



SNIPEF

SCOTTISH AND NORTHERN IRELAND
PLUMBING EMPLOYERS' FEDERATION

Annual Report

2016-17



SNIPEF is the Scottish & Northern Ireland Plumbing Employers' Federation. We are the principal trade association representing the interests of plumbing and heating businesses based in Scotland and Northern Ireland. SNIPEF operates the Plumbing Industry Licensing Scheme, the Approved Certifier of Construction Scheme, manages the Modern Apprenticeship in Plumbing programme in Scotland and delivers training in a range of areas. We aim to ensure the highest standards across the plumbing and heating industry in Scotland and Northern Ireland and to assist our members in employing qualified, professional and highly skilled staff. SNIPEF currently has over 760 member firms employing over 3500 plumbers; in addition SNIPEF facilitates the training of 800 plumbing apprentices.

FOREWORD

It has certainly been an eventful year since I took on the role of SNIPEF CEO in May last year. There have been without doubt significant challenges to overcome but in many respects this has enabled us to take a clearer view of what is important in our role as a membership organisation and what is perhaps less so.

To this end SNIPEF will focus on five key objectives over the next 3 years (**PIPES**, as we will call them), which we believe will build on the strength and reputation the organisation has established in the past and develop the organisation as it needs to be for the future.

Pension issues have dominated the year and will continue to do so moving forward. The unintended consequences of legislation has left many of our members extremely vulnerable and worried about their future security. SNIPEF will continue to make this a priority by further lobbying of the UK Government to change current legislation and by liaising with the other Industry Pension Scheme constituents about its future.

Income generation is essential for both SNIPEF and its members. Without sufficient income we are unable to provide the resources our members expect of us. SNIPEF plans to introduce additional revenue streams through the introduction of new schemes, expansion of courses and training and a new membership offering to Associate Members. We will continue to work under the Specialist Engineering Contractors Group (SEC Group) to lobby Government for fair payment for our employers including the abolition of retentions and wider spread use of Project Bank Accounts. Procurement can also be costly for many employers and we will push for increased standardisation of procurement and a more level playing field for our members working in the industry through raising the profile of Licensed Contractors and Approved Certifiers of Construction and the professionalism they represent.

Profile raising has been and will continue to be at the forefront of our activities. During the year we have met with various Government Ministers and officials as well as with other key stakeholders including merchants, manufacturers, Gas Safe, Scottish and Northern Ireland Water. During 2016 we exhibited at The Scottish Association of Landlords' Conference at Dynamic Earth in Edinburgh and at the Scotland Build Exhibition at the SEC in Glasgow. We were delighted to award the SNIPEF Business of the Year Award title to CHC Group Ltd and to support North East Trades Awards with the SNIPEF President sitting on the judging panel.



Engagement with our members is key to the success of our organisation. It is vital that we understand what is important to you and your business so that we meet your expectations.

Our Membership Officer, Technical Officers and Regional Training Officers meet with members and their employees on a regular basis and we are in the process of developing this area of our business further by the appointment of a Technical Inspector. We were proud to hold the first SNIPEF Technical Day in Aberdeen in November and following on from the success of this are holding a second TechDay event in Murrayfield Stadium, Edinburgh on 26 May with over 35 exhibitors attending.

Skills and the almost inevitable shortage of them for the industry is a key concern, which has been further heightened by Brexit. SummitSkills, the standards setting agency for the Building Services Engineering sector ceased operation in March 2017 with apprenticeship completion certificates now being handled by an organisation called 'Instructus'. The Sector is currently in the process of putting in place new industry arrangements which will take responsibility for all skills across the sector, supported by various trade associations. SNIPEF, APHC and BPEC have established the Plumbing Industry Skills Partnership (PHSP) for the plumbing and domestic heating industry which ensure the slightly differently configured arrangements for Scotland and Northern Ireland and catered for.

SNIPEF is currently undergoing a period of change and while it is important that we respect our past it is essential that we look forward. As a friend once said "life can only be understood backwards but it must be lived forward".

Fiona Hodgson
Chief Executive

INTRODUCTION

My year as SNIPEF President seems to have come and gone extremely quickly.

It's been a challenging 12 months for SNIPEF and its members. Many of you have been wrestling with the impact of pension legislation and this has dominated the activity that has been undertaken by SNIPEF during my term of office. While this issue continues to be very worrying for those affected it has been gratifying to see the significant impact that the Federation and its members have been able to make in terms of influencing Government and policy makers. There is very clear evidence of the strength of our voice when we pull together to effect change.

I was privileged to be involved in the SNIPEF awards programme, which ran for the second time. We were very impressed with the standard of the entries and as ever it was a reminder of the excellent levels of skills and service offered by member firms. I was pleased also to be invited to take part in the judging of the North East Trades Awards; a growing awards programme that recognises businesses in the NE of Scotland

The very first SNIPEF Technical Day in Aberdeen was a big success and has paved the way for future events. I'm looking forward to seeing how this type of member-focused event develops and I'm grateful to all of you who supported it.

As I pass on the chain of office to my successor I would like to extend my thanks to my fellow SNIPEF Office-bearers and to Council colleagues who have supported me during my year in office; I wish all SNIPEF members all the best in the future.

Brian Warrender
President 2016/17



MEMBERSHIP AND COMMUNICATIONS

Our membership has continued to grow during 2016 and at 31 March 2017 SNIPEF had 766 members. Our Membership Officer continues to be a significant asset to our team. Andy Furnevel (pictured) puts a face to SNIPEF not only bringing in new members but speaking with existing members and demonstrating to them how they can add value to their membership by utilising the many services on offer. Every visit is followed up by the Membership Team; this may be arranging courses, explaining schemes or simply sending out additional information.

During 2016 there has been a real move to engage more with members so that we as an organisation better understand our members and their needs. Historically, members attended their Local Association meeting and in this way local views were brought to Council and could be acted on by head office. However, a changing society has resulted in a lack of support for Local Associations with dwindling numbers in attendance. It seems that in the modern world many people are just too busy with their business and family lives to attend meetings. While SNIPEF is indebted to those members who do commit to representing SNIPEF on various committees both internally and externally it is important that we reach all our members and as an organisation we are in a process of identifying how to improve what we already do.

We continue to develop our relationships with plumbing merchant companies and manufacturers of plumbing products. In November 2016 SNIPEF with the support of SNIPEF Aberdeen & District Association held the first SNIPEF Technical Event in Pittodrie Stadium, Aberdeen for member firms and apprentices. The event was so successful that a second event “TechDay” has been arranged to take place in Murrayfield Stadium, Edinburgh in May 2017 with over 35 exhibitors in attendance. We are grateful to them for their support in what should prove to be an excellent informational day for members and an opportunity for SNIPEF to engage with members and raise the profile of the organisation and its members.



MEMBERSHIP STATISTICS

During the 12 months to 31 March 2017:

- We welcomed 63 new members
- Andy visited 202 member and non-member businesses
- Andy attended 20 trade mornings at various merchants throughout Scotland and Northern Ireland

- The highest number of new members came from the Glasgow region with 21 new members
- We received 78 applications for membership, 62% were a direct result of a visit from our Membership Officer, Andy
- Over 90% of members operated as licensed businesses
- 80% of new members cited advice from professional staff as a reason for joining and 68% mentioned the Approved Certifier of Construction Scheme
- Of members who left us, 50% cited retirement or insolvency as the reason.

BENEFITS AND MEMBER SERVICES

SNIPEF represent businesses of all sizes across Scotland and Northern Ireland ranging from start-ups and medium-sized family run firms to much larger companies employing several hundred staff. No two members are the same so SNIPEF needs to offer a wide range of services to attract businesses into membership.

More often businesses become members to get access to people who can help them on technical or employment related issues and to demonstrate to their customers that by being part of SNIPEF they meet high standards of quality and professionalism. Recently, there has been a significant interest in membership by businesses wishing to become Approved Certifiers of Construction with 68% of new members citing this as a reason for joining.

We continue to review the benefits and services that members can access and welcome feedback on these services from those who use them. Below is a sample of just some of the benefits available to our members.

- Vehicles – members benefit from a negotiated vehicle purchase deal with Renault Vans including contract hire and leasing arrangements. Many of our members have already benefited from up to 40% discount on RRP.
- Private health care scheme – once again this year we were able to negotiate rates with BUPA which meant that most members saw no increase in their premium.
- Insurance – Clark Thomson offer competitive rates to SNIPEF members on a range of company and personal insurances and promote the use of SNIPEF members to their claims handling department. A competitive Professional Indemnity insurance Policy has been added to the range of cover on offer to members as well as Credit Insurance. We are currently investigating a Group Vehicle Cover which should be available to members later in the year.

- Courses – we offer member courses in Building Standards, Water Byelaws and Legionella Risk Assessment.
- Holiday and sick pay schemes –as well as the benefits offered to employees, Directors of companies can benefit from free Personal Accident Cover and sickness benefit payments at enhanced rates.

CONSULTATION, COMMUNICATION AND PARTNERSHIP

We supported the following campaigns:

- World Plumbing Day – World Plumbing Council
- Gas Safety Week – Gas Safe
- Carbon Monoxide Awareness Week - Carbon Monoxide Awareness
- Scottish Apprenticeship Week – Skills Development Scotland.

We attended and organised the following events to promote SNIPEF:

- Scottish Landlord’s Day, Edinburgh
- Scotland Build 2016, Glasgow
- SNIPEF Technical Day, Aberdeen
- SNIPEF Gala Dinner and Awards Ceremony.

We issued surveys to the membership on:

- The SNIJIB Wage Agreement
- The Industry Pension Scheme
- Members using The Plumbing & Mechanical Services (UK) Industry Pension Scheme and Death-In-Service or alternative pension scheme.

Awards

We ran the second awards programme to recognise excellence amongst our members and the merchants with whom they work. The winners were:

- SNIPEF Business of the Year - CHC Group Ltd
- SNIPEF Merit Award - Professor Rudi Klein
- SNIPEF Merchant Customer Care Award - Jon Marshall of William Wilson
- SNIPEF/SKILLplumb Apprentice of the Year - Alasdair Scott



PENSIONS

In April 2016, the Trustee of Plumbing & Mechanical Services (UK) Industry Pension Scheme (the Scheme) wrote to all contributing employers consulting them on section 75 employer debt. For the majority of employers this was the first time they were aware of this piece of legislation and over the next few months the full implications and unintended consequences began to emerge and continue to do so.

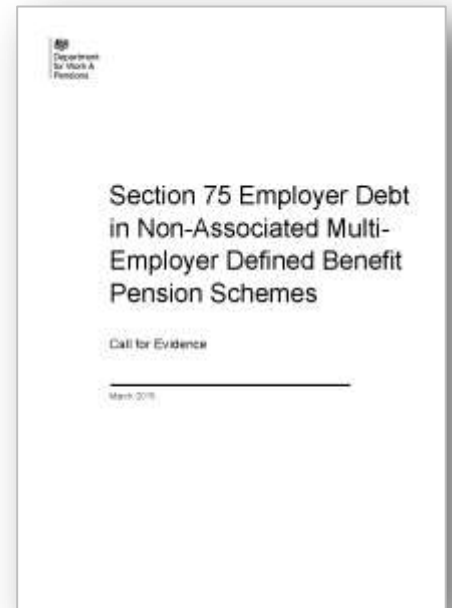
The following is a list of activities undertaken by SNIPEF over the last 12 months.

Communication with SNIPEF members

- Responded to over 300 calls and emails from member firms
- Ongoing meetings with employers as requested
- 4 May 2016 – email to members explaining section 75 and requesting they take action
- 3 June 2016 – email reminder
- 15 June – News update 1: update on political lobbying
- 13 July – News update 2 : motions in UK and Scottish Governments
- 20 July – Recorded delivery letter issued to members
- 21 July – Special Council Meeting : Pension Task Group set up
- 2 August – attend at Plumbing Pension event in Edinburgh
- 3 August – attend at Plumbing Pension event in Glasgow
- 3 August – News update 3 : Press coverage
- 11 August – attend at Plumbing Pension event in Belfast
- 24 August – Pension Task Group meeting
- 29 August – News update 4 : Consultation reminder
- 14 September – News Update 5: Legal advice and consultation response
- 5 October – update at Larger Contractors meeting
- 7 October – Special Council Meeting
- 19 October – News Update 6 : Legal advice to close the scheme to future accrual
- 18 November – update at SNIPEF Council meeting
- 8 December – SNIPEF holds a members meeting in Perth



- 19 December – SNIPEF calls a meeting with APHC and Unite to discuss a proposal to close the scheme to future accrual
- 20 December – News Update 7: update on Westminster Debate
- 1 February – News Update 8: meeting with Pensions Minister Richard Harrington MP
- 10 February - News Update 9: Legal advice on Flexible Apportionment Arrangements and Transfer Values
- 17 February – News Update 10: Update on Pensions Bill fourth hearing in House of Lords
- 21 February – SNIPEF requests meeting with APHC, unite and Trustee
- 23 February – News Update 11: Publication of Green Paper
- 1 March – update at Larger Contractor Meeting
- 30 March – update at SNIPEF Council.



Responses to Consultations

- Security and sustainability in defined benefit schemes – the Green Paper
- Draft Occupational Pensions Schemes (Employer Debt) (Amendment) Regulations 2017.

In addition SNIPEF has responded to over 300 calls and emails from SNIPEF members and has met with various employers on request. SNIPEF has also attended the 2017 AGM's of nine Local Associations to report on progress made to date.

Communication with external influencers

- All Scottish and Northern Ireland MPs
- All MSPs and MLAs
- Secretary of State for Work and Pensions
- First Minister of Scotland
- Select Committee on Work and Pensions
- The Pensions Minister
- The Prime Minister
- Secretary of State for Scotland
- Roger Mullin, MP
- Baroness Altmann – previous Pensions Minister
- Richard Harrington MP – current Pensions Minister
- Frank Field

- DWP
- PLSA.

Meetings with external influencers

- Ian Blackford MP
- Pete Wishart MP
- Deidre Brock MP
- Richard Harrington MP – Pensions Minister
- DWP
- PPF
- Dr Paul Monaghan MP
- Philip Smith MLA
- Conor Murphy MLA
- Stephen Aiken MLA
- Margaret Ritchie MP
- David Simpson MP
- Alexander Stewart MSP
- Maree Todd MSP.

Pensions will remain a priority for SNIPEF during 2017. The pensions' landscape has changed dramatically and there is pressure from the pensions industry itself to resolve the huge problems which have arisen. While the Industry Scheme is not alone in its fight for change we are confident that there is a will for change among the current politicians and civil servants and we trust that this is carried into any new Government following the elections in June.

Partners

We worked with partners and stakeholders on a variety of projects and issues, from supporting our local school to working with industry leaders to ensure standards in the trade:

| | | |
|------------------------|---------------------------------------|--------------------------------------|
| Anderson Strathern | Building Merchants Federation | Drummond Community High School |
| APHC | | |
| BESA | CIBSE | Dundee College |
| Borders College | CIPHE | Dumfries and Galloway College |
| Dumfries & Galloway | Clark Thomson Insurance Brokers | Duradiamond |
| BPEC | Department of Work and Pensions | Ecosse Signs Edinburgh College |

| | | |
|----------------------------|---|-----------------------------------|
| Energy Saving Trust | North East Scotland College | SELECT |
| Fife College East | Northern Ireland Water | Skills Development Scotland |
| Fife College West | NICEIC | South Lanarkshire College |
| Forth Valley College | PHCA | ThinRedLine Products |
| Gas to the West | Pension Protection Fund | Tradepoint |
| Gas Safe Register | Perth College | Trading Standards |
| Glasgow Clyde College | Renault Ltd | Tullos Training Centre |
| Glasgow Kelvin College | Scott & Co | VI Pensions Law |
| Inverness College | Scottish Energy Installers Alliance | VTec Solutions |
| Kane International Ltd | Scottish Government Building Standards Division | WaterSafe |
| LABSS | Scottish Landlords Association | William Wilson |
| MCS001 Working Group | Scottish Water | West College Scotland (Clydebank) |
| Microgeneration Task Group | SEC Group | World Plumbing Council |
| Moray College | | |



ADVICE SERVICES

Industrial relations

We have been in receipt of 763 enquiry and consultancy telephone calls and 3284 emails. Our in-house expert on industrial relations, Stephanie Lowe, offered one-to-one advice and on-going support to members on issues including:

- National Working Rules
- Wage rates and allowances for plumbing operatives and apprentices
- National Minimum and Living Wage
- National insurance changes
- Calculating contractual and statutory holiday pay
- Short and long term sickness absence
- Performance management
- Misconduct/ disciplinary/ dismissal
- Employee grievance disputes
- Temporary lay-off and redundancy
- Terms and conditions
- Travel and lodgings for employees
- Backdated wage claims
- Settlement of unfair dismissal claims
- Maternity, paternity and shared pay and leave
- Special leave (bereavement, emergency, childcare).

Advice was issued to all members on:

- National Minimum and Living Wage
- Industry wage rates
- How to pay an apprentice correctly
- on how to consult with employees on proposed changes to their terms and conditions (Employer Guide)
- ACS contract procedure
- Statutory Shared Parental Leave procedure
- How to calculate holiday pay correctly.

Case study: Apprentice performance

The college provided a review stating that apprentice Steve has recently been absent from college and is falling behind with his college gas work.

Employer Michael did not know Steve had been absent from college and was annoyed as he pays wages to Steve for the time he attends College. Steve had not asked for time off college and appeared to have lied by stating on his time sheet he was at college on those days. This is unlike Steve.

Stephanie explained that as Steve is an apprentice rather than a tradesman, a formal performance meeting should be arranged. She advised that Michael needed to be sure of all the facts before holding a meeting. She provided Michael with the following materials:

- a meeting invite letter
- a script with the format and questions for the meeting
- a letter to issue following the meeting confirming to Steve what was discussed and agreed at the meeting.

A meeting was arranged and Michael and Steve's local Regional Training Officer attended to support and reinforce good practice for a performance meeting. Stuart stated the two allegations:

- unauthorised leave
- inaccurately completing a time sheet stating hours for 3 days at college

Having established at the meeting that Steve had not attended college because he found the gas tasks very difficult, a plan was agreed between all parties.

Michael made it clear to Steve that employees must always phone their employer if they need time off work for any reason and that stating in a time sheet that you are working, when you are not, could be deemed as fraudulent.

Michael advised that he would ensure that Steve gained more experience of gas work when 'on the job' to increase his learning. The Regional Training Officer advised that additional support would be set up with the college to ensure Steve could both catch up and improve his performance on gas work.

Steve stated he understood the company absence procedure and would contact Michael if ever he needed to request time off work. Steve agreed to complete a log book to record the gas experience he was receiving.

Having passed his gas assessments and completed his Level 3 in MES Plumbing Steve successfully completed his 4-years apprentice training to become an industry recognised plumber.

Technical support

We assisted member firms directly with a wide range of technical queries such as:

- Terms and conditions of trading
- Customers satisfaction surveys
- Advice on private water supplies
- Use of thermostatic mixing valves
- Requirements for building warrants
- Risk assessments – health and safety
- Health and safety policies
- Legionella risk assessments
- Condensate termination
- Fire sprinkler system installation
- Water Industry Registration Scheme
- Compliance certificates.
- Break tank installations
- Disinfection of non-domestic water pipe work
- MCS accreditation
- Waste water treatment plants
- Qualifications
- Shared below drainage systems
- Emergency ‘off-site’ contracts.

We informed members about:

- Survey on 30-day payment clauses
- Procurement training
- Interest free loans for installation of low carbon technologies
- HSE consultations on changes to Gas Safe regulations
- HSE and HMRC webinars.

We worked with several organisations to further the interests of our members and the industry, including:

- SEC Group
- Energy Saving Trust
- Chartered Institute of Building Services Engineers
- Certsure
- SELECT
- NICEIC
- Gas Safe
- Scottish Water
- Northern Ireland Water
- Building Standards Division
- Scottish Government
- Drinking Water Quality Regulator
- WRAS.



We carried out inspection and audits

- We carried out New member inspections throughout Scotland and Northern Ireland
- We carried out Approved Certifier of Construction audits inspections throughout Scotland.

CERTIFICATION

Approved Certifier of Construction Scheme

- In 2016/2017 we approved 64 new Certifiers of Construction
- We now have 159 Approved Bodies and 197 Approved Certifiers
- We ran 10 Building Standards courses
- We underwent a successful audit with the Scottish Government
- We took part in the ACCS Scheme Strategy Forum
- We took part in equivalence sessions with Building Standards staff
- We continued to explore the extension of the Scheme to Northern Ireland.

Building Standards
Approved Certifier



The Scottish
Government

Watersafe Scheme

- 651 (85%) of our members are registered with Watersafe.



Other training and development

- We ran three Water Byelaws courses attended by 26 members
- We are investigating the possibility of online training for Water Byelaws and other related training courses.

Microgeneration Certification Scheme

- We have continued our partnership with Certsure to help members become MCS accredited.



The Certification Mark for Onsite
Sustainable Energy Technologies

TRAINING

SNIPEF Training Services Ltd, the plumbing industry training provider working with employers and Skills Development Scotland (SDS), continued to manage and oversee apprenticeship training in Scotland on behalf of employers. The level of apprentice recruitment has been in recovery since 2013 resulting in an increase of 35% taking the recruitment of apprentices to a total of 329 over the past year. We hope that the number of apprentices recruited will continue to grow over the coming years. Although SDS funding has increased over the last few years it is still a challenge to manage the programme and pay a reasonable amount of grant to employers given the reduced numbers in training. SNIPEF Training is pleased that it has still been possible to continue the 2016-2017 grant support for age 16-19 recruits for the new training year commencing in April 2017. It has however been necessary to require an employer top-up for older entrants age 20+ where reduced SDS funding level applies.

The skills landscape in England and Wales has changed significantly over the last couple of years and is still evolving under the banner of 'Trailblazers'. SNIPEF has been actively involved in talking with colleagues in England and Wales and in Scotland and Northern Ireland about how the skills agenda can be taken forward on behalf of employers following the closure of SummitSkills at the end of March 2017. A new Skills Partnership – the 'Plumbing and Heating Skills Partnership' (PHSP) has been established with our sister body for England and Wales, the APHC, to take forward the skills agenda particularly, National Occupational Standards (NOS), MA Frameworks and Qualifications. Joint discussions are continuing in Scotland with BESA and SELECT on setting up a 'partnership' for the Building Engineering Services sector and this work continues apace. SNIPEF has had discussion with the Department for the Economy regarding Apprenticeship Frameworks and qualifications in Northern Ireland. SNIPEF has been participating in the Built Environment Sectoral Partnership being hosted by CITB (NI) at the invitation of the DfE – which is seen as the forum for securing the industry's input to the Skills agenda.



The MA Certification responsibilities of SummitSkills are now with a new organisation called 'Instructus' who will issue MA Certificates for all candidates completing the MA in plumbing from April 2017 onwards. Initial contacts have been established to ensure that this key service continues without interruption and on a similar basis to that offered by SummitSkills.

Apprentices (Scotland)

- 210 apprentices completed a Modern Apprenticeship in Plumbing in 2016.
- 329 apprentices were recruited during the training year 2016-2017.
- 820 apprentices are currently in off-the-job training.

WAGES AND NATIONAL WORKING RULES

SNIPEF, as a constituent member of the Scottish & Northern Ireland Joint Industry Board for the Plumbing Industry (SNIJIB), is party to the collective agreement as represented in the National Working Rules of the Plumbing Industry. The collective agreement between Unite and SNIPEF delivers National Working Rules and pay agreements, which can offer a degree of certainty and stability to employers and the industry as a whole. Without the benefits of the collective agreement employers could be left much more open to the vagaries of the market.

The SNIJIB during the year revised and updated National Working Rule 19 'Pension Provision and Death-in-Service' as a result of the closure of the Industry Pension Scheme to new employers. The SNIPEF employer representatives on the Board have requested that the whole area of pension provision under the collective agreement (Working Rules) be reviewed in the light of the recent difficulties of pension schemes generally to ensure that these are suitable. Also the SNIJIB has agreed to review all of the Working Rules in an attempt to modernise the agreement.



FINANCIAL REVIEW

The financial statement relates to SNIPEF Management Ltd, the management company of SNIPEF. The Company reported a loss on ordinary activities before tax of £106,045 (2015: profit £41,582) at 31 December 2016.

Income

Income from Annual Subscriptions totalled £428,784 and accounts for 49% of total income, the remainder deriving mainly from dividends and management fees.

- 59 new businesses were admitted into membership during the year and at December 2016 there were 752 members.
- There has been an increase in demand by member firms for the Approved Certifier of Construction Scheme. There are now 190 Approved Certifiers of Construction – an increase of 41% and during 2016 there was an increase of just under 30% in the number of certificates issued by certifiers.
- SNIPEF moved from the existing insurance brokers Willis to new brokers Clark Thomson. As a result of the move only being finalised part-way through the year and a slow uptake by members commission income was lower than anticipated.
- In 2015 a dividend of £65,000 was received from BPEC Services Limited but no payment was made during 2016.

| Income | 2016 | 2015 |
|----------------------|----------------|----------------|
| | £ | £ |
| Annual Subscriptions | 428,784 | 422,806 |
| Other Fees | 41,964 | 40,518 |
| Commission | 13,203 | 18,928 |
| Salary recharges | 115,792 | 116,094 |
| Management Fees | 134,887 | 145,045 |
| Service charges | 61,354 | 59,144 |
| Dividends | 65,500 | 105,500 |
| Investment Income | 4,080 | 4,968 |
| Total Income | 865,564 | 913,003 |

Expenditure

Expenditure increased by £100,188 from £871,421 in 2015 to £971,609 in 2016.

Staff costs rose by 12% and this was due to various factors. During the year Robert Burgon, SNIPEF CEO retired and while in the past he shared this role with Plumbing Pensions, the new CEO works exclusively for SNIPEF. Fiona Hodgson, previously Head of Finance was promoted to CEO in May and Robert Burgon was retained on a consultancy basis until November.

There were additional Council meetings held during the year as a result of the pension issues faced by many SNIPEF members. This together with an increase in staff travel to attend meetings with politicians in London increased meeting costs by 22%. In response to these issues SNIPEF engaged legal advice and the costs associated with this amounted to just under £30,000.

General Overheads were lower in 2015 as a provision of £11,000 for water charges which were never invoiced was released into profit. Taking account of this the general overheads expended during 2016 were actually lower than in 2015.

| Expenditure | 2016 | 2015 |
|--------------------------|----------------|----------------|
| | £ | £ |
| Staff costs | 593,249 | 525,163 |
| Membership costs | 62,970 | 60, |
| Meeting costs | 51,510 | 42,051 |
| Maintenance and HP | 37,114 | 43,727 |
| Professional fees | 50,330 | 31,081 |
| Promotional activities | 6,610 | 4,810 |
| General overheads | 168,345 | 162,848 |
| Other costs | 1,481 | 1,048 |
| Total Expenditure | 971,609 | 871,421 |

Balance Sheet

Net Assets at 31 December 2016 were £1,733,272 (2015: £1,839,317). Cash totalled £836,960 (2015: £950,163) and is held across a range of current and deposit accounts with approved counterparties. The office property has a Net Book Value of £855,231 (2015: £875,115).

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