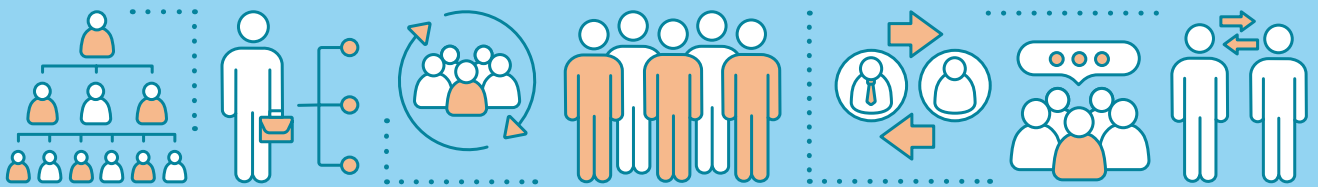




Building Standards

Workforce Data Collection















Analysis Report 2021



WORKFORCE



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1.0 Introduction

1.1. The annual workforce data collection was first introduced in 2019. The aim is to gain a national picture about the level of supply and demand for the building standards verification service and how this is resourced by local authority verifiers.

1.2. The data is collected at a point in time, on 31 July each year. This provides a national approach to measure and track changes in staffing levels and competence of the workforce over time.

1.3. This is the third year of the data collection. All 32 verifiers have submitted their 2021 data. The 2021 data has been baselined against the 2019 and 2020 data. For the first time, a three-year trend analysis is provided to show how the profession is evolving and where further action is required to deliver positive change. The analysis and the findings are given in this report.

1.4. The report provides a national-level view of the challenges facing the building standards profession in relation to resourcing, development of competencies and levels of turnover.

1.5. This analysis report highlights evidence of change and points to how the workforce strategy is supporting development of the profession. The 2021 data is used to indicate where actions are on track and also where the desired outcomes are still to be achieved. Benefits from the workforce strategy will be achieved during the delivery phase and are expected to accrue for some time thereafter.

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 in the next five-to-ten years. 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 2021 data collection exercise was submitted by each verifier via the ScotXed web platform. As before, validation rules were built into the 2021 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.

3.2. Building Standards Division has taken on board comments from verifiers to enhance the data collection since it was introduced in 2019. The changes were described in accompanying guidance for verifiers.

4.0 Executive Summary

4.1. This report provides an analysis and supporting commentary on the 2021 data collection exercise looking at the size and shape of the local authority workforce delivering the building standards verification service. 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. Although demand for people into job roles is consistent and increasing over time; there has been no significant change in the size of the workforce. Effective recruitment and succession planning are required to grow the workforce to meet the increasing levels of demand and ensure customer expectations can be met.

4.3. The gap between supply and demand indicates there is a shortfall of 63 people across job roles compared with current resourcing levels. The increasing demand trend over the next three years shows an expected 20% resourcing gap by 2024. This is a critical finding from the 2021 data collection which shows the extent of recruitment required to ensure the workforce is sufficiently resourced and able to maintain operational resilience of the service. More investment is required to bring new people into the building standards profession and provide career progression for existing staff. Demand in the medium-to-long term levels off but it is clear that action is needed now to ensure the verification service is fit for the future.

4.4. The current shortfall in the number of Surveyors in the workforce is a concern as this is a key service delivery role. Currently, there are 203 Surveyors in the workforce which is 12 fewer compared with 2020. This reduction is concerning as the reported demand for people in this role is 224. Assistant Surveyors and Building Inspectors have also shown reduction

in supply which is likely to have a cumulative effect on the ability to deliver a responsive and customer-focused level of service.

4.5. The ageing demographic of the workforce is unchanged from 2020. This still represents the biggest challenge to resilience of the service as experienced staff, often in leadership positions, leave the profession. More positively, the number of people with a length of service up to 10 years is continuing to rise, which builds a strong basis for growth in the profession.

4.6. The number of Graduate Apprentices in the workforce is continuing to increase. Managers are successfully recruiting graduates and supporting them with training and mentoring to help them become effective team members in a relatively short timeframe. Similarly, the number of Modern Apprentices is starting to grow and this is likely to see a significant boost following the introduction of the pilot modern apprenticeship pathway for building standards from August 2022.

4.7. Learning and development of the workforce remains a priority. The number of qualifications held and currently being studied is at consistent levels reported in 2020. The minimal reductions in qualifications being studied at a master's degree level and some vocational courses is in line with annual fluctuations as people begin and finish their studies.

4.8. People leaving the workforce is predominantly due to retirement. This is expected due to the older profile shown in the demographic data. Turnover levels show a slight increase in the number of people leaving for a job in the private sector but this level of change is consistent with previous data.

5.0 Workforce Demand

5.1. There remains a consistent demand for staff to work in the building standards profession. This has increased by 35 (6%) from 2020. See **Table 1**.

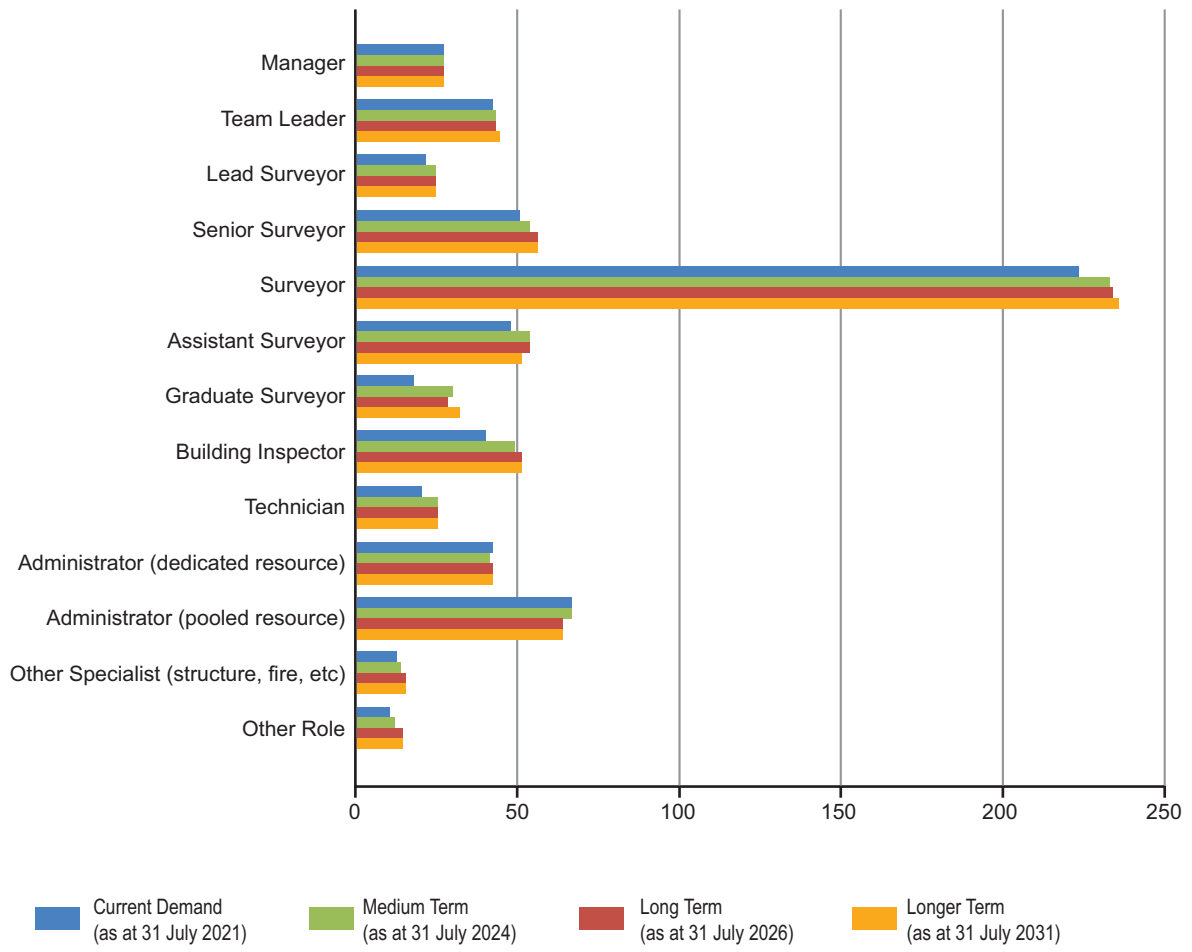
5.2. The roles with an increase in demand are Lead Surveyor, Senior Surveyor, Assistant Surveyor, Graduate Surveyor, Technician, and other specialist.

Table 1: Demand

Role	2019	2020	2021	Difference from 2020 (+/-)
Manager	28	28	28	0
Team Leader	46	43	43	0
Lead Surveyor	21	21	22	+1
Senior Surveyor	54	47	51	+4
Surveyor	228	224	224	0
Assistant Surveyor	47	45	49	+4
Graduate Surveyor	11	14	19	+5
Building Inspector	46	44	41	-3
Technician	23	18	21	+3
Building Standards Administrator (dedicated and pooled)	94	93	-	-
Administrator (dedicated resource)	-	-	43	-
Administrator (pooled resource)	-	-	67	+17*
Other Specialist (structure, fire, etc)	11	9	13	+4
Other Role	12	11	11	0
Total	621	597	632	+35

Note: * denotes the difference between the 2021 Administrator (pooled) and Administrator (dedicated) and the combined 2020 Building Standards Administrator total.

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 4 (1%) from 2020. See **Table 2**.

6.2. There is a modest increase in the number of Team Leaders, Senior Surveyors and Graduate Surveyors, while other job roles remain at consistent levels.

6.3. The biggest change in supply is for the roles Lead Surveyor, Surveyor, Assistant Surveyor, Building Inspector and Technician.

Table 2: Supply

Role	2019	2020	2021	Difference from 2020 (+/-)
Manager	25	26	28	+2
Team Leader	46	42	43	+1
Lead Surveyor	20	21	19	-2
Senior Surveyor	49	47	49	+2
Surveyor	209	215	203	-12
Assistant Surveyor	47	46	40	-6
Graduate Surveyor	7	13	15	+2
Building Inspector	35	37	32	-5
Technician	20	17	16	-1
Building Standards Administrator (dedicated or pooled resource)	92	92	-	-
Administrator (dedicated resource)	-	-	38	
Administrator (pooled resource)	-	-	69	+15*
Other Specialist (structure, fire, etc)	11	7	7	0
Other Role	11	10	10	0
Total	572	573	569	-4

Note: * denotes the difference between the 2021 Administrator (pooled) and Administrator (dedicated) and the combined 2020 Building Standards Administrator total.

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

7.1. The 2021 data collection introduced a new category for longer-term demand for job roles over the next ten years. This category provides a clearer indication of whether or not the resourcing gap is being closed.

7.2. The demand against supply is increasing by around 20% over the next 3 years.

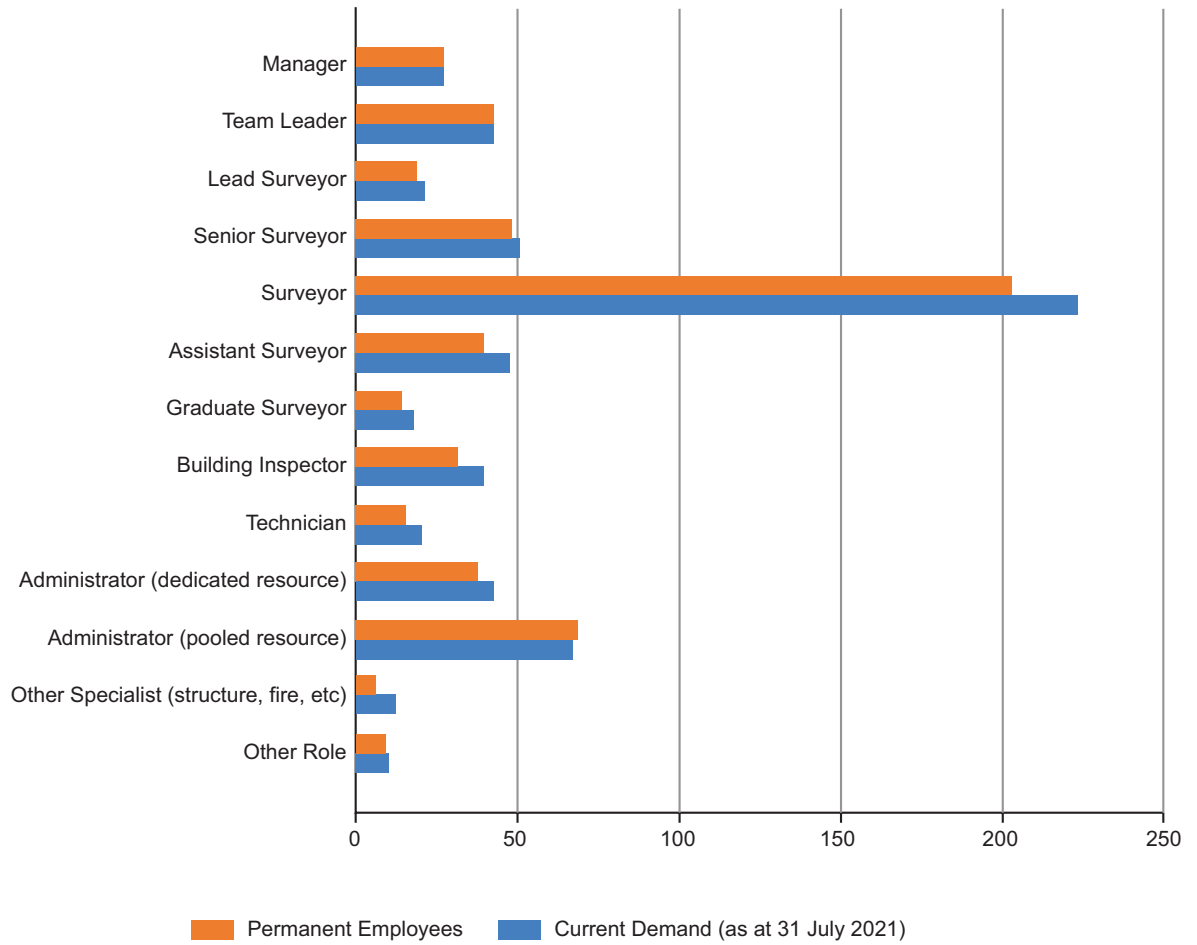
7.3. The supply for Surveyors indicates a shortfall in resourcing. There are 203 fulfilling this role which is 21 less than the reported demand level.

7.4. Critically the largest demand will be over the next 3-5 years. There are currently 63 (569 to 632) more job roles needed in 2021. This increases by 22 to 85 in 3 years (681 to 689), and by 5 to 90 (689 to 694) in 5 years. In the longer term this shows that over the next 10 years the demand will be continue with a projected 62 job roles needed. See **Table 3**.

Table 3: Supply and Demand

Role	Supply 2021	Demand (2021 Return)				Demand between 2021 - 2031 (+/-)
		Current 2021 (+/-)	Medium 2024 (change from 2021) (+/-)	Long 2026 (change from 2024) (+/-)	Longer 2031 (change from 2026) (+/-)	
Manager	28	28 (0)	28 (0)	28 (0)	28 (0)	0
Team Leader	43	43 (0)	44 (+1)	44 (0)	45 (+1)	+2
Lead Surveyor	19	22 (+3)	26 (+4)	26 (0)	26 (0)	+4
Senior Surveyor	49	51 (+2)	54 (+3)	57 (+3)	57 (0)	+6
Surveyor	203	224 (+21)	233 (+9)	234 (+1)	236 (+2)	+12
Assistant Surveyor	40	49 (+9)	54 (+5)	54 (0)	52 (-2)	+3
Graduate Surveyor	15	19 (+4)	30 (+11)	29 (-1)	33 (+4)	+14
Building Inspector	32	41 (+9)	50 (+9)	52 (+2)	52 (0)	+11
Technician	16	21 (+5)	26 (+5)	26 (0)	26 (0)	+5
Administrator (dedicated resource)	38	43 (+5)	42 (-1)	43 (+1)	43 (0)	0
Administrator (pooled resource)	69	67 (-2)	67 (0)	65 (-2)	65 (0)	-2
Other Specialist (structure, fire, etc)	7	13 (+6)	14 (+1)	16 (+2)	16 (0)	+3
Other Role	10	11 (+1)	13 (+2)	15 (+2)	15 (0)	+4
Total	569	632 (+63)	681 (+49)	689 (+8)	694 (+5)	+62

Illustration 2 - Staffing Current Supply and Current Demand



8.0 Demographic Profile

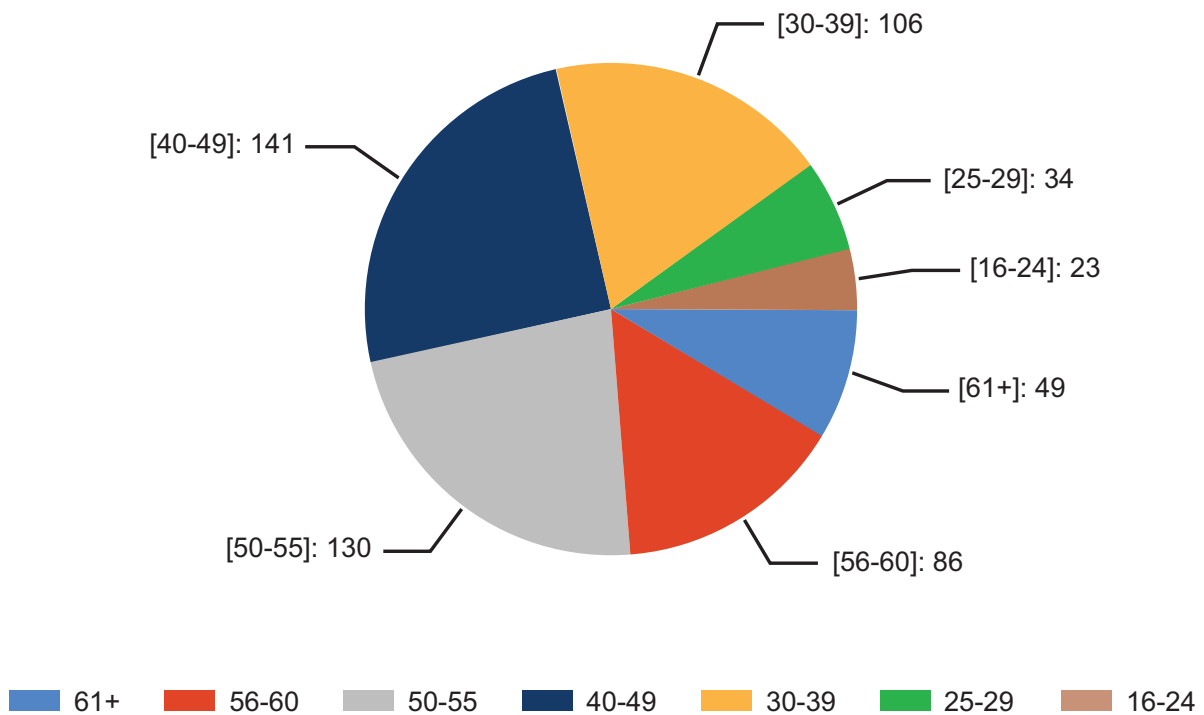
8.1. The ageing demographic of the workforce continues to show an ageing workforce with around half of all staff over 50 years of age. This represents 265 people (47%) potentially leaving the service within the next 5-10 years. See **Table 4**.

8.2. The demographic under the age of 50 has remained the same at 304 people which is 53% of the workforce.

Table 4: Demographic

Age Range	No. 2019	No. 2020	No. 2021		Difference from 2020 (+/-)
61+	43	49	49	265	0
56-60	77	77	86		+9
50-55	135	143	130	304	-13
40-49	141	138	141		+3
30-39	89	103	106		+3
25-29	31	38	34		-4
16-24	26	25	23		-2
Total	542	573	569		-4

Illustration 3 - Age Profile of Permanent Employees



9.0 Length of Service

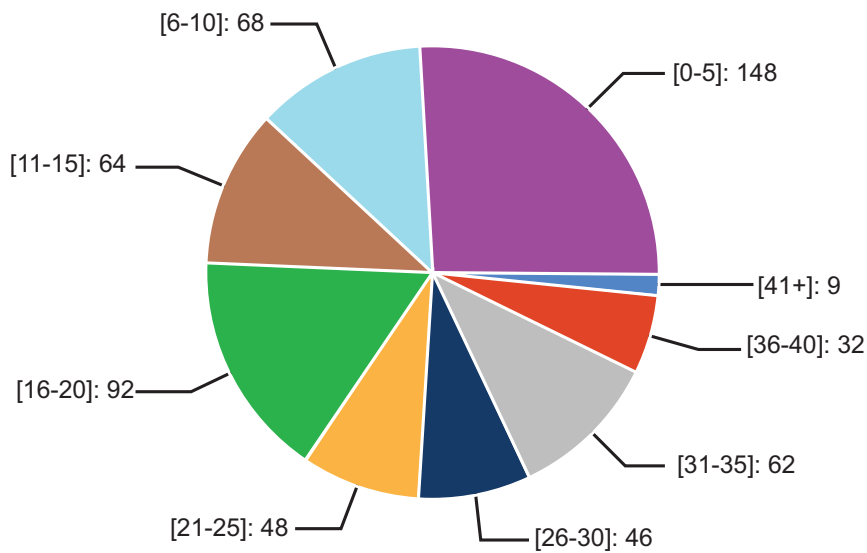
9.1. More than a third (38%) of the workforce has a length of service less than 10 years.

9.2. A third of the workforce 188 (33%) has a length of service over 21 years.

Table 5: Length of Service

Year Range	2019	2020	2021	Difference from 2020 (+/-)
41+	6	6	9	+3
36-40	25	37	32	-5
31-35	46	51	62	+11
26-30	68	60	46	-14
21-25	54	47	48	+1
16-20	62	75	92	+17
11-15	79	83	64	-19
6-10	48	57	68	+11
0-5	133	157	148	-9
Total	521*	573	569	-4

Illustration 4 - Length of Overall Building Standards Service



10.0 Professional Membership

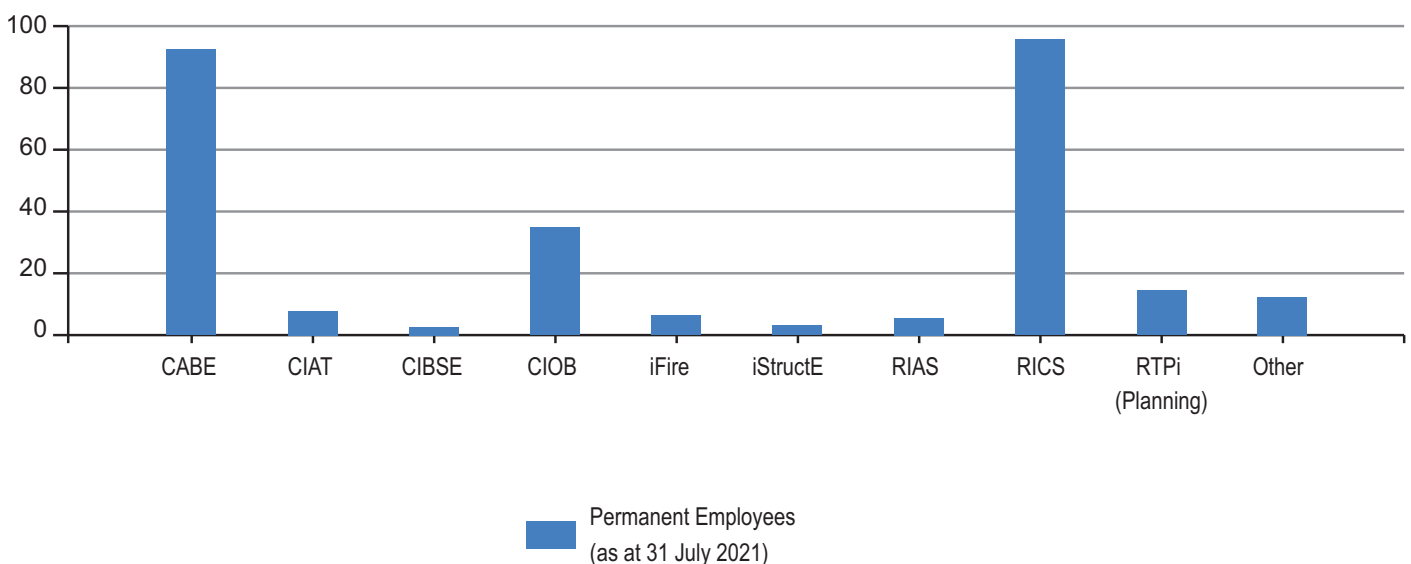
10.1. The number of staff with professional membership has remained almost static with the addition of one new member.

10.2. The biggest decline is with CABE and RICS, and the biggest increase CIAT and CIOB.

Table 6: Professional Memberships

Membership	2019	2020	2021	Difference from 2020 (+/-)
CABE	96	97	92	-5
CIAT	1	1	7	+6
CIBSE	0	0	2	+2
CIOB	33	30	34	+4
iFire	5	6	6	0
iStructE	3	3	3	0
RIAS	4	6	5	-1
RICS	112	97	95	-2
RTPi (Planning)	10	15	15	0
Other*	0	15	12	-3
Total	264	270	271	+1

Illustration 5 - Professional Memberships Held



11.0 Qualifications

11.1. The number of qualifications held by staff has remained the same at 504.

11.2. There is a slight reduction in master's degree, HNC, and other qualification types.

11.3. There are slight increases in SVQ 2, SVQ 3 (Level 6) qualifications, ordinary degrees, honours and doctoral degrees held.

Table 7 – Qualifications

SCQF Level	Level	SVQs / MAs	2019	2020	2021	Difference from 2020 (+/-)
Level 12	Doctoral Degree	Professional Apprenticeship	0	1	3	+2
Level 11	Master's Degree, Post Graduate	Professional Apprenticeship SVQ 5	32	50	44	-6
Level 10	Honours Degree	Professional Apprenticeship	186	182	185	+3
Level 9	Professional Award, Bachelor Degree	Technical Apprenticeship SVQ 4	92	84	85	+1
Level 8	Higher National Diploma	Technical Apprenticeship SVQ 4	45	52	48	-4
Level 7	Higher National Certificate	Modern Apprenticeship SVQ 3	95	97	86	-11
Level 6	National Award	Modern Apprenticeship Foundation Apprenticeship SVQ 3	15	20	31	+11
Level 5	National Award	Modern Apprenticeship SVQ 2	9	10	13	+3
Level 4	National Award	SVQ 1	0	2	2	0
Level 3	National Award	N/A	4	2	3	+1
Level 2	National Award	N/A	0	0	0	0
Level 1	National Award	N/A	1	0	4	+4
Other Construction Related Qualification			-	4	0	-4
Total			479	504	504	0

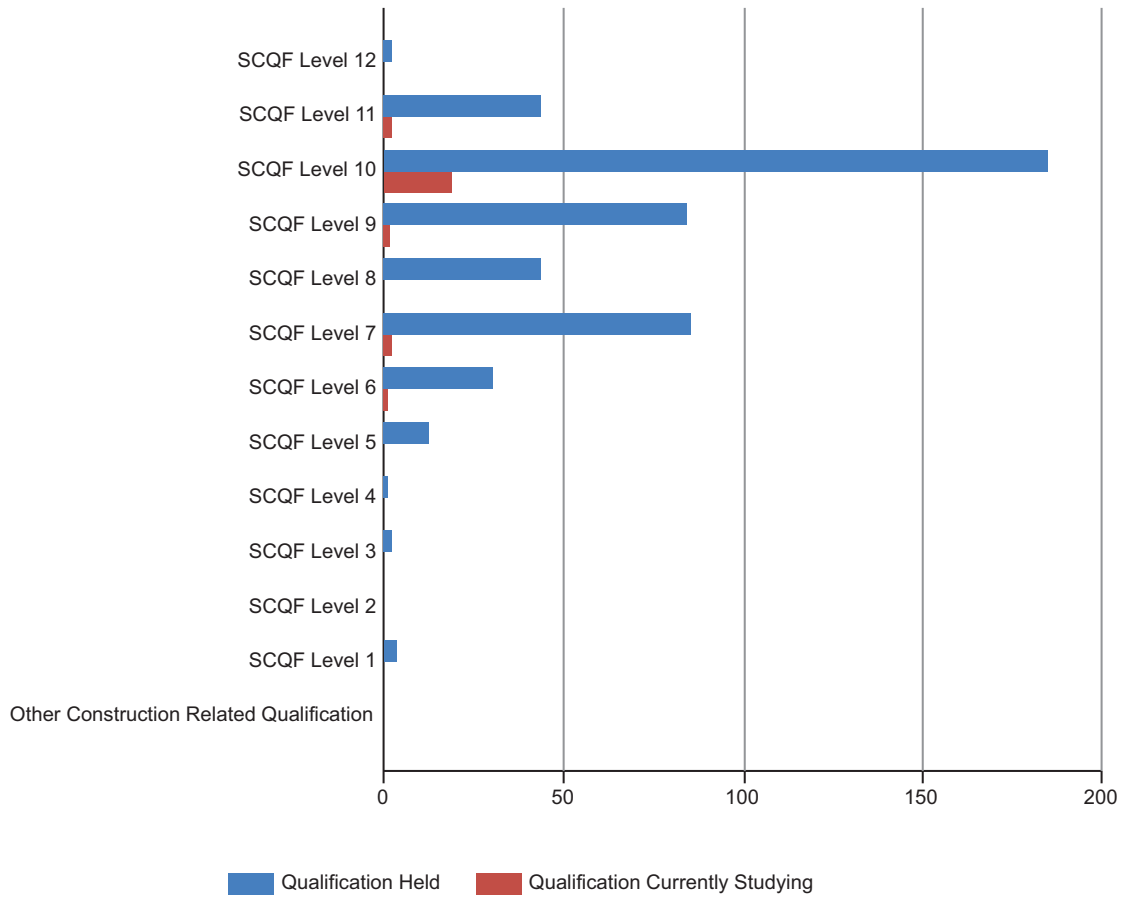
12.0 Qualifications – Currently Studying

12.1.1. The number of staff currently studying for a qualification has reduced by a fifth. The biggest is in SCQF levels 7 (HNC) and 9 (BSc) and their equivalent vocational qualification.

Table 8: Qualifications currently being studied

SCQF Level	Level	SVQs / MAs	2019	2020	2021	Difference from 2020 (+/-)
Level 12	Doctoral Degree	Professional Apprenticeship	1	0	0	0
Level 11	Master's Degree, Post Graduate	Professional Apprenticeship SVQ 5	2	3	2	-1
Level 10	Honours Degree	Professional Apprenticeship	14	12	19	+7
Level 9	Professional Award, Bachelor Degree	Technical Apprenticeship SVQ 4	10	7	2	-5
Level 8	Higher National Diploma	Technical Apprenticeship SVQ 4	4	0	0	0
Level 7	Higher National Certificate	Modern Apprenticeship SVQ 3	7	7	3	-4
Level 6	National Award	Modern Apprenticeship Foundation Apprenticeship SVQ 3	0	2	1	-1
Level 5	National Award	Modern Apprenticeship SVQ 2	0	0	0	0
Level 4	National Award	SVQ 1	0	0	0	0
Level 3	National Award	N/A	1	0	0	0
Level 2	National Award	N/A	0	0	0	0
Level 1	National Award	N/A	0	0	0	0
Total			39	31	27	-4

Illustration 6 - Qualifications Held and Currently Studying



13.0 Apprenticeships

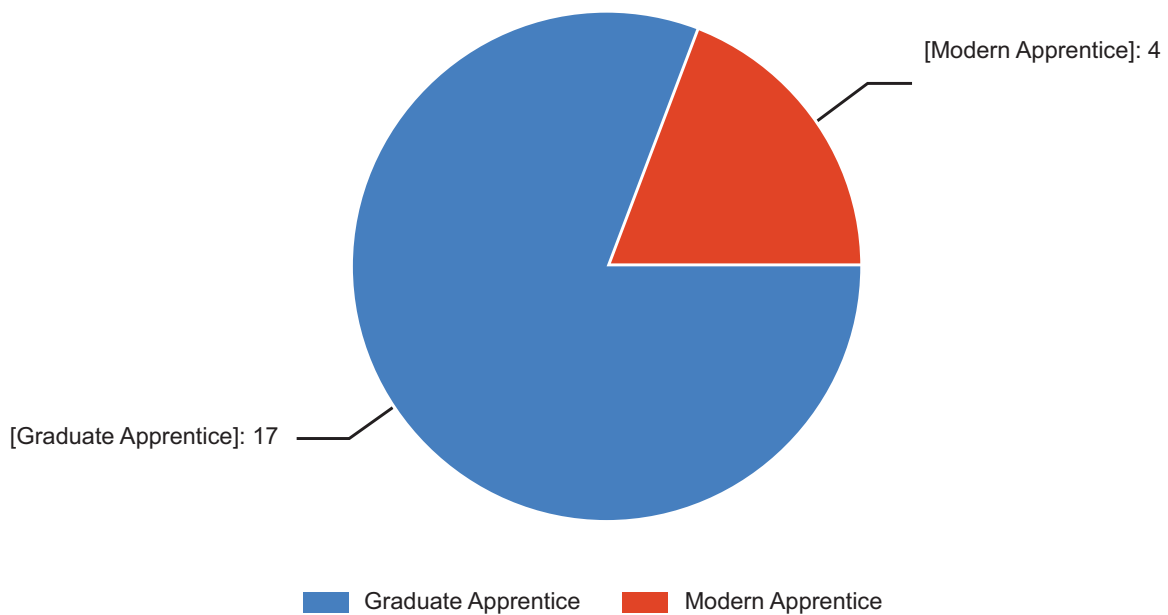
13.1. The numbers of apprenticeships has increased by 8. The majority are Graduate Apprentices, with the number of Modern Apprentices beginning to increase.

13.2. This represents a small but growing proportion of the workforce.

Table 9: Apprenticeships

Apprenticeship Level	2020	2021	Role as % of total employees	Role as % of total currently studying level
Graduate Apprentice	12	17 (+5)	3.0%	81.0%
Modern Apprentice	1	4 (+3)	0.7%	19.1%
Foundation Apprentice	0	0 (0)	0.0%	0.0%
Total	13	21 (+8)	3.7%	100.0%

Illustration 7 - Apprenticeships



14.0 Types of qualifications currently being studied

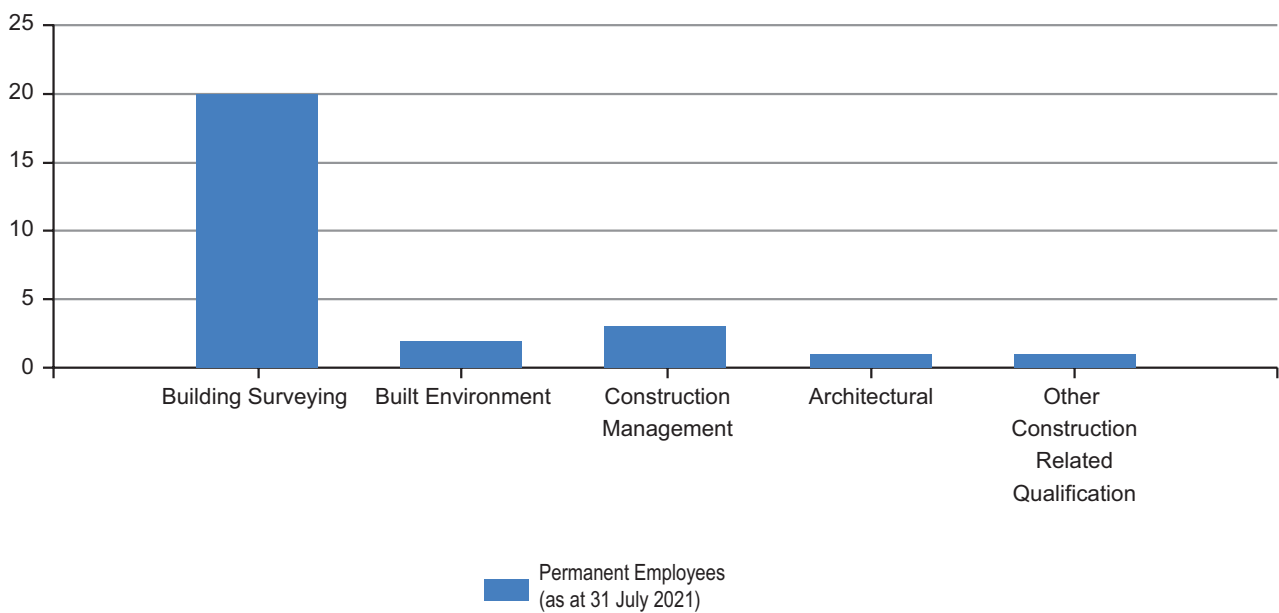
14.1. The most popular qualification being studied is Building Surveying.

14.2. The numbers studying Fire Engineering and Construction Management have decreased, See **Table 10** and **Illustration 8**.

Table 10: Types of qualification currently being studied

Currently Studying Qualification Type	2019	2020	2021	Difference from 2020 (+/-)
Building Surveying	15	19	20	+1
Built Environment	0	0	2	+2
Fire Engineering	3	3	0	-3
Engineering	1	0	0	0
Construction Management	3	4	3	-1
Quantity Surveying	0	0	0	0
Architectural	0	0	1	+1
Planning	0	0	0	0
Other Construction Related Qualification	N/A	5	1	-4
Total	22	31	27	-4

Illustration 8 - Permanent Employees Currently Studying by Qualification Type



15.0 People leaving the profession

15.1. The number of staff leaving the profession has remained steady. The reasons include retirements and moving to another local authority.

15.2. There was a small increase in the number of staff leaving to work in a non-building standards public sector role or to the private sector.

Table 11: Leavers

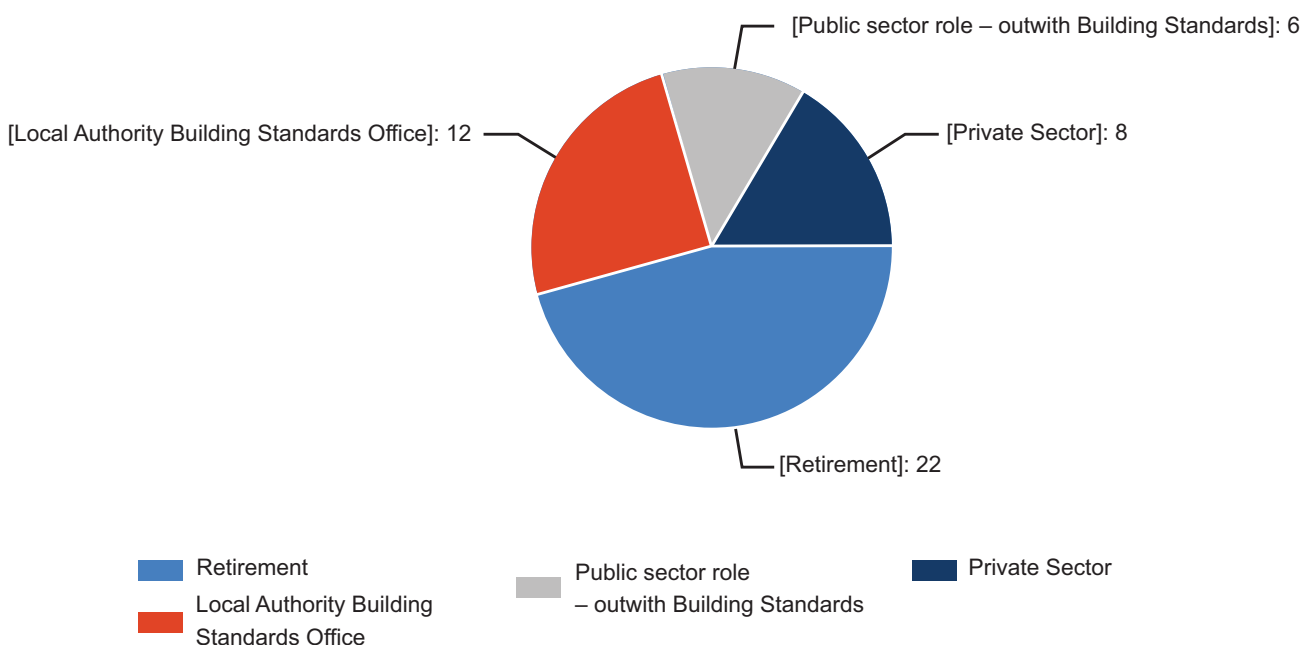
Reason	2019	2020	2021	Difference from 2020 (+/-)
Retirement	20	18	22	4
Local Authority (Building Standards - Scotland) ¹	17	12	-	-12
Local Authority (Building Standards - Not Scotland) ¹	1	1	-	-1
Local Authority Building Standards Office	-	-	12	+12
Local Authority (Not Building Standards) ²	6	9	-	-9
Public sector role - outwith Building Standards	-	-	6	+6
Private Sector	5	5	8	+3
Total	49	45	48	+3

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 - Leavers



16.0 Conclusions

Workforce demand

16.1. Demand for additional people in the workforce has rebounded after a slight decrease in 2020. The greatest demand is for Senior Surveyor, Assistant Surveyor, Graduate Surveyor and Technician roles. Successful recruitment into these roles would support workforce development and provide a stronger base for growing the profession in the longer term. As these roles are in junior positions it is likely that people in the early stages of their career will be attracted to apply. This will help to balance the workforce demographic.

16.2. The demand for more Senior Surveyors is a clear indicator of progression opportunities for people to move into this role. Additional Senior Surveyors would increase resilience of the service by ensuring verifiers have sufficient expertise to deal with higher risk and complex projects. The demand for people in this role could offer opportunities for existing staff to progress into a leadership position in the future.

Workforce Supply

16.3. There is no real change in the supply data and the size of the workforce remains static. However, there is a significant reduction in the number of Surveyors and lower reductions affecting Assistant Surveyors and Building Inspectors. The trend over three years shows an increase in the number of Graduate Surveyors while other job roles remain at consistent levels

16.4. While demand for roles is generally increasing there have been reductions in the numbers of Surveyors, Assistant Surveyors and Building Inspectors. These are key front-line roles at the forefront of service delivery.

16.5. The demand data this year for Surveyors indicates a significant shortfall in resourcing to the job role. Current supply data shows there are 203 people fulfilling this role which is 21 fewer than the reported demand level. Succession planning is critical to ensure this essential job role is fully resourced in the short-to-medium term.

Supply and Demand

Current 2021 – shortfall of 63
(11% of workforce)

16.6. Recruitment appears to have partially offset the usual level of turnover which has resulted in a small overall reduction in the number of people in the profession. However there are signs that managers are beginning to recruit people into junior roles which will boost the profession in the years to come.

The resourcing needs for Managers and Team Leaders are being met and the demand trend shows that maintaining the current number of people in these leadership roles will be sufficient. There remains scope for succession planning for these roles and for progression into Senior Surveyor and Lead Surveyor roles as a pathway into leadership positions.

The job roles showing the highest demand levels are Surveyors, Graduate Surveyors and Building Inspectors. This demand mirrors the reduction in resourcing into these job roles reported in the 2021 supply data. These roles are all essential for effective front-line delivery. The gap in the next five-to-ten years shows up to 71 people required to fill these three roles alone which is 12% of the current workforce.

A blend of effective recruitment and succession planning will be required to address the predicted shortfalls.

Potential Scenario if the size of the profession remains unchanged

The following breakdown indicates the increasing demand trends on the basis that recruitment continues to have little effect on the overall size of the profession.

Three Years as at 2024 – shortfall of 112 (20% of workforce)

The demand level increases by nearly double in the next three years. The current trend data for supply indicates that the profession is not growing and it is expected that recruitment into junior roles will take time to have an impact. If action is not taken then the profession will be 20% smaller than required to deliver a resilient and first-class service which will place additional demands on existing staff.

Five Years as at 2026 – shortfall of 120 (21% of workforce)

The trend is expected to continue with a growing shortfall in resourcing. The data shows there will be a resourcing gap of 120 compared to the 2021 supply data across all job roles.

Ten Years as at 2031 – shortfall of 125 (22% of workforce)

Demand would likely plateau at 125 over the full ten-year period which is broadly similar to the situation indicated at five years. Improving attraction and recruitment is essential to avoid a resourcing gap of 22%, which would be unsustainable.

Succession planning and effective recruitment campaigns are essential to grow the profession and avoid this scenario. This is a critical challenge facing the profession within the next three years.

Demographic Profile

There has been an increase in the number of people in the top two age ranges from 56 to 60 and 61+ in 2021. This represents 135 people (24%) who are likely to retire in the next five years.

The 30-to-39 and 40-to-49 age ranges are stable, which indicates a significant number of people with experience and a wide range of competencies in the profession. The 247 people in these two age ranges represent the core of the profession and an invaluable pool of expertise to meet the resourcing challenges over the next ten years.

The number of people in the 16-to-24 age range has slightly declined, by 2 from 2020-21. The introduction of the new modern apprenticeship pathway from August 2022 should reverse this trend by attracting higher numbers of young people into the building standards profession. The commitment to provide 21 candidates for the first intake next year will see the number of modern apprentices rise and this will help to balance the demographic profile.

Length of Service

The data shows longevity of career for a significant proportion of the workforce. The number of people with a length of service between 21 and 40 years is 188, which is 33% of the workforce.

This, combined with the rise in the number of people in the 16-to-20 group, indicates that building standards offers a rewarding and long-term career path. The number of people with a length of service up to 10 years is steadily increasing and now represents 38% of the overall workforce.

There is a reduction in the number of people in the 11-to-15 years group which may indicate people leaving the profession to progress their career in the private sector or in a different discipline. This reduction may be in response to a lack of progression opportunities so a clearer succession planning approach for people in their mid-career could help to reduce the loss of expertise from the profession.

Professional Memberships

Chartered membership of a construction sector professional body is a clear indicator of the increasing professionalism of the workforce. Although growth in chartered memberships is slow, it is expected that membership levels will increase over time as individuals gain wider experience and gather the evidence required to achieve chartered status.

Qualifications

There are small increases in the qualifications held at different SCQF levels which indicates that individuals are gaining valuable knowledge and skills to support their career progression.

The duration of accredited courses creates a lag time affecting how quickly the data will show more substantial increases in the qualifications held. The work to develop and introduce bespoke teaching materials for the building standards profession is progressing and this will improve the relevance and attractiveness of accredited courses available from colleges and universities.

Qualifications – Currently Studying

The rise in the number of staff holding honours degrees is welcome and shows clear investment in developing leaders for the future. However, the lack of recruitment into the profession may be a contributory factor to the overall reduction in people studying for a qualification.

The modern apprenticeship pilot based on the HNC and HND courses in Architectural Technology will boost numbers at the levels where the data shows a decline. The full implementation of the Competency Assessment System will also identify where individuals have skill gaps and the corresponding education and training opportunities. Aligning skill gaps with accredited courses will help raise the number of people pursuing new qualifications in the short-to-medium term.

Apprenticeships

Employing graduates from a variety of backgrounds and disciplines is strengthening the profession for the long term. The use of on-the-job mentoring, supervision and exposure to different types of project, accelerates the development of graduates into competent surveyors. The proposal to introduce the modern apprenticeship pilot from August 2022 was received well by local authority employers with agreement from Chief Executives for additional funding for modern apprentices in building standards teams. The pilot is expected to introduce 21 new modern apprentices into the profession who will be given the opportunity to build a lasting career.

Types of qualification currently being studied

Building Surveying is considered as offering core learning that is most appropriate for a career in the building standards profession. The consistent growth in the number of qualifications in this topic shows that learning achieved supports competence in a range of building standards job roles.

The development and delivery of bespoke building standards teaching materials by experienced Building Standards Surveyors has enhanced learning for Building Surveying degree students at Glasgow Caledonian University. The success of this approach provides a basis for expansion of the materials and inclusion in the teaching at other universities to improve choice for new students.

There is no increase in the number of specialist qualifications. The profession will need to promote the development of specialisms, such as Fire Engineering, to improve resilience and reduce reliance on external contractors.

People leaving the profession

There appears to be a predictable rate of turnover through retirement and loss of staff to other verifiers as people decide to move for professional and personal reasons. The rate of retirements is expected to increase due to the number of people in the upper age groupings and the high number of staff with long service.

The loss of expertise to other public sector roles or to the private sector should not be underestimated and while the impact is relatively small the trend may increase as the economy recovers from the impact of the COVID-19 pandemic.



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