



Enabling Professionalism

Scottish & Northern Ireland
Plumbing Employers' Federation
Strategy 2023-25



**The
plumbing
and heating
industry is
essential to our
society's successful
transition to a
low-carbon and
sustainable
world**

Fiona Hodgson
SNIPEF Chief Executive



About SNIPEF

The Scottish and Northern Ireland Plumbing Employers' Federation (SNIPEF) is the professional trade association for the plumbing and heating industry in Scotland and Northern Ireland. Collectively its membership contributes a large percentage of the UK's £5 billion plumbing and heating gross domestic product.

With 750 member companies employing more than 5,000 plumbers and heating engineers, SNIPEF is the authoritative voice of the profession. It works with government, sector bodies and other stakeholders to ensure its members are represented and heard on issues affecting the industry.

SNIPEF membership is a guarantee of quality. The skills and professionalism of SNIPEF members provide quality assurance and safety to customers, both commercial and domestic.

SNIPEF's training and development programmes ensure the industry meets the highest professional standards, developing and upskilling plumbers and heating engineers with the latest skills. It is inclusive, supporting and encouraging diversity to attract the best talent available, allowing the industry to grow.

Finally, SNIPEF members are essential to the low-carbon transformation of our society. Their knowledge and skills will help the nation transition to a greener future, benefiting society and demonstrating the commercial and environmental benefits of a low-carbon economy.

Our Vision, Mission and People



Our vision

Enabling professionalism



Our mission

We support our members and the entire plumbing industry by:

- ◆ Being the leading advocate for the profession.
- ◆ Developing professionalism through training and upskilling.
- ◆ Inspiring the next generation.



Our people

SNIPEF values:

- ◆ **Integrity:** Doing what is right and fair for our industry and people.
- ◆ **Excellence:** In its people and members in serving and benefiting our society.
- ◆ **Professionalism:** By delivering the standards and competencies expected of the plumbing and heating industry.
- ◆ **Collaboration:** By working with and for members to ensure their views and skills are recognised and respected.

Valuing all people

Equality, equity, diversity and inclusion

For SNIPEF to exist, develop and succeed, all employees and members must recognise and value the importance of equality, equity, diversity and inclusion (EED&I). Organisations and industry sectors that embrace EED&I and support and nurture their talent, providing opportunities for professional growth and development, are proven to work more effectively, have lower employee attrition rates and are generally viewed as progressive and forward-thinking by society and government.

By supporting the principles of EED&I, SNIPEF will:

- ◆ **Ensure fair treatment and opportunity for all.** EED&I aims to eradicate prejudice and discrimination based on an individual or group of individuals' protected characteristics. It helps people to understand how internal and external activities can be equal and fair to everyone.
- ◆ **Integrate and embed the behaviours of inclusion and diversity** into its corporate culture while ensuring all organisation planning, functions and processes are aligned to advance equality and equity.
- ◆ **Accept and embrace the individual** and their unique experiences, background and contributions that they can make.



Realising our vision: Enabling professionalism

Plumbing is a millennia-old profession that has significantly aided our society's development, health and wellbeing. Its importance and value are as relevant today as they were 100 or 1,000 years ago.

Today, as SNIPEF celebrates its centenary, our society is at a transitional crossroads toward a more sustainable and low-carbon future. For this to succeed, Northern Ireland and Scotland's plumbing and heating industries must be front and centre of the transition, with their companies and people having the required professionalism to recognise, act and accomplish what is needed.

Our new vision and mission will position SNIPEF as the enabling force of professionalism, identifying and combining all the qualities and requirements needed for our dynamic industry to prosper and grow in the coming decades.

With its 750 member companies, which employ more than 5,000 plumbing and heating operatives, SNIPEF will ensure that the views of our industry are represented and reckoned in the public domain. We will pursue, advocate, campaign and

inform decision-makers of our industry's potential to lead in the installation, maintenance, and decommissioning of low-carbon and sustainable water and heating solutions.

SNIPEF will ensure that our industry has skilled professionals at the right time and in the right place. We will promote, inspire and recruit the next generation of inclusive talent to help our industry realise society's green ambitions.

SNIPEF will equip our industry with the right skills, knowledge, experience and profile by enabling professionalism. We will develop and strengthen our member companies and the plumbing and heating industry as a whole.

Our new strategy will ensure SNIPEF focuses its resources and talents on meeting the evidence-based requirements of the industry and businesses it represents, repositioning itself as the advocate and voice of a safety-critical sector leading the nation's low-carbon ambitions.

Finally, today is a moment to reflect and celebrate the success of our organisation and the growth and development of the industry it represents. I know that the coming years and decades will be challenging and exciting for the Federation and very different from its first 100 years. SNIPEF recognises this and is ready.

Fiona Hodgson
Chief Executive
SNIPEF

We will promote, inspire and recruit the next generation of inclusive talent

Our Aims

The SNIPEF Strategy 2023-2025 has **four aims:**

Membership

To grow, develop and support our membership, placing them and their evidence-based requirements at the centre of all that SNIPEF undertakes.

Competency and Compliance

To instil and enforce the professional competency and compliance of SNIPEF members and operatives, protecting the public and businesses.

Employment, Skills, Safety and Training

To develop new and upskill existing operatives within the plumbing and heating industry, balancing the challenges of an increasingly competitive and regulated marketplace alongside instilling equitable working practices.

Commercial Development

To exist, advocate and campaign actively for the benefit of the member businesses, ensuring their voices and requirements are promoted and protected.

Membership Aim

Membership

To grow, develop and support our membership, placing them and their evidence-based requirements at the centre of all that SNIPEF undertakes.

Purpose of the Membership Aim

SNIPEF must ensure that all its activities and outputs meet the requirements and expectations of its members, associates and partners. This will only be achieved by undertaking detailed qualitative and quantitative membership research alongside gathering and analysing internal information on SNIPEF's membership and resources.

The findings from the research will allow SNIPEF to pursue two core strands of membership activity: HQ-based and through the local associations' structure, each with its requirements, audiences and messages fully understood, resourced, and targeted.

SNIPEF will research, develop and activate tangible, evidence-based membership activities and outputs to support its members, including events, company profiling or provision of SNIPEF-branded materials to promote their affinity relationship.

Finally, SNIPEF will continue to develop non-tangible sector-wide communication activities (public relations and public affairs), allowing it to be the representative voice of the profession, promoting its successes, and thereby providing additional membership value.

Rationale for the Membership Aim

Members are the primary focus of SNIPEF, financially and through its national and local activities. However, SNIPEF must better understand its members to allow it to meet their tangible and intangible needs. In doing so, SNIPEF can provide outputs that match their expectations, be they social, professional or sectorial.

Beyond the membership needs of individuals or their businesses, SNIPEF can also position itself as the profession's voice, exacting influence due to the size and GDP value of its member businesses and their operatives.

A representative voice within government or the media has substantial membership value. It is an excellent communications opportunity for SNIPEF to exploit through public relations and public affairs activity and in the engagement with its members, e.g. seeking input into consultations.

Competency and Compliance Aim

Competency and Compliance

To instil and enforce the professional competency and compliance of SNIPEF members and operatives, protecting the public and businesses.

Purpose of the Competency and Compliance Aim

A key public message used by SNIPEF is that member businesses employ competent plumbing and heating operatives, demonstrating exemplary professionalism. As such, and with several economic, environmental, legislative and societal changes under way, SNIPEF must be able to justify its claim of professionalism within its membership.

Alongside the activities and deliverables explored in the Membership Aim, SNIPEF will review its current membership criteria to ensure all incoming members have the competency requirements to join. It is also vital that current members remain compliant with existing and potentially new requirements through rigorous monitoring.

Finally, SNIPEF will use its membership, employee knowledge and skills to develop authoritative and trusted guidance and information for the sector and key stakeholders, e.g. government. This will include technical reports, research, policy statements, media commentary and public perceptions activity.

Rationale for the Competency and Compliance Aim

SNIPEF's reputation depends on its members being compliant professional plumbing and heating businesses. This assurance is a crucial unique selling point for SNIPEF and its members, who may use their membership credentials when tendering for work.

Furthermore, no profession stands still as changes in working practices, legislation and societal expectations all inevitably help evolve and develop an industry. SNIPEF must ensure that it is 'ahead of the curve' across these and many more factors.

It should be remembered that one rogue or disreputable member can have consequential reputational repercussions for all SNIPEF members and the industry at large.

Employment, Skills, Safety and Training Aim

Employment, Skills, Safety and Training

To develop new and upskill existing operatives within the plumbing and heating industry, balancing the challenges of an increasingly competitive and regulated marketplace alongside instilling equitable working practices.

Purpose of the Employment, Skills, Safety and Training Aim

The plumbing and heating industry is essential to global and national 'green agenda' initiatives. As the UK transitions towards a low-carbon economy, the skills and knowledge requirements of our industry's people will need to match political and societal demands and aspirations.

Through its apprenticeship training and development services, SNIPEF must ensure that it provides the skills that sole traders and companies need while matching government expectations. In addition, SNIPEF must ensure the current workforce is upskilled to install and maintain new and future green technologies. This skills development will contribute to increasing green productivity and profitability.

Finally, the plumbing industry has and will continue to experience skills shortages. SNIPEF, alongside other STEM organisations, must work to encourage the next generation to recognise the career value and worth that this industry can provide beyond current demographics.

Rationale for the Employment, Skills, Safety and Training Aim

SNIPEF plays a crucial role in setting new operatives' specifications, training and development, ensuring they have the required skills, competencies, and professionalism. Furthermore, it is in a position to consult with its membership to advise on the upskilling requirements of the current workforce.

It is important to the future viability of SNIPEF and the development of the industry that the right people with the right skills are in the right place at the right time.

Finally, the plumbing industry will continue to experience skills shortages in the near future. SNIPEF and other STEM organisations must strive to encourage future generations beyond current demographics to see career value and worth in our industry.

Commercial Development Aim

Commercial Development

To exist, advocate and campaign actively for the benefit of the member businesses, ensuring their voice and requirements are promoted and protected.

Purpose of the Commercial Development Aim

Membership: With more than 750 member companies, employing 5,000 skilled operatives, and collectively generating an estimated £115 million gross domestic product for Scotland and Northern Ireland, SNIPEF is a representative and valued voice of the plumbing and heating profession.

SNIPEF will use its voice, influence and messaging to advise and inform stakeholders on issues affecting the industry today and in the near future. It will continue to seek and establish collaborative relationships with forward-thinking organisations that can pursue and advance the aims and objectives of SNIPEF.

SNIPEF: SNIPEF has a valuable membership database that can benefit the organisation and its members if understood and effectively influenced. SNIPEF will identify and explore possible commercial activities to enhance its business model while providing additional SNIPEF funding for day-to-day operations and reserves.

Finally, with working practices changing, SNIPEF will review its physical office environment to determine its viability and value, exploring options to ensure the real estate provides value for the organisation and its members.

Rationale for the Commercial Development Aim

Although intangible, a trade association's collective voice and influence are generally cited as a high priority for members. Using SNIPEF's membership, technical knowledge and communications skills, SNIPEF will position itself as the 'go-to' organisation with stakeholders, including media, government, politicians and the public, ensuring the profession's voice is heard and understood. We will 'put our heads above the parapet' to ensure our messages are heard.

To remain a commercially viable and efficient operation, SNIPEF needs to continually review and streamline processes, projects and operational costs to ensure it continues to be financially resilient and fully serve its members.

Our Ambition

The aims within the SNIPEF Strategy 2023-2025 will have a measurable impact and influence on:



Strategy Enablers

The enablers which will help SNIPEF achieve its aims, objectives and deliverables within the SNIPEF Strategy 2023-2025 are:

-  Open and inclusive culture and behaviours
-  Best practices in governance and leadership
-  An up-to-date digital environment and infrastructure
-  Accessible and directed communications to members and stakeholders
-  Well-supported, collaborative and professional relationship between SNIPEF employees and member volunteers
-  Strategic and valuable collaborations with key stakeholders that benefit the plumbing and heating industry and SNIPEF members
-  Effective management and employee processes
-  Financial resilience to enable investment and unexpected issues.

Deliverables

Quantifiable success in delivering the SNIEPF Strategy and their associated objectives will be seen in:

Membership

- Increased recruitment and retention of SNIEPF members
- Increased user numbers of SNIEPF Schemes
- Increased engagement with membership, helping to shape messages and the direction of the organisation
- Increased collaboration and professionalism with and between local associations
- Increased profiling and awareness of SNIEPF and its members

Competency and Compliance

- Membership criteria being up to date and reflective of the industry's professional requirements and ambitions
- Fewer complaints made against SNIEPF members
- Increased professionalism of the membership
- Improved customer care through guidance and training of members
- Greater industry-developed regulation for the profession, benefiting both members and the safety of the public

Employment, Skills, Safety and Training

- Improved long-term funding models for plumbing and heating apprenticeships
- Developmental pathways created to upskill the industry's current workforce
- A revised Modern Apprenticeship qualification, including 'green skills', agreed on and in operation
- Increased diversity and inclusion within the profession

Commercial Development

- Improved payment conditions for members
- Influence on policy development which positively affects members and their businesses
- Identifiable member benefits from collaborative SNIEPF relationships
- A new SNIEPF revenue stream
- SNIEPF's physical and virtual infrastructure being valued and maximised for the benefit of the organisation and its members