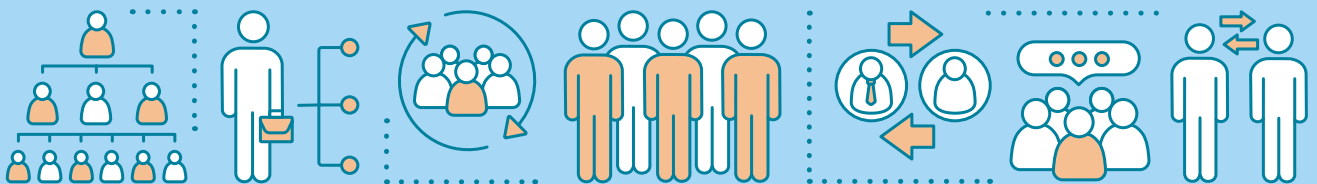


Building Standards
Workforce Data Collection
Analysis Report 2022



WORKFORCE

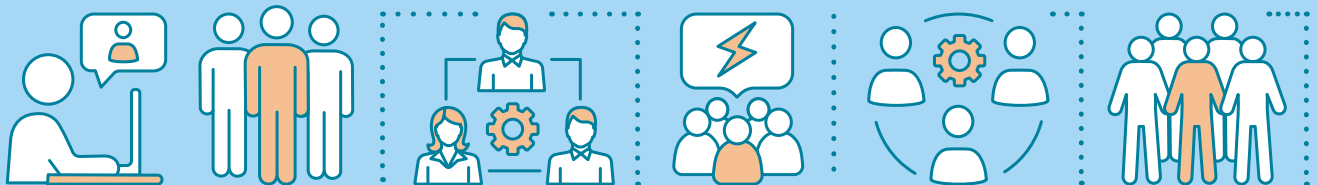


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1.0 Introduction

1.1. The annual workforce data collection exercise was first introduced in July 2019, and is carried out annually on 31 July each year. It provides a nationally consistent approach to measure and track changes in the building standards verification workforce in Scotland.

1.2. It provides a national picture for the building standards verification service about the changes and challenges faced including:

- the level of supply and demand
- resourcing
- the competency of the building standards profession; and
- identifies where change is needed for resilience.

1.3. Annual monitoring is required to measure changes to the verification workforce. This includes evidence of how the workforce strategy has supported changes to the workforce and development of the profession. The 2022 report identifies where actions are on track and also where the desired outcomes are still to be achieved. Benefits from the workforce strategy are being achieved during the delivery phase and are expected to accrue for some time thereafter leading to a more sustainable workforce.

1.4. The 2022 data has been baselined against the 2020 and 2021 data to provide a three year trend analysis. The analysis and the findings are given in this report.

1.5. To provide context to the changes evidenced in the workforce, the report includes case studies from three verifiers in **Annex A**.

2.0 Background

2.1. The workforce strategy for the building standards verification service was published by Scottish Government on 1 October 2020. The purpose of the strategy is to create a first-class building standards service which is resilient and able to respond quickly to new challenges.

2.2. The need to support development of the workforce is based on the projected loss of expertise by 2025. The ageing demographic profile of the service presents a significant risk to business if steps to strengthen resilience, attract talent and improve recruitment into core job roles are not taken.

2.3. All 32 local authority verifiers are committed to providing an annual return as part of the workforce data collection exercise. The data provides an essential insight to the resourcing of the service, the development of competence and an indication of the level of staff turnover affecting verifiers in different parts of Scotland.

2.4. The data is used to track and monitor the impact of the actions in the strategy to support workforce development. The data is our primary evidence base that illustrates whether the strategy actions are delivering positive changes as anticipated. The data may indicate that actions are correct and on track for successful delivery. Alternatively, the data may show that our approach is not effective and a change in direction is required to achieve the aims of the strategy.

3.0 Interpretation of the data

3.1. The 2022 data collection exercise was submitted by each verifier via the ScotXed web platform. As before, validation rules were built into the 2022 collection to assist verifiers in returning accurate data. Building Standards Division carried out a quality assurance review of all returns. This review led to further checks and amendments by some verifiers to provide a complete and accurate dataset.

4.0 Executive Summary

4.1. This report provides analysis and supporting commentary on the 2022 data collection exercise about the local authority verification workforce. The analysis focuses on the current and future levels (supply and demand) for staff and the extent to which this demand is met by supply into job roles.

4.2. The gap between supply and demand has remained consistent with a shortfall of 65 (12%) of the workforce. Between 2021 and 2022, the overall size of the workforce reduced by 2%. The gap is projected to remain broadly consistent through to 2025 until such times as the current approaches being implemented by verifiers for recruitment and succession planning take effect.

4.3. There has been a slight reduction in the level of demand for the Surveyor, Other Specialist and Administrator job roles. This is due to more staff leaving the profession than in previous years, and difficulties when trying to recruit experienced Surveyors in particular. The number of Surveyors in the workforce has continued to reduce each year by around 8% annually since 2020. The cumulative effect since 2020 is a 13% (215 to 186) reduction in the number of Surveyors in the profession.

4.4. To counteract this, there is more recruitment into the junior roles of Assistant Surveyor, Building Inspector and Technician to support succession planning. This approach enables Managers to redesign their team structure in a way that supports development and career progression while still meeting customer expectations. However, this does add demands on Managers/team leaders' time as they need to provide mentoring for staff in these roles.

4.5. The demand for Surveyors is likely to reduce as supply into that role improves when staff progress following training and experience acquisition from exposure to different and more complex projects. The investment by local authorities to introduce new talent into the profession will also have a significant effect on future resourcing. The overall aim to continue adding Graduate Apprentices and Modern Apprentices into the workforce will help close the gap between demand and supply over the medium term.

4.6. It is expected that a greater focus on effective succession planning will help to address the shortfall rather than attempting to recruit experienced professionals to replace leavers on a like-for-like basis.

4.7. The demographic of the workforce is beginning to change to a younger profile with an increase in the number of staff in age ranges 16 to 24 and 25 to 29 and a reduction in age ranges 56 to 60 and over 61. This is an important change that supports the greater focus on succession planning. A younger demographic is necessary to ensure the profession remains resilient for the long term. This trend is also evidenced by an increase in the number of staff with a length of service up to 10 years. It will be key to ensure the profession retains staff in their early career through ongoing mentoring, training and opportunities to gain experience that enable individuals to progress their career.

4.8. As returns are made on 31 July, the numbers recorded do not truly reflect the full picture in relation to the number of apprentices in the workforce. The static position indicates fewer Graduate Apprentices and only a modest increase in Modern Apprentices. However, in reality there are now fourteen Modern Apprentices in cohort 1 on the new building standards apprenticeship pathway. It is encouraging to see that a Foundation Apprentice gained workplace experience last year to learn more about the profession and gain a valuable insight to a career in building standards.

4.9. The number of qualifications held across the workforce is consistent with previous years while the number of qualifications currently being studied is at its highest level since the data collection started. The reduction in Masters degree qualifications held may be explained by staff in more senior roles leaving the profession through retirement while the increase (+7) in staff currently studying for Honours degree qualifications indicates the commitment from individuals to further their career and also the essential support from employers for the development of staff.

4.10. There is a marked increase in the number of staff who left the profession compared to both the 2020 and 2021 datasets. The retirement rate has increased each year but the step change in 2022 was greater than seen previously. The removal of COVID-19 restrictions may be a key factor in the increase in the number of staff choosing to progress their career elsewhere either in a building standards role in a different local authority or by leaving the profession to work in the private sector. This may be as a consequence of the deferral of decisions on career choices in 2020 and 2021.

5.0 Workforce Demand

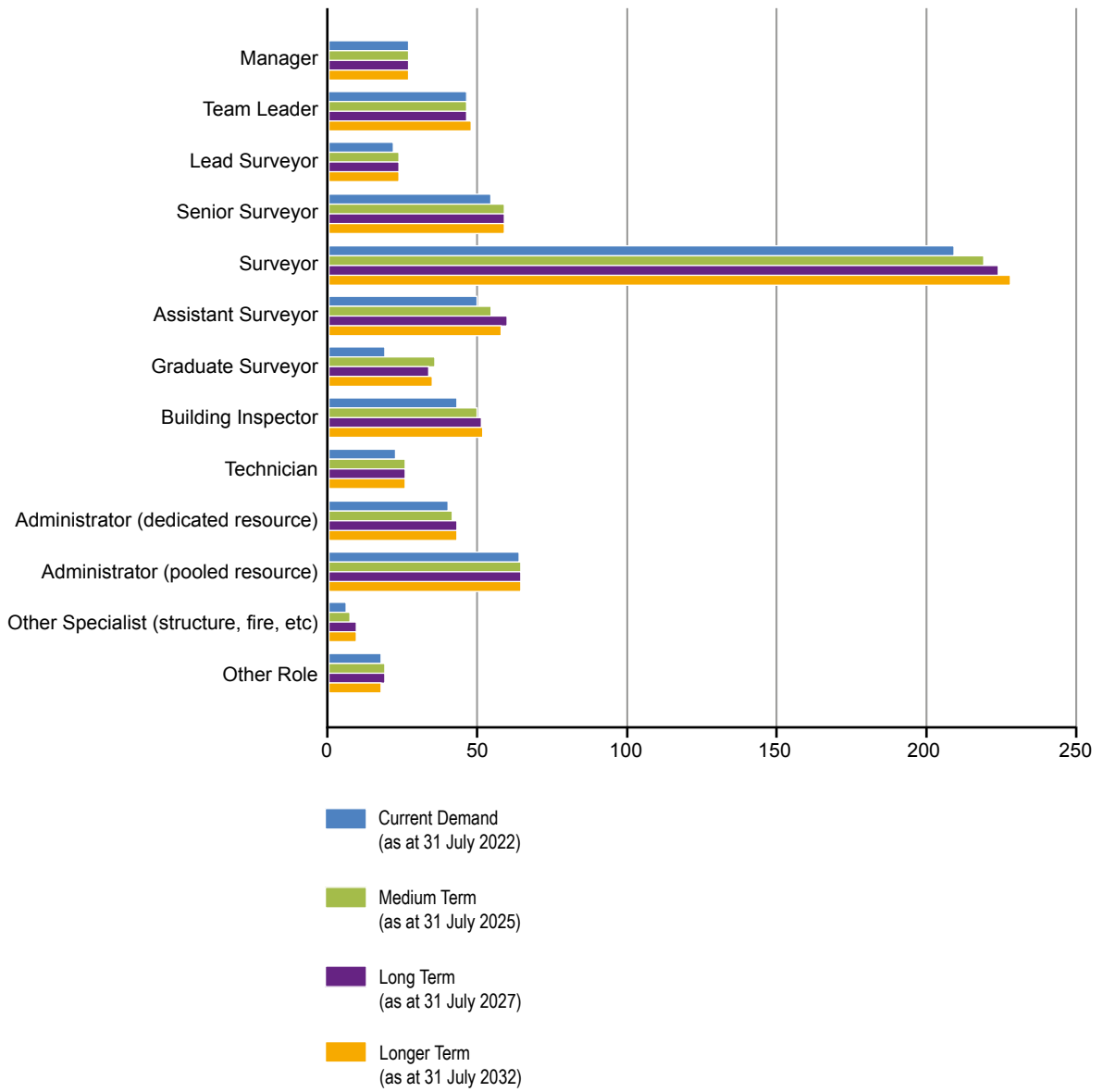
5.1. There remains a consistent demand by Building Standards Managers for staff in most roles in the building standards profession. There is a slight decrease overall in demand of 8 (1%) from 2021. See **Table 1**.

5.2. The roles with an increase in demand are Team Leader, Senior Surveyor, Assistant Surveyor, Building Inspector, Technician, and other roles. Although the demand for Surveyors decreased in 2022 there is still a demand in the medium to longer term (see **illustration 1**).

Table 1: Demand

Role	2020	2021	2022	Difference from 2021 (+/-)
Manager	28	28	28	0
Team Leader	43	43	47	+4
Lead Surveyor	21	22	22	0
Senior Surveyor	47	51	54	+3
Surveyor	224	224	209	-15
Assistant Surveyor	45	49	50	+1
Graduate Surveyor	14	19	19	0
Building Inspector	44	41	43	+2
Technician	18	21	23	+2
Building Standards Administrator (dedicated and pooled)	93	-	-	-
Administrator (dedicated resource)	-	43	40	-3
Administrator (pooled resource)	-	67	64	-3
Other Specialist (structure, fire, etc)	9	13	7	-6
Other Role	11	11	18	+7
Total	597	632	624	-8

Illustration 1 - Staffing Demand Per Role - Current, Medium, Long and Longer Term



6.0 Workforce Supply

6.1. The current number of staff (supply) has decreased by 10 (1.7%) from 2021. See **Table 2**.

6.2. There is a modest increase in seven job roles, with reductions in six others, notably the greatest reduction in supply affecting the Surveyor role.

Table 2: Supply

Role	2020	2021	2022	Difference from 2021 (+/-)
Manager	26	28	27	-1
Team Leader	42	43	41	-2
Lead Surveyor	21	19	22	+3
Senior Surveyor	47	49	51	+2
Surveyor	215	203	186	-17
Assistant Surveyor	46	40	45	+5
Graduate Surveyor	13	15	14	-1
Building Inspector	37	32	34	+2
Technician	17	16	22	+6
Building Standards Administrator (dedicated or pooled resource)	92	-	-	-
Administrator (dedicated resource)	-	38	40	+2*
Administrator (pooled resource)	-	69	60	-9*
Other Specialist (structure, fire, etc)	7	7	4	-3
Other Role	10	10	13	+3
Total	573	569	559	-10

Note: * denotes the difference between the 2022 (Administrator pooled) and Administrator (dedicated) and the 2021 figures. The Administrator role was previously recorded as a combined total in the 2019 and 2020 data collections.

7.0 Supply and Demand – current, medium, long and longer term

7.1. The gap between demand and supply is increasing by around 8% over the next 3 years.

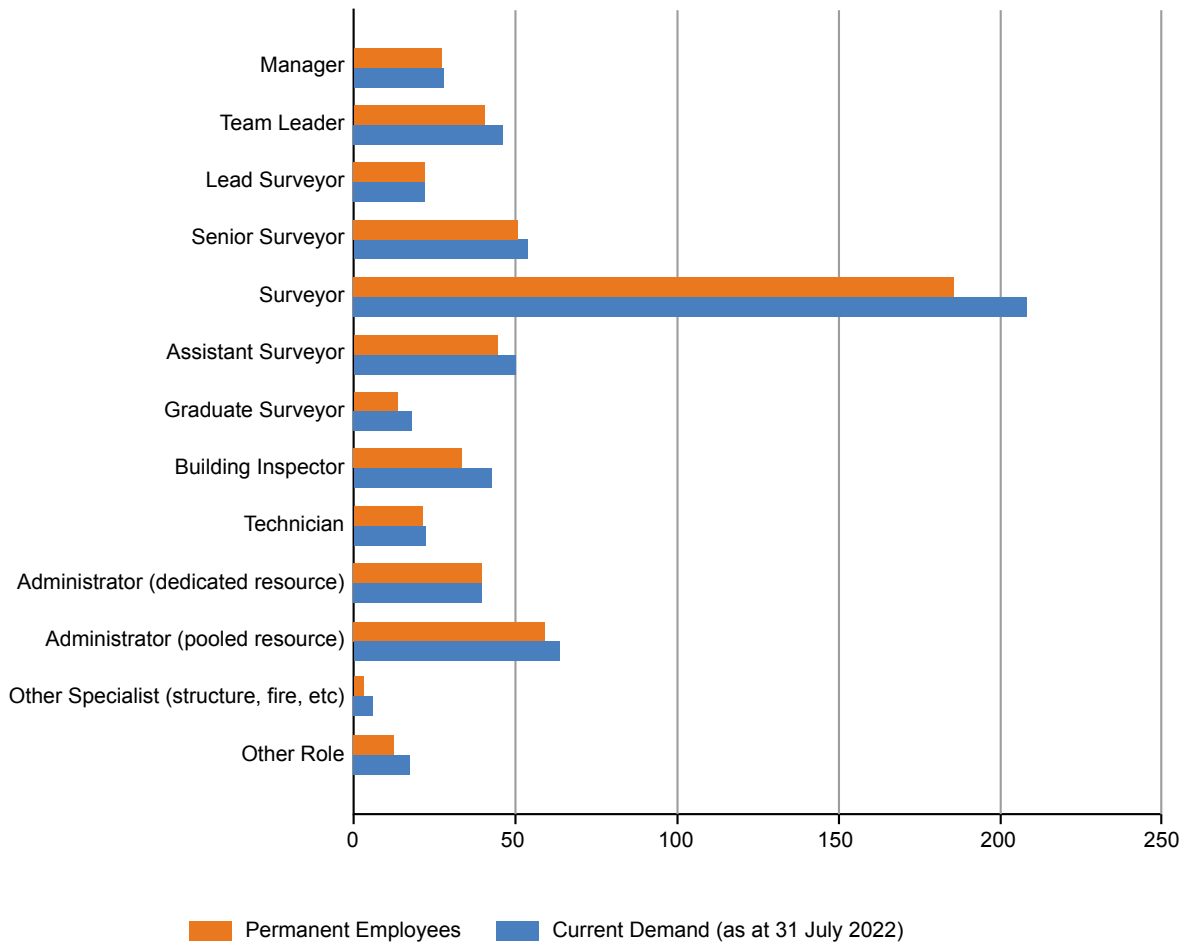
7.2. The current demand is 624 in 2022, which represents a supply gap of 65 staff. It is estimated that demand will continue to increase by an additional 54 staff by 2025, if supply into the workforce remains static.

7.3. The overall level of demand remains consistent to 2025. However, the demand trend is likely to reduce in the long term and longer term. Over the next 10 years (2022 to 2032), the demand will continue with a projected 70. This represents a staff shortfall of 135 staff if the current supply level remains consistent in the longer term. See **Table 3**.

Table 3: Supply and Demand

Role	Supply 2022	Demand (2022 Return)				Demand between 2022 - 2032 (+/-)
		Current 2022 (+/-)	Medium 2025 (change from 2022) (+/-)	Long 2027 (change from 2025) (+/-)	Longer 2032 (change from 2027) (+/-)	
Manager	27	28 (+1)	28 (0)	28 (0)	28 (0)	0
Team Leader	41	47 (+6)	47 (0)	47 (0)	48 (+1)	+1
Lead Surveyor	22	22 (0)	24 (+2)	24 (0)	24 (0)	+2
Senior Surveyor	51	54 (+3)	59 (+5)	59 (0)	59 (0)	+5
Surveyor	186	209 (+23)	219 (+10)	224 (+5)	228 (+4)	+19
Assistant Surveyor	45	50 (+5)	55 (+5)	60 (+5)	58 (-2)	+8
Graduate Surveyor	14	19 (+5)	36 (+17)	34 (-2)	35 (+1)	+16
Building Inspector	34	43 (+9)	50 (+7)	51 (+1)	52 (+1)	+9
Technician	22	23 (+1)	26 (+3)	26 (0)	26 (0)	+3
Administrator (dedicated resource)	40	40 (0)	42 (+2)	43 (+1)	43 (0)	+3
Administrator (pooled resource)	60	64 (+4)	65 (+1)	65 (0)	65 (0)	+1
Other Specialist (structure, fire, etc)	4	7 (+3)	8 (+1)	10 (+2)	10 (0)	+3
Other Role	13	18 (+5)	19 (+1)	19 (0)	18 (-1)	0
Total	559	624 (+65)	678 (+54)	690 (+12)	694 (+4)	+70

Illustration 2 - Staffing Current Supply and Current Demand



8.0 Demographic Profile

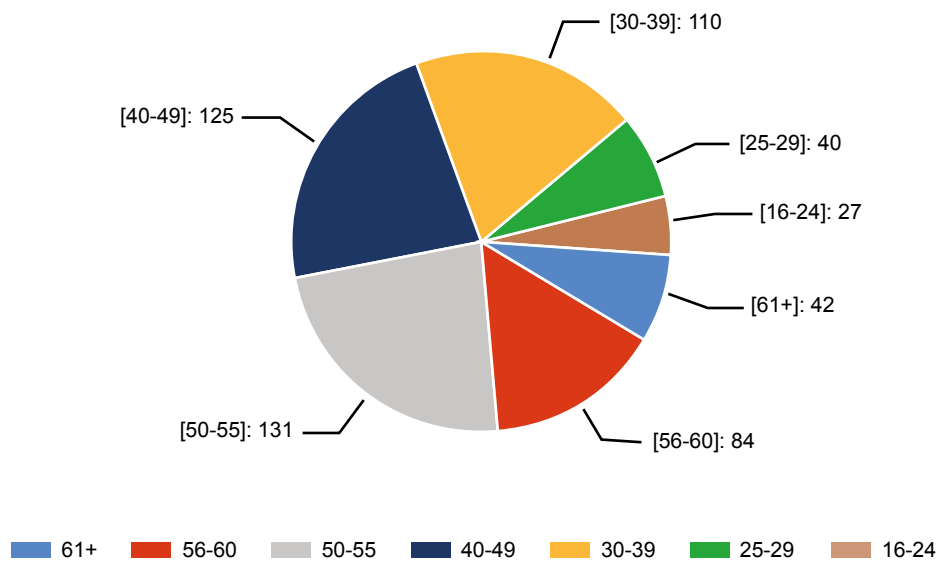
8.1. The demographic of the workforce is gradually changing to a younger profile with 302 (54%) aged 49 and under. The number of staff aged 50 and over has reduced to 257 (46%) in 2022 from 269 (47%) in 2021.

8.2. There is a reduction in the number of staff in age range 40-49 and, to a lesser degree, in age ranges over 56. There are increases in all other age ranges. See **Table 4**.

Table 4: Demographic

Age Range	No. 2020	No. 2021	No. 2022		Difference from 2021 (+/-)
61+	49	49	42	126	-7
56-60	77	86	84		-2
50-55	143	130	131	433	+1
40-49	138	141	125		-16
30-39	103	106	110		+4
25-29	38	34	40		+6
16-24	25	23	27		+4
Total	573	569	559		-10

Illustration 3 - Age Profile of Permanent Employees



9.0 Length of Service

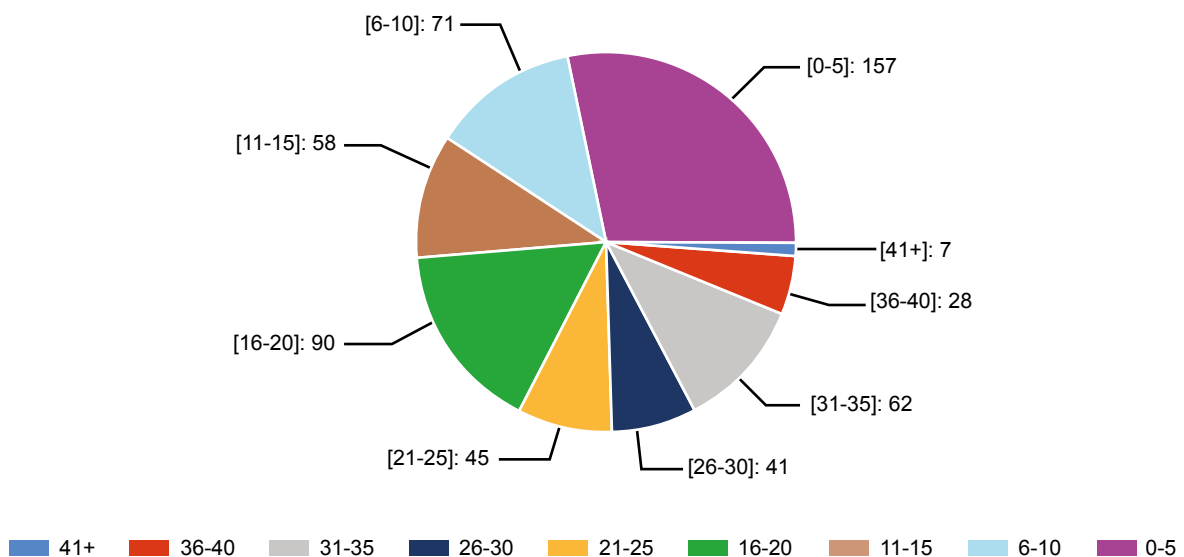
9.1. There is an increasing trend with 41% of the workforce having a length of service less than 10 years compared with 38% in 2021. See **Table 5**.

9.2. A third of the workforce 176 (31%) has a length of service over 21 years which is a reduction from 33% in 2021.

Table 5: Length of Service

Year Range	2020	2021	2022	Difference from 2021 (+/-)
41+	6	9	7	-2
36-40	37	32	28	-4
31-35	51	62	62	0
26-30	60	46	41	-5
21-25	47	48	45	-3
16-20	75	92	90	-2
11-15	83	64	58	-6
6-10	57	68	71	+3
0-5	157	148	157	+9
Total	573	569	559	-10

Illustration 4 - Length of Overall Building Standards Service



10.0 Professional Membership

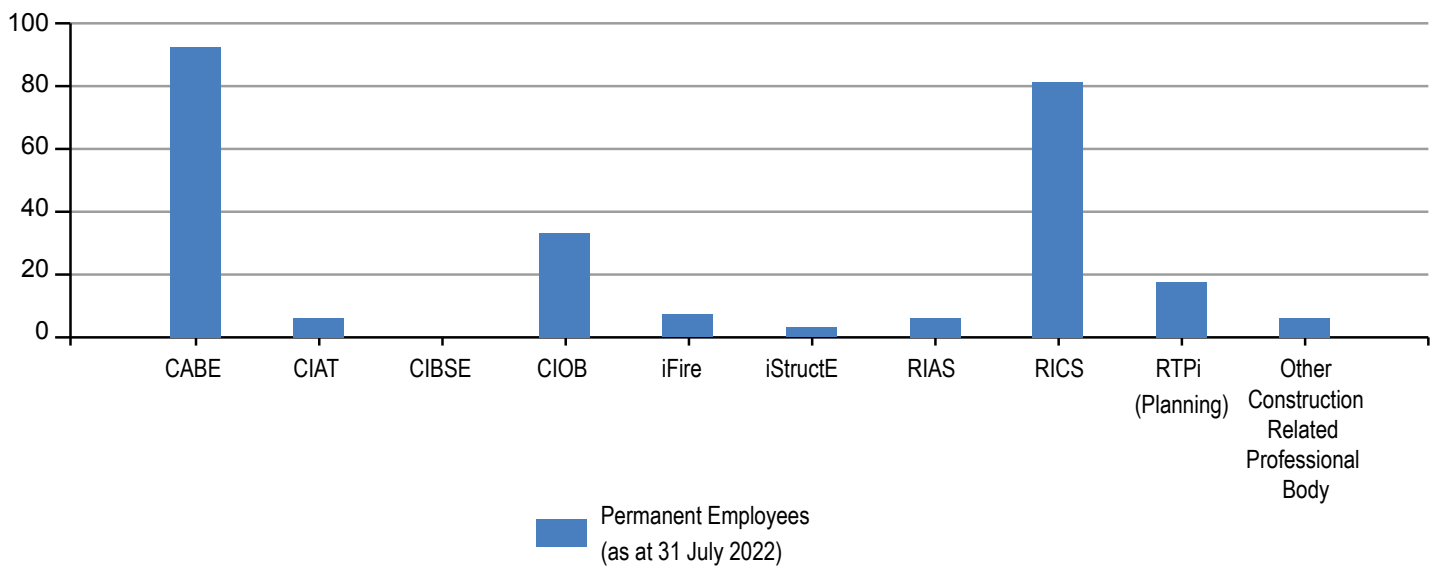
10.1. The number of staff with professional membership has reduced by 25 since 2021. See **Table 6**.

10.2. The biggest decline continues to be membership of RICS.

Table 6: Professional Memberships

Membership	2020	2021	2022	Difference from 2021 (+/-)
CABE	97	92	93	+1
CIAT	1	7	4	-3
CIBSE	0	2	0	-2
CIOB	30	34	33	-1
iFire	6	6	6	0
iStructE	3	3	2	-1
RIAS	6	5	5	0
RICS	97	95	82	-13
RTPi (Planning)	15	15	16	+1
Other Construction Related Professional Body	15	12	5	-7
Total	270	271	246	-25

Illustration 5 - Professional Memberships Held



11.0 Qualifications

11.1. The number of qualifications held by staff has remained similar, with a modest reduction of 6 from 2021. See **Table 7**.

11.2. There is a slight reduction in Doctoral degrees, Masters degrees, HNC, and other qualification types.

11.3. The biggest increase is the Bachelor degree (SVQ 4) (+9).

Table 7 - Qualifications

SCQF Level	Level	SVQs / MAs	2020	2021	2022	Difference from 2021 (+/-)
Level 12	Doctoral Degree	Professional Apprenticeship	1	3	0	-3
Level 11	Masters Degree, Post Graduate	Professional Apprenticeship SVQ 5	50	44	33	-11
Level 10	Honours Degree	Professional Apprenticeship	182	185	187	+2
Level 9	Professional Award, Bachelor Degree	Technical Apprenticeship SVQ 4	84	85	94	+9
Level 8	Higher National Diploma	Technical Apprenticeship SVQ 4	52	48	47	-1
Level 7	Higher National Certificate	Modern Apprenticeship SVQ 3	97	86	82	-4
Level 6	National Award	Modern Apprenticeship Foundation Apprenticeship SVQ 3	20	31	32	+1
Level 5	National Award	Modern Apprenticeship SVQ 2	10	13	12	-1
Level 4	National Award	SVQ 1	2	2	4	+2
Level 3	National Award	N/A	2	3	2	-1
Level 2	National Award	N/A	0	0	1	+1
Level 1	National Award	N/A	0	4	4	0
Other Construction Related Qualification			4	0	0	0
Total			504	504	498	-6

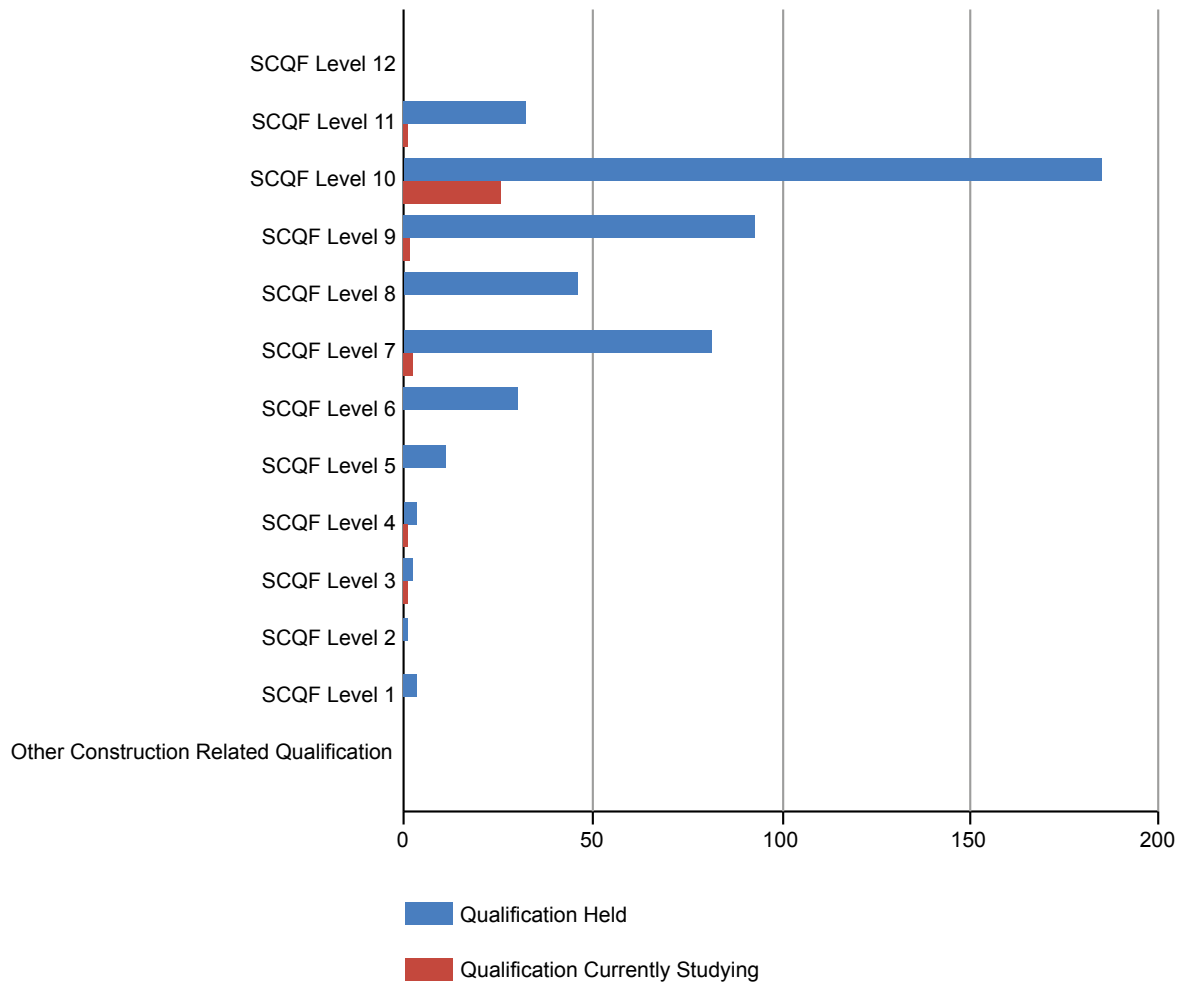
12.0 Qualifications – Currently Studying

12.1.1. The number of staff currently studying for a qualification has increased. The biggest is at Scottish Credit and Qualifications Framework (SCQF) level 10 (Honours degree) with other modest rises at national awards SCQF levels 4 and 3. See **Table 8**.

Table 8: Qualifications currently being studied

SCQF Level	Level	SVQs / MAs	2020	2021	2022	Difference from 2021 (+/-)
Level 12	Doctoral Degree	Professional Apprenticeship	0	0	0	0
Level 11	Masters Degree, Post Graduate	Professional Apprenticeship SVQ 5	3	2	1	-1
Level 10	Honours Degree	Professional Apprenticeship	12	19	26	+7
Level 9	Professional Award, Bachelor Degree	Technical Apprenticeship SVQ 4	7	2	2	0
Level 8	Higher National Diploma	Technical Apprenticeship SVQ 4	0	0	0	0
Level 7	Higher National Certificate	Modern Apprenticeship SVQ 3	7	3	3	0
Level 6	National Award	Modern Apprenticeship Foundation Apprenticeship SVQ 3	2	1	0	-1
Level 5	National Award	Modern Apprenticeship SVQ 2	0	0	0	0
Level 4	National Award	SVQ 1	0	0	1	+1
Level 3	National Award	N/A	0	0	1	+1
Level 2	National Award	N/A	0	0	0	0
Level 1	National Award	N/A	0	0	0	0
Total			31	27	34	+7

Illustration 6 - Qualifications Held and Currently Studying



13.0 Types of qualifications currently being studied

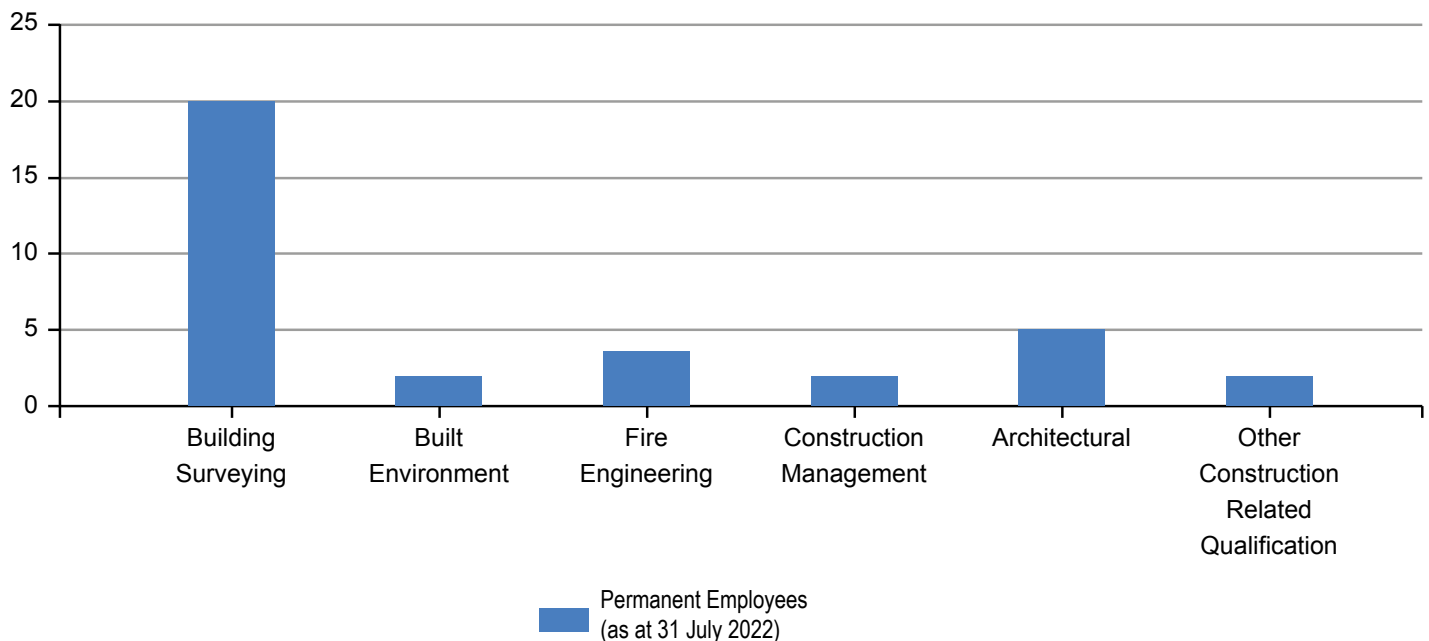
13.1. The most popular qualification being studied remains Building Surveying.

13.2. The numbers studying Fire Engineering and Architectural have increased by 7. See **Table 9** and **Illustration 7**.

Table 9: Types of qualification currently being studied

Currently Studying Qualification Type	2020	2021	2022	Difference from 2021 (+/-)
Building Surveying	19	20	20	0
Built Environment	0	2	2	0
Fire Engineering	3	0	3	+3
Engineering	0	0	0	0
Construction Management	4	3	2	-1
Quantity Surveying	0	0	0	0
Architectural	0	1	5	+4
Planning	0	0	0	0
Other Construction Related Qualification	5	1	2	+1
Total	31	27	34	+7

Illustration 7 - Currently Studying Qualification Type



14.0 Apprenticeships

14.1. The number of apprenticeships has decreased by 1 since 2021. See **Table 10**.

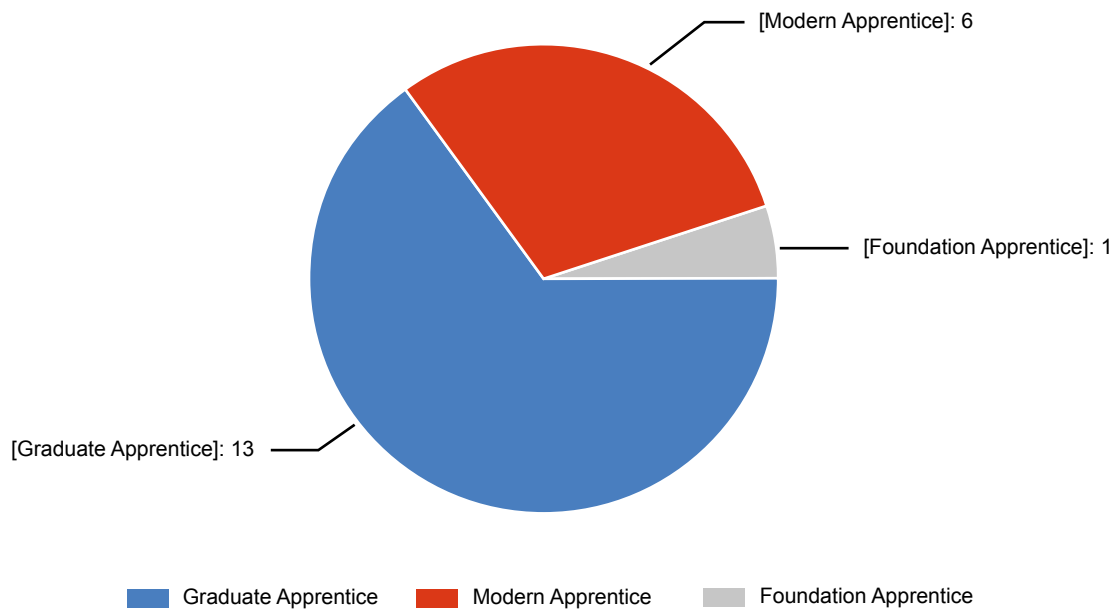
14.2. Modern apprenticeships has increased by 2 while the number of Graduate Apprentices has reduced by 4.

14.3. This is the first year recording the first placement into a Foundation Apprenticeship.

Table 10: Apprenticeships

Apprenticeship Level	2020	2021	2022	Role as % of total employees	Role as % of total currently studying level
Graduate Apprentice	12	17 (+5)	13 (-4)	2.33%	38.24%
Modern Apprentice	1	4 (+3)	6 (+2)	1.07%	17.65%
Foundation Apprentice	0	0 (0)	1 (+1)	0.18%	2.94%
Total	13	21 (+8)	20 (-1)	3.58%	58.82%

Illustration 8 - Apprenticeships



15.0 Staff leaving the profession

15.1. The number of staff moving between local authorities or leaving the profession has increased by 23. The reasons include retirements, moving to another local authority,

leaving a building standards role entirely and also an increase in the number of moves to the private sector. See **Table 11**.

Table 11: Leavers

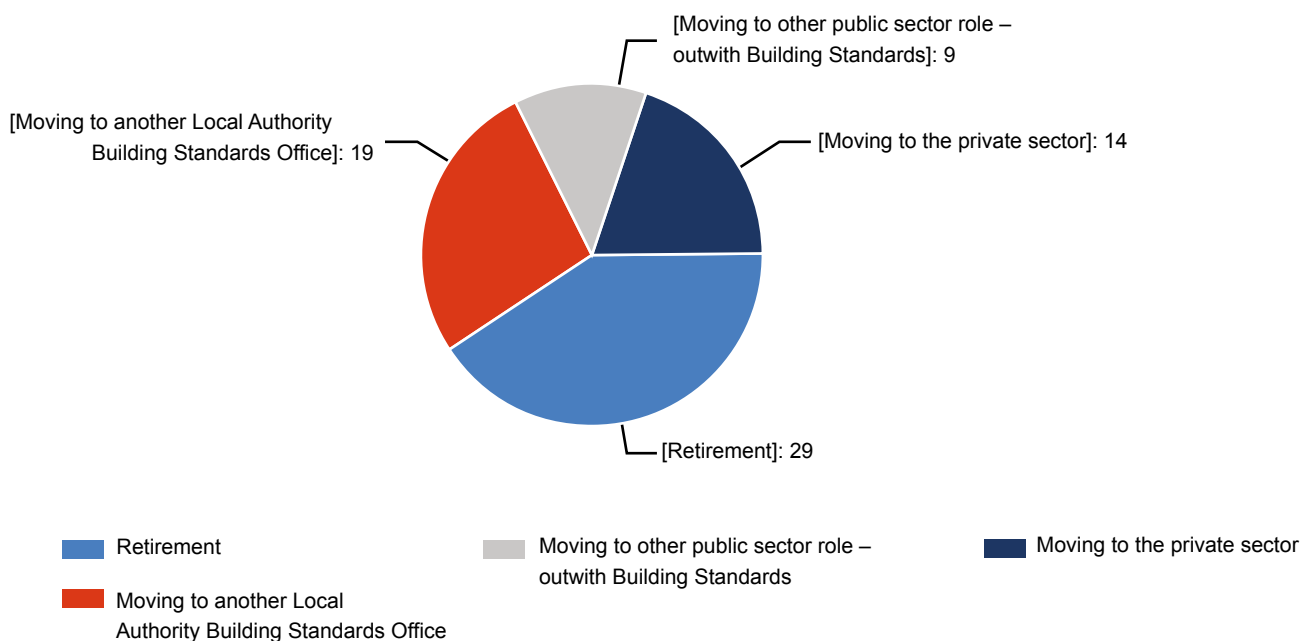
Reason	2020	2021	2022	Difference from 2021 (+/-)
Retirement	18	22	29	+7
Local Authority (Building Standards - Scotland) ¹	12	-	-	-
Local Authority (Building Standards - Not Scotland) ¹	1	-	-	-
Local Authority Building Standards Office	-	12	19	+7
Local Authority (Not Building Standards) ²	9	-	-	-
Public sector role - outwith Building Standards	-	6	9	+3
Private Sector	5	8	14	+6
Total	45	48	71	+23

Notes:

¹ The fields 'Local Authority - (Building Standards - Scotland)' and 'Local Authority (Building Standards - Not Scotland)' were merged into a new field 'Local Authority Building Standards Office', from 2021 onwards.

² Local Authority (Not Building Standards) was replaced with a new field 'Public sector role - outwith Building Standards', from 2021 onwards'

Illustration 9 - Permanent Employee Leavers by Reason



16.0 Conclusions

Workforce demand

16.1. Demand for additional staff in the workforce remains significantly above the current level of supply into job roles. However the level of demand is more balanced with no single job role showing a peak in demand. There has been a marked decrease in demand for the Surveyor role which indicates that a new approach is emerging where Managers are seeking to rebalance the profile of the workforce by bringing in new recruits at a more junior level rather than always attempting to recruit like-for-like replacements for experienced Surveyors who leave.

16.2. There remains demand for Senior Surveyor and Team Leader roles while the Lead Surveyor demand level remains static. This indicates there are progression opportunities into these roles for experienced staff in addition to opportunities in the middle range of the profession for newer staff.

Workforce Supply

16.3. The level of supply into job roles has fallen and this change is evidenced by the reduction of staff in the Surveyor job role (17) since 2021 and (29) since 2020. This represents a negative trend which is off-set against increases in the number of staff in the Technician, Building Inspector and Assistant Surveyor roles. The data indicates that teams are being redesigned to support effective succession planning over the medium to long term.

16.4. The shortfall in resourcing the Surveyor role will be met by Senior and Lead Surveyors with support from more junior staff who will gain experience of working on more complex projects as a result and this will help to accelerate their development.

16.5. It can therefore be expected that the overall size of the workforce will rebalance over the next three to five years as succession planning has a positive effect and Managers continue to recruit and invest in new talent.

Supply and Demand

16.6. The largest difference between actual supply into job roles and the level of demand is in the current year with a gap of 65 and this remains broadly static over the next three years with the gap reducing to 54. After 2025, the gap between supply and the expected level of demand is forecasted to reduce significantly as the workforce is rebalanced through succession planning and successful recruitment campaigns.

16.7. For the Surveyor role, there is still a significant gap between current demand (209) and actual supply (186). As noted above, the data indicates that demand into more junior roles will support succession planning into the Surveyor role over time as direct recruitment has been difficult.

16.8. The move to redesign teams and recruit more junior-level staff has shown a reversal in the demand trend which is now reducing over the long term to 2027 and longer term to 2032 compared to the data collected in 2021. The data shows an overall demand for an additional 70 staff which can be met by switching the focus to investing in younger staff and continuing the “grow your own” approach to support individuals to progress their career.

Demographic Profile

16.9. The number of staff in the 16 to 24 and 25 to 29 age ranges has increased which is likely to be attributable to the introduction of Modern Apprentices and Graduate Apprentices.

16.10. The number of staff aged over 40 shows an overall reduction compared to 2021. The most significant reduction in the 40 to 49 age range may be as a result of staff leaving to move to a different role or into the public sector as indicated by the data on leavers.

16.11. The demographic data is starting to indicate a reversal to the ageing profile of the profession. The ongoing recruitment of Graduate Apprentices and the introduction of the new Modern Apprenticeship pathway will generally drive a younger profile to the workforce which, while balanced against the loss of expertise from the profession, will deliver benefits for teams and support the achievement of long term resourcing demands.

Length of Service

16.12. The change in the workforce demographic is represented in the data on length of service. There is an increase in the number of staff with up to 10 years of service while the number with between 21 and 40 years of service has reduced.

16.13. The biggest increase is seen in the 6 to 10 years of service while the number of staff in the 0 to 5 years of service has rebounded back from a slight reduction in 2021 to 157 in 2022. The 0 to 5 years and 6 to 10 years groups represent the largest cohort across the whole profession and provides a strong foundation for the future.

16.14. The data for staff with longer service still indicates that retention in job roles is good, individuals are able to progress their careers and wish to remain in the profession.

16.15. Similar to the data in 2021, the reduction in staff with 11 to 15 years of service may indicate the group most likely to leave building standards for a different career or a move to the private sector to pursue their longer term ambitions. This is a key group to retain in the profession where possible due to their experience and competence for handling more complex projects. Professional development and retention strategies for staff at this mid-stage in their career are key to ensure the resilience of the verification service.

Professional Memberships

16.16. Growth in the number of chartered memberships had been slow and is now declining with a significant reduction of 25 compared to the 2021 data. This change is likely as a result of retirement of senior staff who are more likely to be chartered and the loss of experienced staff in their mid-career. The Workforce Strategy promotes chartered membership of a construction sector professional body as an indicator of the level of professionalism across the workforce. The recruitment of younger staff into the profession and the focus on developing competence is likely to mean that the number of chartered memberships is unlikely to increase for some time.

Qualifications

16.17. The number of qualifications held is generally static with a small reduction of six overall. There is an increase in the number of Bachelor/SVQ 4 qualifications (+9) at level 9 on the Scottish Credit and Qualifications Framework and other increases at lower levels on the framework. Ongoing investment in learning and development for building standards professionals will be essential for this positive trend to continue.

16.18. The reduction of Masters degrees held (-11) is the largest reduction recorded and is likely due to the loss of experience staff through retirements and turnover.

Qualifications – Currently Studying

16.19. There has been a marked increase in the number of staff studying for a qualification (+7) compared to the 2021 data. The impact of the new modern apprenticeship pathway is not evidenced in 2022 data due to delays affecting recruitment so the number of staff currently studying is likely to increase further in 2023.

16.20. The trend of staff studying for an Honours degree continues to rise with an increase of (+7) compared to the 2021 data and (+14) compared to the 2020 data. This indicates the willingness of individuals to pursue advanced qualifications to progress their career and also the commitment from employers to invest in staff.

Apprenticeships

16.21. The introduction of Modern Apprentices into the workforce is a significant change to the profession which will provide a solid foundation for growth in the years ahead. The data does not fully represent the 14 apprentices recruited over 2022 for cohort 1 of the new modern apprenticeship pathway due to delays with recruiting and onboarding. The introduction of one Foundation Apprentice is a welcome development as this opportunity provides a realistic and positive experience in the workplace for a secondary school pupil. The data shows a reduction in the number of Graduate Apprentices which may indicate that individuals are completing their course of study and progressing into a defined role in the profession.

Types of qualification currently being studied

16.22. The number of staff studying for a Building Surveying qualification remains at 20 and this subject is still the most popular due to its relevance to a building standards career. The variety of qualifications being studied has extended and there are now three more staff working towards a Fire Engineering qualification compared to the 2021 data. Although this is modest, the lack of fire engineering expertise in the profession has been a long-standing issue and the increase is a positive development for the future. In addition, the number of

architecture students has increased by four from the 2021 data. The delivery of building standards learning by Local Authority Building Standards Scotland and Building Standards Surveyors as a part of the degree course at Glasgow Caledonian University is continuing in academic year 2022-23. The course has been well received by students with some securing employment in a building standards role. The modules are being made available for inclusion in degree courses by other universities and progress is being made with both Robert Gordon University and Edinburgh Napier University with building standards professionals providing guest lectures.

Staff leaving the profession

16.23. The number of retirements and the pace of turnover in the profession have increased in 2022. The step change in the retirement rate has increased each year since 2020 and this represents a loss of expertise and leadership from the profession.

16.24. In 2022, the number of staff moving within the profession from one local authority to another increased as did the number of staff leaving their building standards role or leaving the public sector entirely to work in the private sector.

16.25. The leaver rate in 2022 was 68% higher than the rate in 2021. The removal of COVID-19 restrictions and the return to greater movement in the economy generally may account for a higher than usual leaver rate as staff may have delayed their move during the pandemic. This is likely to be a consequence of the pandemic and the leaver rate may return to lower levels in the next year.

Annex A – Resourcing Case Studies

1. Moray Council

Situation

Building Standards at Moray Council has benefitted from having an experienced workforce for many years. A team that grew up together but ultimately retired within a 10-year period of each other. Recent times has seen us have challenges in recruiting new and experienced team members into the workforce.

Moray is a great authority to work for, in an amazing part of Scotland; we have a great team and great support from the Council. However, finding experienced staff to join the team has been an issue and we had to move forward and look for different ways to address the challenge, which suits our vision, our service users, and our team.

Action

A route to success has been home grown talent. We identified that when we introduced team members to the role of our Systems Technical Assistant, primarily dealing with the registration of applications on the Idox system, that occupiers of this role developed good knowledge of the building standards systems and the foundations of the service. This has been a route for team members to then move up to a role of Building Standards Assistant and study for a HNC at College part time.

One of the key factors in the success of this progression route has been that these team members started their building standards journey within our admin team. The close working relationships our technical and admin roles fostered developed a shared knowledge and interest in Building Standards. We all worked in very close proximity together, helped each other and above all else, got on well. The rapid movement to remote working and less contact in the office environment over recent times may however be a negative to this going forward and we must be aware of it.

The team members we have recruited have generally been local to Moray, and have a history of working in Moray, with long-term aspirations to continue to live and work in Moray. The service builds on the good working practices and experiences of one another, gives consideration to impart knowledge to all levels of the team to give awareness of the role to benefit understanding and career progression. This has developed a great team approach within our service.

We have also seen success in recruiting designers who have had experience in local architectural practices. Our most recent recruit as a Building Standards Officer had experience in a drawing office and came with a recently obtained degree. This route brought his more advanced qualification and experience into the team. This gives a different dynamic into the team and can act as support to the junior workforce, which remains a key focus in terms of us working towards the national workforce strategy.

Result

Our approaches have been a success for us. It has worked well and has brought some great talent into building standards. We however have to be careful going forward. The charge to ensure we have a flexible, resilient and focused service has to be balanced with the time, resource and impact this can have on the small team we have. Over committing to deliver at an early stage has been a concern with more than half of our team carrying out training in some manner. We have to ensure we have the experience and a capacity to support all trainees to grow into competent Building Standards Surveyors.

Moray appointed their first Trainee Building Standards Officer 30 years ago. The team member has stayed in Moray, progressed their career and been involved in promoting building standards at a national level. We could not have a better advert to the benefits of growing your own and supporting them through a career than this.

2. City of Edinburgh Council

Situation

In September 2019, it was recognised by the City of Edinburgh Council's Building Standards Team that the service faced challenges in relation to service delivery to improve performance against available resource. Historically, the service operated with a majority of experienced surveying staff at Surveyor and Senior Surveyor level, complemented by administrative support (Transactions Team).

Over a two-year period, a number of vacancies at Building Standards Surveyor level became vacant. It was recognised with new ways of working being developed that staff at lower grades would be competent to progress greater aspects of the work within the service, consequently additional Assistant Building Standards Surveyor and Apprentice Building Standards Surveyor posts were created.

Through engagement with LABSS and BSD, recognition of a new post of Apprentice Building Standards Surveyor was created giving flexibility to the appointment of Modern or Graduate Apprentice Surveyors. Three apprentices were recruited under the government's "Graduate Apprentice" scheme

in August 2018, with a further four Modern Apprentices recruited in July 2022.

This is a scheme whereby the staff study for one day per week and work four days in the workplace. All apprentices are appointed on four-year fixed term contracts to match the duration of study.

Action

Due to a number of existing vacancies within the service, an exercise was undertaken to review available resource created by previous resignations. A two-phase approach was taken to recruiting to some existing posts and to recruiting for newly created posts (i.e. Apprentice Surveyor).

- Phase one would include like-for-like recruitment, with some existing vacancies essential to recruit immediately.
- Phase two of recruitment was presented to senior management through a business case, requiring Head of Service, Finance and HR approval.

Proposals were presented to consolidate the total cost/budget for existing vacancies. This would propose an increase in full time equivalent (FTE) staff from 11.5 FTE to 16.0 FTE for an equivalent cost.

Existing Vacancies (11.5 FTE)	Proposal to utilise budget to Recruit (16.0 FTE)
2 x Senior Building Standards Surveyor	2 x Senior Building Standards Surveyor (Phase 1)
9.5 x Building Standards Surveyor	2 x Building Standards Surveyor (Phase 1) 2 x Assistant Building Standards Surveyor (Phase 1) 2 x Assistant Building Standards Surveyor (Phase 2) 1 x Project Officer (Phase 2) 4 x Apprentice Building Standards Surveyor (Phase 2) 3 x Building Standard Support Assistants (Phase 2)

Costing was outlined within the Service Budget for 2020/21 as follows.

Established Structure salary costs	£2,304k (including vacancies costed at bottom SCP*)
Proposed Structure salary costs	£2,351k
Additional cost	£47k

*SCP - Spinal Column Point (The placement of pay for a member of staff on CEC salary scales).

The proposed business case specified that -

“Based on the current costing of the agreed staffing establishment, the proposed new structure would require an additional £47k. 2019/20 budget includes the BS Improvement Team including 0.5 Service Manager and 1.0 Change & Delivery Manager. Both posts are no longer required for these roles. This budget, if available on-going, could be utilised to fund full implementation of the new structure.”

As a result, Apprentice Building Standards Surveyor roles would be embedded in the service structure to ensure talent growth through apprenticeships would be permanently recognised within the organisational structure.

Result

The result of organisational changes is that the service is now delivering improved performance with a greater quality of service for our customers with a higher number of staff in post. The improvements demonstrate the strong rationale for continuing new ways of working and having a staff profile that is more closely aligned.

Further benefits of these decisions include providing opportunities for our ‘rising stars’ to progress through promotion whilst utilising budget provision to recruit at Graduate or Modern Apprentice levels. This approach addresses medium to long term succession planning by reducing the overall average age of staff within the service.

The approach taken also provides opportunities for training and development and more flexible job descriptions to allow the service to better respond to arising pressures. The outcome is an improvement to the customer experience and ultimately reduction of the risk of losing verification for the service.

3. Stirling Council

Situation

Stirling Council currently employ 14 full time surveying staff with 3 dedicated support staff as part of our shared Gateway team with our planning colleagues. The staff dynamics and make up has been mainly static in recent years with limited personnel changes and a steady level of performance. However, since April 2022 there have been 4 vacancies within the team and we are currently in the process of recruiting. Reasons for vacancies include:

- A chartered surveyor moving back to the private sector after 3 years as the salary was much less than the level paid in the private sector
- A recently qualified RICS surveyor moving to a larger authority for increased pay at the same position
- A senior team member moving to a promoted position in another authority partly due to lack of career progression within current team structure
- Death in service.

Action

The Building Standards team have made significant improvements to address recruitment and workforce challenges in recent years. Poor recruitment application numbers and calibre of those applying has hindered the team in previous recruitment processes, so a 'build our own' long term workforce strategy was implemented and recruited into locally on that basis over the last 5 years. This focussed on backfilled posts being filled with a view to succession planning and a corresponding team restructure implemented. In summary this included:

- New and additional posts at all levels within team (additional graduate, senior surveyor, inspector and co-ordinator)
- Recruitment from sectors other than building standards and without the levels of experience normally anticipated

- A structured succession programme from inspector all the way up to the co-ordinator role was put in place enabling a pathway for progression
- Surveyors and inspectors have been supported in undertaking a Building Surveying Degree at GCU to enable career progression within the team
- Staff have also been supported in achieving professional membership of RICS, CABE and CIOB
- Procurement of flexible agency agreement to employ additional building standards surveying resources as required.

Result

The action points noted above have helped provide resilience and flexibility within the team as well as retaining the expertise within the service over recent years. Crucial to the success of this has been the enhanced support and supervision provided through the new co-ordinator post and increased management support through the additional senior surveyor positions with the allocation of work, peer review and quality checks. It has proven to be a workplace that if you can demonstrate a customer-focussed outlook, technical ability and professional competence, then the opportunity to progress is there. We currently find ourselves starting over on our succession plan for the future and believe we can improve on the next generation from lessons learned along the way.

The restructure and improvements implemented have proven invaluable with our recent most vacancies as we have been able to recruit internally for a co-ordinator post, 2 senior surveyors and 2 surveyor posts. We now have the task of recruiting externally for our lower level backfill graduate, inspector and surveyor roles which are so far proving easier to fill. We hope to have a full complement of staff in place by May 2023. We have also recently created and filled a Building Standards Modern Apprentice position that will integrate as another step into our structured succession programme.

While we have been relatively successful in managing our recent vacant positions, it is important to highlight the workforce challenges that all verifiers face. The wage scale disparity between authorities that can often lead to low interest in vacant posts, is part of Single Status and locks verifiers into the grades they have. Rates of pay in the private sector are traditionally higher and staff that may have migrated to public sector after the last recession may be looking to move back. Finally, the loss of many Building Standards Manager positions over the last decade has resulted in less opportunities for senior team members to progress. It's always positive when such staff can find that position elsewhere within the Building Standards profession however, there is an increasing risk of losing future leaders to private sector and other fields unless these matters can be addressed.



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