

A Century of Excellence: Celebrating 100 Years and Beyond

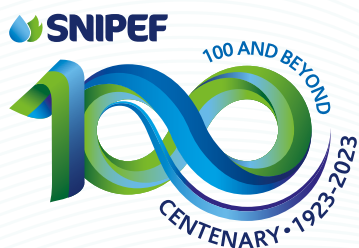
Annual Review 2023

Scottish and Northern Ireland Plumbing Employers Federation

2023

Contents

President's Foreward	4
Chief Executive's Year in Review	7
SNIPEF 2023: A year in numbers	9
Membership Engagement & Development	10
Professional Competency & Compliance	12
Employment, Skills, Safety & Training	14
Commercial & Profession Advocacy	18
Financial Review and Statement	20
Governance: Structure	22
Governance: Management	23





Shaping the Future: Celebrating the skills and innovation of our apprentices, today's learners, tomorrow's leaders.



President's Foreword

Over the past century, SNIPEF has played a pivotal role in transforming the plumbing and heating profession, ensuring its members are equipped with the knowledge, skills, and support needed to grow and thrive.

Our centennial year has offered a poignant opportunity to celebrate SNIPEF's distinguished legacy and reflect on its members' collective contributions. Their expertise and dedication have been instrumental in shaping the profession and strengthening SNIPEF's role as a leading advocate for standards, training, and sustainability.

However, this milestone year was not merely a time for celebration but also a moment for shaping SNIPEF's future. Central to this effort was our new three-year strategic plan, designed to align with member priorities, embrace technological changes, meet our regulatory obligations and support sustainability. This strategic direction ensures that SNIPEF remains a vital leader and advocate within the profession, effectively supporting its members through these evolving times.

Yet, these transformative changes are not possible without your active involvement. I urge all members not just to be passive observers but to actively participate in SNIPEF through local associations, member committees, or social media dialogue. Your engagement is not just important, it is crucial for ensuring that your perspectives are heard and your concerns are addressed.

Finally, it has been my honour to lead SNIPEF as we celebrated our centenary. I am grateful for the unwavering support and contributions from our Members, Associate Members and Local Associations. Your dedication has not only enriched our community but has also been instrumental in advancing our strategic goals.

As we look to the future, I remain confident that together, we will continue to achieve remarkable milestones for SNIPEF and the broader profession.



George Baxter
President
2023-24





Fiona Hodgson
Chief
Executive



A Year in Review

As underscored in the President's foreword, 2023 was a significant year for SNIPEF, celebrating 100 years of service alongside setting its future strategic ambitions. In May, I published our new three-year strategy and vision, 'Enabling Professionalism', a forward-thinking framework designed to secure SNIPEF's ongoing relevance and leadership within the plumbing and heating profession. At its heart, this strategy is about adapting to change and ensuring that SNIPEF's activities and services align with the evolving needs of our members and the profession.

The strategy focuses on four key areas: Membership Engagement, Competency & Compliance, Skills Development, and Commercial Advocacy. Each was chosen to proactively address SNIPEF's and the profession's forthcoming challenges. Coupled with our vision of 'Enabling Professionalism', the strategy underscores our commitment to continuous improvement and leadership, affirming our support and advocacy for our members and the profession moving forward.

Membership Growth & Engagement

Throughout 2023, our efforts were focused on growing the membership and supporting member engagement. While we welcomed a significant number of new members and associate members, leading to a total membership of 753, we still encountered persistently high attrition rates, a challenge previously highlighted in the 2022 Annual Review.

Although common across many trade associations, this ongoing growth challenge has prompted a thorough re-evaluation of our service offerings to ensure they align more closely with our members' evolving needs. A key part of this re-evaluation was a research project

to gain a deeper understanding of members' needs, challenges, preferences, and concerns. These valuable insights are already shaping business plan projects for 2024, specifically supporting new members (onboarding) and undertaking annual 'health checks' on existing members (retention).

Training & Skills Development

SNIPEF's strategy has been purposefully designed to improve employment opportunities, advance skills, and enhance professional training. In line with National Occupational Standards, our targeted efforts ensure that the workforce remains adept and well-equipped to navigate the challenges presented by new technologies and regulatory developments.

Following invaluable feedback from our members, a comprehensive review of educational frameworks and standards has been initiated. This review aims to ensure that the skills development for both those entering and those already established in the profession is relevant and beneficial for the coming years. Our collaboration with Skills Development Scotland and the Scottish Qualifications Authority is crucial to our commitment to ongoing professional development.

Through our highly respected and popular SNIPEF Training Services, we welcomed 327 new apprentices. In addition, 285 apprentices completed their training, adding a significant contribution to the profession's overall skill base.

SNIPEF has continued to support initiatives such as the Approved Certifier of Construction Scheme and WaterSafe. These schemes are vital in building consumer confidence and boosting the marketability and reputation of our members, thereby reinforcing our commitment to maintaining high standards of quality and safety.



In May, I published our new three-year strategy and vision, 'Enabling Professionalism', a forward-thinking framework designed to secure SNIPEF's ongoing relevance and leadership within the plumbing and heating profession.

Representation, Advocacy & Communications

SNIPEF continues to advocate for the plumbing and heating profession across political, academic, sectoral, and media landscapes, engaging in strategic collaborations with organisations such as the Construction Industry Collective Voice (CICV) and the Construction Leadership Forum, where it presents clear benefits. Conscious of resource allocation, our strategic focus is now directed towards a 'profession or member-first' approach, thereby better targeting our advocacy and engagement efforts.

In 2023, we observed improvements in website and social media engagement and media visibility, which surpassed all targets. This increased coverage across multiple media platforms marks the start of our efforts to refresh SNIPEF's digital footprint and strengthen communications, both within our organisation and externally.

Future Directions: Embracing Change and Leading Innovation

Looking forward, my priorities are delivering greater and more tangible value to our members, promoting the profession, and effectively advocating for its interests. I will progress our digital transformation, continue

advocating for greater environmental sustainability, and address workforce development challenges. My commitment is to lead through these changes, ensuring our profession continues to play a crucial role in the nation's infrastructure and economic health.

Boosting engagement on digital platforms and expanding our media and political presence is key to connecting more effectively with our members. Insights from the membership research and achievements in our training and skills development will also inform our strategic direction. Furthermore, I remain dedicated to supporting initiatives that strengthen our commitment to quality and safety.

Finally, I would like to thank all our Members, Associates, Partners, and Local Associations for their support in 2023. I look forward to fostering continued collaboration for a sustainable, skilled, and prosperous future.



My commitment is to lead through these changes, ensuring our profession continues to play a crucial role in the nation's infrastructure and economic health.

2024 Strategic Highlights



IT and digital infrastructure overhaul: Comprehensive review and strategic development of SNIPEF's IT and digital platforms to enhance operational efficiency and member engagement.

Recruitment strategy: Introduction of a new recruitment strategy aimed at stimulating membership growth and diversifying our member base.

Onboarding and retention initiatives: Development and launch of new onboarding and retention programmes to foster member loyalty and support sustainable growth.

New modern apprenticeship launched: The updated Modern Apprenticeship in Plumbing and Heating will be launched, better aligning with the profession's future needs.

Applied Prior Learning pathway: Introduction of an Applied Prior Learning route, facilitating recognition and accreditation for experienced professionals within the profession.

SNIPEF 2023: A year in numbers

100

SNIPEF celebrates a century of excellence in the plumbing and heating profession

327

New apprentices contributing to the skill base of the profession

753

Total membership, including Members, Associate Members and Partners

296

Approved Certifier of Construction Scheme bodies within the scheme

109

Visits undertaken by the Business Development team to connect with members and potential members

14,500

Approved Certifier of Construction Scheme certificates issued

2,698

Average monthly website users, an 8.5% growth from 2022.

107

Technical inspections conducted to ensure high standards are maintained within membership

461

Media mentions, surpassing the three-year target

97

Technical enquiries resolved

11,400,000

Media value generated by SNIPEF

Membership Engagement & Development

Prioritising Professional and Organisational Growth

Commitment to Excellence

SNIPEF's new three-year strategic plan prioritises enhancing membership engagement and development, reflecting our belief in fostering the growth and relevance of SNIPEF within the profession.

However, this focus goes beyond mere operations; it recognises our members' pivotal role in driving SNIPEF's aims and objectives forward. Therefore, the strategy ensures alignment with evolving member needs and industry trends, crucial in a rapidly advancing technological and regulatory landscape.

By closely aligning its services and advocacy with member expectations, SNIPEF enhances its relevance and community value. Additionally, fostering community unity strengthens collective advocacy, amplifying the profession's voice in policy-making and championing its contribution to the nation's net-zero ambitions.

Understanding our Membership

Aligning SNIPEF with our Members' Needs

In 2023, SNIPEF conducted a detailed research project to gain insights into our membership's profile and requirements. This project aimed to understand the diverse composition, preferences, and challenges faced by our members, particularly in the context of rapid technological and regulatory changes. The findings from this research are critical in guiding SNIPEF's strategic direction and informing the development of our 2024 business plan projects, ensuring they meet the specific needs of our members.

Using a mixed-methodology approach, the project collected over **17,500** bits of data covering membership composition, finance, schemes, and attrition rates. Direct research with members included **102** computer-aided telephone interviews alongside **two** focus groups and **eight** in-depth interviews designed to better understand the nuanced experiences and requirements of our members.

Findings from the research revealed a strong foundation of loyalty within the membership, with **55%** associated with SNIPEF for over a decade. Nonetheless, the project identified areas of concern, notably high attrition rates among members in their initial years and those exceeding two decades of membership. This underscored the necessity for SNIPEF to develop customised engagement and retention strategies.

Members cited access to SNIPEF Training Services grants and funding, the Federation's reputable professional support, and the use of the SNIPEF brand as important factors for joining or retaining membership. However, the research also pinpointed the need for improved digital offerings and a greater on-site presence to enhance direct engagement.

In response to these insights, SNIPEF has earmarked three key engagement projects in 2024: enhancing messaging, redesigning the membership journey (recruitment), and introducing proactive onboarding and health check processes (retention). These initiatives, informed by the research findings, aim to address the diverse needs of the membership, particularly focusing on newer and micro-business members.



Membership

2023 overview

By the end of 2023, SNIPEF's total membership, including Members, Associate Members and Partners, stood at **753**. Of this, **713** were Member companies, marking a **5.3%** decrease from the previous year. Conversely, the Associate and Partner membership experienced a **25%** increase, reaching **40**.

Members

SNIPEF welcomed **33** new members in 2023, representing a modest increase of **4.1%** but lower than the previous year. However, the persistently high attrition rate, reaching **9.4%**, nullified these gains. Notably, **38%** of the losses were attributed to business closures and insolvencies, while **18%** stemmed from retirements, indicating broader demographic shifts within the profession.

Associates and Partners

Associate and Partner membership now stands at **40**, an increase of **12** new Associates, with only **two** non-renewals. Associate Members, encompassing various suppliers, manufacturers, and service providers, play an integral role by offering vital resources, knowledge, and services to support the wider membership.

Business Development

SNIPEF's Business Development team conducted **109** visits to Member and non-member companies, Associates, Partners, and other organisations within the supply chain. This effort is crucial in ensuring that both existing and potential members receive the services they expect from SNIPEF. Nonetheless, further improvements are acknowledged and will be included in the 2024 business plan, including the recruitment of an additional Business Development Officer.

Engagement and Communication

Adapting to a Digital World

SNIPEF has seen a steady increase in member engagement and digital interaction, underlining its efforts to boost communication and strengthen its online footprint.

Website analytics report an increase in average monthly users to **2,698**, marking an **8.5%** growth from 2022, with a significant **92%** rise in returning users. Additionally, both website sessions and page views have seen growth, with monthly sessions averaging **3,364 (+7.1%)** and page views averaging **25,611 (+115%)**.

The PluggedIn newsletter experienced a slight uptick in circulation, reaching **1,030** monthly users, alongside a substantial increase in its Unique Open Rate to **64% (+34%** from 2022) and a rise in user engagement to **24% (+33%)**.

Social media efforts, particularly on X (formerly Twitter), have seen a modest increase in followers (**1,484** to **1,571**), with monthly impressions rising **400%** (**9,001** to **38,304**), and engagement levels **144%** (**254** to **622**).

Despite these positive improvements, we acknowledge the need for significant enhancements in SNIPEF's digital presence to align with current standards, reflecting Member feedback on the critical need for digital modernisation.

In response, SNIPEF has allocated resources in 2024 to review and upgrade its IT and digital infrastructure. This includes creating a new digital marketing role aimed at better meeting member expectations and advancing SNIPEF's digital strategy.

Professional Competency & Compliance

Enabling Professionalism

SNIPEF's Commitment to Competency & Compliance

SNIPEF's new strategy places a strong emphasis on professional competency and compliance, recognising their pivotal role in maintaining the standards of the plumbing and heating profession. However, as the profession evolves alongside technological advancements and regulatory changes, SNIPEF is committed to ensuring its members meet the standards expected by the public and the construction sector.

Compliance is a cornerstone of SNIPEF's vision. It is essential for nurturing professionalism, establishing trust with stakeholders, and ensuring members' practices adhere to safety, ethics, and legal standards. This commitment to competency and compliance positions SNIPEF members as trailblazers in advancing quality and safety within the profession. Furthermore, as the profession transitions towards sustainable practices, these principles empower members to confront emerging challenges while maintaining the highest service standards.

SNIPEF's strategy involves a dual approach: fostering internal excellence and setting external standards that mirror the organisation's commitment to quality. Through targeted projects and informed by research, SNIPEF is dedicated to promoting a culture of professionalism that benefits the profession and its wider societal standing.

Certification Schemes

Enhancing Professional Standards and Public Trust

SNIPEF's certification schemes, including the Approved Certifier of Construction Scheme (ACCS) and WaterSafe, play a crucial role in enhancing member credibility and ensuring public safety. ACCS is dedicated to promoting compliance with the Scottish Building Regulations, whereas the WaterSafe scheme certifies work relating to the Scottish Water Byelaws 2014 or the Water Supply (Water Fittings) Regulations (Northern Ireland) 2009. This ensures that work is carried out by members who meet the schemes strict criteria, thereby boosting consumer confidence in SNIPEF members. These initiatives not only uphold quality standards but also streamline processes, which contributes to cost savings and fosters professionalism.

In 2023, member feedback underscored the significance of these certification schemes. It revealed that **51%** of members joined or maintained their membership with SNIPEF primarily to access these benefits, underscoring their role as key motivators for membership. Moreover, **87%** of members acknowledged the value of SNIPEF's certification schemes.

Year-end results for 2023 showed sustained success across these schemes. The ACCS boasts **296** approved bodies and **394** certifiers, with approximately **14,500** certificates issued throughout the year. Meanwhile, WaterSafe membership has remained stable reinforcing its continued relevance to the profession.



Currently, SNIPEF is conducting an evaluation of the Legionella Risk Assessment and Disinfection scheme to identify areas for improvement. Notably, the scheme's current focus on domestic rather than commercial work has been identified as a potential reason for its limited popularity. To address this, SNIPEF plans to collaborate with the APHC, which operates a similar scheme, to learn from their experiences in enhancing scheme participation and popularity.

Technical Inspections and Services

Upholding Standards

Throughout 2023, SNIPEF undertook **107** technical inspections of its membership to ensure their continuing commitment to the highest professional standards.

In addition the team resolved **97** technical enquiries from members, offering them expert guidance and advice across a variety of plumbing and heating issues.

Moving forward, SNIPEF plans to redevelop its inspection delivery. This strategic focus is crucial for sustaining the profession's reputation for quality and continuing to uphold the high level of trust and confidence placed in SNIPEF by its members and the public.

Protecting the Public

Complaints and Arbitration Service

Maintaining high industry standards and public trust is paramount, and SNIPEF's Complaints Service plays a pivotal role in this endeavour by offering a clear and structured process for complaint resolution.

The service's efficient and effective handling of disputes is crucial for encouraging best practices and fostering continuous improvement within the profession. It is also instrumental in safeguarding consumer interests and ensuring the quality of service.

Members recognise the significance of SNIPEF's role in enforcing standards and are aware that public complaints have implications not only for individual members but also for the profession. This understanding was highlighted in the 2023 membership research.

In 2023, the Complaints Service took on **six** cases, **four** of which were successfully resolved. The **two** cases that remained unresolved or were outside SNIPEF's jurisdiction.



87% of members acknowledge the value of SNIPEF's certification schemes.

Employment, Skills, Safety & Training

Employment, Skills, and Training

Equipping the Workforce for Future Challenges

SNIPEF's strategy focuses on boosting employment, enhancing skills, and strengthening training in the profession.

The strategy aims to prepare members for future challenges and practices, recognising the critical role of a skilled workforce in the profession's growth. Aligning with National Occupational Standards (NOS) ensures that training and qualifications meet the profession's evolving needs, maintaining workforce relevancy and competency.

In light of 2023 member feedback, SNIPEF has launched initiatives to review standards and apprenticeship frameworks. Collaboration with Skills Development Scotland (SDS) and Scottish Qualifications Authority for applied prior learning pathways and potential funding highlight our commitment to continuous professional development and our net-zero obligations.

SNIPEF Training Services

Apprenticeships are critical for advancing the plumbing and heating profession, equipping the next generation with the necessary skills and knowledge to meet the evolving demands of the profession while maintaining high standards of excellence.

SNIPEF Training Services (STS) plays a key role in nurturing this future talent through its highly regarded apprenticeship service, serving the needs of employers, apprentices, and colleges. This service provides new entrants with essential skills and competencies, preparing them for a rapidly changing profession. Additionally, STS supports employers who may lack the resources to provide in-house training or human resource development.

In 2023, STS introduced **327** new apprentices to the Modern Apprenticeship in Plumbing and Heating. In addition, **285** apprentices successfully completed their training, with the majority (**84%**)

aged between 16 and 19 years old, aligning with SDS's funding requirements and mechanisms.

The profession continues to face diversity challenges, with **97%** of the workforce being male. This imbalance underscores the urgent need for initiatives to increase inclusivity within the profession, ensuring it better reflects the national demographic and benefits from a broader range of perspectives and skills.

Plumbing and Heating Apprenticeship

In the final quarter of 2023, SNIPEF began a thorough review of the Plumbing and Heating apprenticeship to ensure its alignment with the profession's future skill needs. Skills Development Scotland (SDS) developed the apprentice review process, which started with an industry-wide consultation that included employers, employees, and college lecturers. SDS reported strong engagement levels from the profession through both surveys and workshops.

Following initial consultations, employee workshops were conducted to gather detailed feedback, subsequently presented to the employer-led Technical Expert Group, which commenced deliberations in early 2024. A significant emphasis was placed on incorporating advanced low-carbon heating technologies. The review process is set to extend throughout 2024, building on the insights from the initial phase. The objective is to refresh, enhance, and future-proof the apprenticeship to align closely with the evolving demands of the profession.

Applied Prior Learning

The project to establish an applied prior learning route with the Scottish Qualifications Authority (SQA) progressed slowly throughout 2023. However, due to unforeseen staffing shortages and absences at SQA, the project has been extended into 2024, marking a period of limited progress and growing frustration for employers and employees.



This project aims to provide a vital pathway for those who have contributed to the profession without access to formal qualifications at the start of their career, often referred to as Grandfather Rights, and to attain the Plumbing and Heating SQA Level 3 qualification.

The significance of this project cannot be overstated, as it ensures that experienced operatives gain official recognition for their skills, aligning with industry standards. This recognition is essential for operatives to continue obtaining an SNIJIB/CSCS Plumber Grading card, which will be crucial for access to construction sites across the UK from 2025.

Implementing the prior learning pathway is essential for the profession. It addresses a critical gap in recognising and accrediting the skills of experienced workers. This process not only validates their contributions but also fortifies the profession's standards by ensuring all operatives meet the required competencies.

Moreover, it supports the profession's adaptation to changing regulations and practices, ensuring a skilled, compliant, and adaptable workforce ready to tackle future challenges in the construction sector.

Scottish & Northern Ireland Joint Industry Board (SNIJIB)

Strengthening the Plumbing and Heating Profession

The Scottish & Northern Ireland Joint Industry Board (SNIJIB) is an independent not-for-profit organisation comprising nominated members from SNIPEF and Unite the Union. Together, they represent the interests of employers and employees within the plumbing and heating profession.

The Board agrees to, maintains and revises the National Working Rules and pay agreements (the collective agreement), which offer employers a degree of certainty and stability.

Throughout 2023, SNIPEF negotiators faced challenging negotiations due to the cost-of-living exposure for employers and employees. Following consultation with SNIPEF members to establish the parameters for the SNIPEF negotiators, a new one-year wage deal was reached, finally securing an agreement for a **4%** increase in wage and allowance rates.

This wage increase is part of a comprehensive strategy designed to attract skilled professionals through competitive compensation and benefits. The strategy aims to attract newcomers to the profession and retain experienced practitioners.

Employment Support Services

Providing Reassurance to Membership

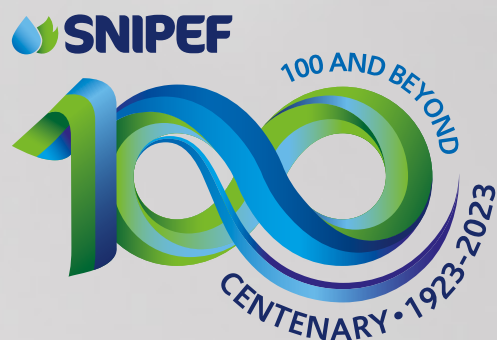
In 2023, SNIPEF's Employment Support Services proved to be a crucial and highly valued aspect of membership. The dedicated team effectively handled over **300** employment-related queries from more than **70** member companies, illustrating its important role in assisting members through complex employment issues.

The service is particularly favoured by micro-sized companies, though small to medium-sized companies also frequently seek support. This widespread use underscores the service's impact in bolstering operational capabilities across various company sizes and highlights SNIPEF's commitment to promoting professional growth and compliance with industry standards.

Key areas of support included redundancy, temporary layoffs, disciplinary actions, performance management, and managing sickness absence. This breadth of assistance reinforces the essential nature of the Employment Support Services in providing timely and expert guidance to our members.



SNIPEF's new strategy focuses on boosting employment, enhancing skills, and strengthening training in the profession.



327

In 2023, SNIPEF Training Services introduced 327 new apprentices to the Modern Apprenticeship in Plumbing and Heating.

285

Furthermore, 285 apprentices successfully completed their training, with the majority, 84%, being apprentices aged between 16 and 19 years old.

Commercial and Profession Advocacy

SNIPEF's Commercial Engagement and Advocacy

Advancing the Interests of the Profession

SNIPEF's new strategy underscores the importance of commercial engagement and advocacy, establishing a vital connection between commercial expertise and representation within the profession. This strategic direction is intended to bolster the commercial viability of both SNIPEF and its members, enhancing their unified voice in the profession.

Informed by its membership research, SNIPEF has pinpointed initiatives to boost commercial opportunities and advocacy. This expansion aims to broaden market access and augment member benefits, reinforcing the significance and impact of SNIPEF's certification schemes.

Additionally, SNIPEF is set to increase its participation in policy dialogues and the shaping of legislation, highlighting its role as a primary advocate for the profession. The 2024 Business Plan will include a detailed revision of membership criteria to guarantee that all SNIPEF members adhere to the highest standards of the profession. Efforts to modernise member services through the implementation of electronic signatures and enhancements to the online certification system are also planned to enhance operational efficiency.

These initiatives are designed to create a vibrant commercial environment for members, ensuring effective representation of their interests. By executing these strategies, SNIPEF aims to ensure a thriving future for its members and strengthen its role as a key organisation in commercial and advocacy efforts within the plumbing and heating profession.

Advocating for the Profession

Communications

For any membership organisation, effectively disseminating information and content to the media is crucial for enhancing its profile and that of its members while also informing essential stakeholders like politicians and the public.

In line with the new three-year strategic plan, a review of SNIPEF's media operations was conducted with the aim of boosting its visibility and highlighting the benefits of membership. This review identified several challenges, including a lack of comprehensive media contacts and a need for more proactive efforts to secure broader coverage across the UK. Consequently, it was decided to bring media activities back in-house.

SNIPEF also developed and published its new media strategy, which aims to use both traditional and digital channels while encouraging community interaction via social media.

Specific project metrics were established to track progress consistent with standard professional practice. A three-year goal was created to increase SNIPEF media mentions by **25%** in the first year, **50%** in the second, and **100%** by the third, starting from a baseline of **200** mentions. By the end of 2023, **461** mentions had been achieved, surpassing the three-year target.

Additionally, a target was agreed for increasing Media Value, aiming for a **50%** rise in the first year, a doubling in the second, and a **150%** increase by the third year, from a starting point of **£2,679,000**. By the end of 2023, SNIPEF had generated a Media Value of **£11,400,000**, significantly boosted by Chief Executive Fiona Hodgson's international exposure in the USA, Canada, and Australia.



Consultations

SNIPEF regularly submits responses to consultations by the Scottish and Westminster governments alongside organisational consultations when changes may impact its membership.

This approach ensures the profession's interests and concerns are effectively communicated and considered across a broad spectrum of policy and regulatory frameworks. Furthermore, SNIPEF's proactive involvement plays a crucial role in influencing decisions in areas such as apprenticeships, training, and workforce development, thereby safeguarding the profession's future. Importantly, member input is highly valued in shaping these submissions. Current consultations and briefings, along with final submissions, can be found at SNIPEF.org/Consultations and SNIPEF.org/Publications, respectively.

SNIPEF responded to the following consultations in 2023:

- Amendment to Building Warrant fees (Holyrood)
- Clean Heat Market Mechanism (Westminster)
- Draft Energy Strategy and Just Transition plan (Holyrood)
- Improving boiler Standards and Efficiency (Westminster)
- Changes to the Microgeneration Certification Scheme (MCS)
- Amendments to Payment Practices and Performance regulations (Westminster)
- Future of the Scottish Qualifications Authority (Holyrood)
- Workplace Parking (Edinburgh)

SNIPEF did not submit any responses to consultations in Northern Ireland due to Stormont not sitting. This hiatus in the functioning of the Northern Irish government meant there were limited opportunities for formal engagement.

Partnerships

SNIPEF is committed to forging strategic partnerships across Scottish, UK, and EU industry, sectoral, and political spheres. These alliances are vital for advocating the profession's interests and ensuring representation in wider construction sector discussions. By engaging in these partnerships, SNIPEF aims to tackle present challenges and foster sustainable development within the profession.

The Construction Industry Collective Voice (CICV), consisting of **29** trade and professional organisations, stands at the core of these efforts. It directly engages with the Scottish Government to influence policies on commercial practices, employment, planning, skills development, and health and safety, thus representing the multifaceted interests of Scotland's construction industry.

A key initiative under CICV is the Green Home Festival, which was staged in August during the Edinburgh Fringe Festival. Opened by Scottish Housing Minister Paul McLennan MSP, the event featured contributions from SNIPEF members, Home Energy Scotland, Scottish Water, and SELECT. With its theme of sustainable living and construction practices, sessions included eco-friendly kitchen designs, green garden rooms, energy-efficient retrofitting, and the latest heating technologies, including heat pumps and hybrid systems.

SNIPEF continues to play a significant role in the Construction Leadership Forum, collaborating with over **50** businesses and **40** public sector organisations to enhance the Scottish construction sector's resilience and adaptability. The Transformation Action Plan focuses on sectoral modernisation through **11** Working Groups, targeting innovation, sustainability, and efficiency. Fiona Hodgson, Chief Executive, and Stephanie Lowe, Deputy Chief Executive, represent SNIPEF, contributing to advancing the plumbing and heating profession's interests and ensuring they are integral to the sector's developmental strategies.

Financial Review

Income statement for SNIPEF Management Ltd, the management company of SNIPEF, for the year ended 31 December 2023.

Profit & Loss	2023	2022
	£	£
Turnover	1,269,609	1,229,070
Cost of sales	(1,081,874)	(959,742)
Gross profit	187,735	269,328
Administration expenses	(239,934)	(273,068)
Operating (loss)/profit	(52,199)	(3,740)
Income from shares in group companies	117,475	61,542
Other interest receivable	668	-
Profit on ordinary activities before taxation	65,944	57,802
Tax on profit on ordinary activities	-	-
Profit for the financial year	<u>65,944</u>	<u>57,802</u>

Financial Statement

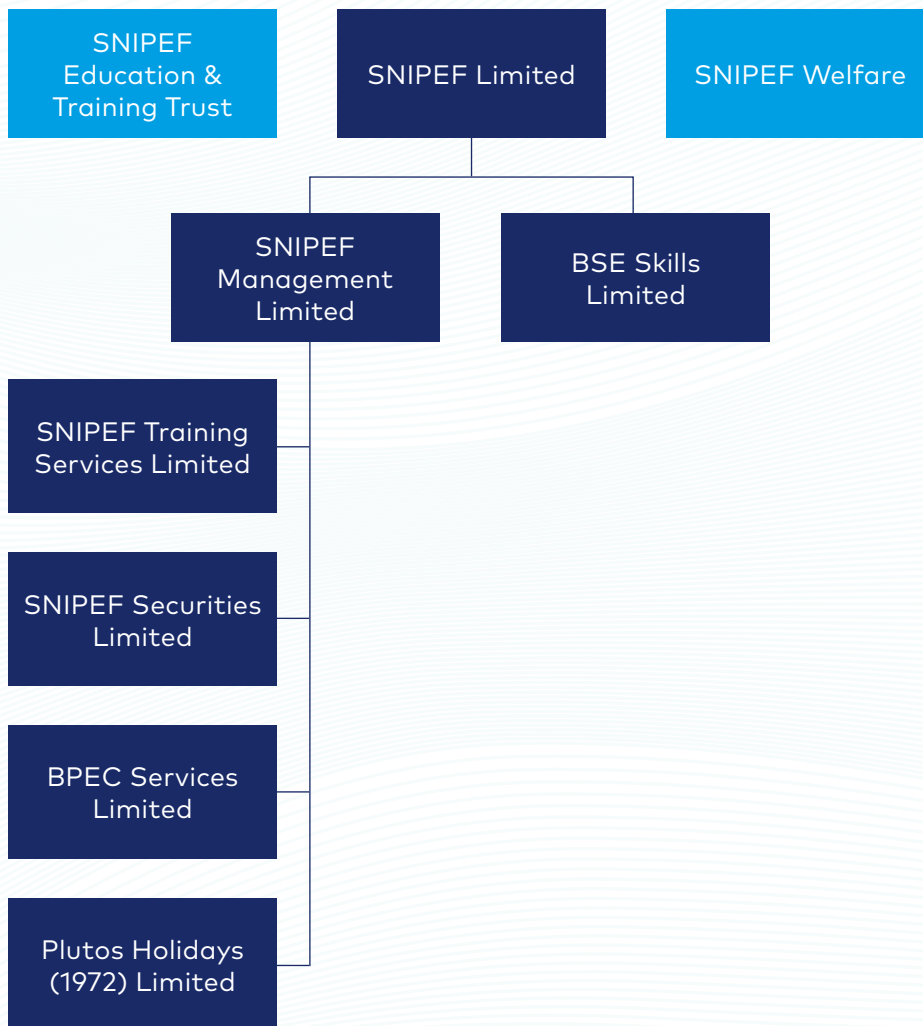
Balance sheet of SNIPEF Management Limited, the management company of SNIPEF, for the year ended 31 December 2023.

Statement of financial position	2023	2023	2022	2022
	£	£	£	£
Fixed assets				
Tangible assets		742,040		747,490
Investments		330,799		282,153
		1,072,839		1,029,643
Current assets				
Debtors	177,658		264,661	
Bank current account	1,334,595		1,162,029	
	1,512,253		1,426,690	
Creditors (amounts falling due within one year):				
Sundry creditors	(261,526)		(269,051)	
Accruals and deferred income	(109,241)		(86,454)	
	(370,767)		(355,505)	
Net current assets		1,141,486		1,071,185
Total assets less current liabilities		2,214,325		2,100,828
Provisions				
Taxation including deferred tax		(72,250)		(61,750)
Total assets		<u>2,142,075</u>		<u>2,039,078</u>
Capital and reserves				
Called up share capital		100		100
Other reserves		422,102		390,215
Profit and loss account		1,719,873		1,648,763
Equity shareholders' funds		<u>2,142,075</u>		<u>2,039,078</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to small companies' regime and in accordance with FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

Governance: Structure

The following illustrates the interconnections between SNIPEF and various entities and stakeholders.



SNIPEF Limited also has interests in the following organisations:

- WaterSafe Installers' Scheme Limited
- Scottish Building Standards Certification Limited
- Plumbing Pensions (UK) Limited
- Scottish and Northern Ireland Joint Industry Board (SNIJIB)
- Plumbing & Heating Skills Partnership (PHSP)



Governance: Management

Office Bearers 2023/24

George Baxter	President
Jim Butter	Immediate Past President
John Doherty	Vice President
Duncan Sharp	Junior Vice President

SNIPEF Board 2023/24

Representatives from each association have a position on the SNIPEF Board. The Board meets four times a year and is chaired by the President.

Barry Sharp	Director	Edinburgh & District
Kenny Cullen	Director	Edinburgh & District
Gerry Woods	Director	Glasgow & West of Scotland
Raymond Gibb	Director	Glasgow & West of Scotland
John Blyth	Representative	Fife & Kinross
Mike Stuart	Director	Aberdeen & District
Gary Cowie	Director	Banff & Moray
Steve Craig	Director	Dundee & District
William MacMillan	Director	Inverness & District Master Plumber's Association

Management

Fiona Hodgson	Chief Executive Officer and Managing Director
Stephanie Lowe	Deputy Chief Executive Officer
Leslie Fox	Certification Manager
Gail Hume	Membership Manager
Scott Sanford	Technical Services & Skills Manager
Rik Wolters	Finance Manager
Dale Thomson	Apprentice Training Manager
Linda Ferguson	Industrial Relations & Human Resources Manager
Emma Donaldson	PA to the Chief Executive and Office Manager
Richard Campbell	Marketing and Communications Manager

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