

**WORKFORCE RENEWAL AND
SKILLS STRATEGY 2020 – 2025**

MANY SKILLS
ONE VISION

OUR JOURNEY

2020: A YEAR IN FOCUS

FOREWORD MICHAEL LEWIS E.ON UK CHIEF EXECUTIVE AND CHAIR OF THE ENERGY & UTILITIES SKILLS PARTNERSHIP



OUR PEOPLE WERE DESIGNATED KEY WORKERS AND TOOK GREAT PRIDE IN KEEPING THE COUNTRY SUPPLIED WITH CLEAN WATER, GAS AND POWER AND MANAGING OUR WASTE.

As Chair of the Energy & Utilities Skills Partnership, it was my great pleasure to introduce the Workforce Renewal and Skills Strategy for 2020-2025, which was launched on behalf of the whole sector in June 2020. Our voluntary partnership of 30 gas, power, water and waste management leaders ensures that the utilities and their major supply chain partners all have the safe, skilled, diverse and sustainable workforce needed to deliver essential services to the public now, and to meet the fast changing requirements of the future.

As we mark the first anniversary of that launch, it is time to look back and take stock of the year that we have just had and the achievements we have made as a sector, despite being in the middle of a global pandemic. Our people were designated key workers and took great pride in keeping the country supplied with clean water, gas and power and managing our waste. Our recruitment teams had to learn how to recruit essential workers virtually to ensure the safe operation of our utilities infrastructure and as a sector, 33 of the major employers stated their commitment to maintaining their apprenticeship programmes in the midst of the pandemic.

At the time of launching the Workforce Renewal and Skills Strategy 2020-2025, the sector was dealing with a UK labour market becoming ever more constrained and predicting a skills shortage for the next decade of 277,000 vacancies. In the strategy we laid out our six strategic priorities which the sector agreed to focus and deliver on.

Each strategy has a dedicated workstream and is lead by one of the members of the Energy & Utilities Skills Partnership to ensure that each strategy is given the focus and credence that it deserves. Over the next few pages you will hear from each of the strategy leads. They document their five year goal and recount the annual progress made so far on the road towards the skills strategy. You will see that as a sector we have made good progress, in some of the strategies more than others and that there is still a lot to be achieved. However, there is much for the sector to be proud of. We will continue to be dedicated and focussed, to make the energy and utilities sector a great place to work, with rewarding careers and a workforce which reflects the society and communities that we serve.

The six priorities for the sector are:

-  Build public recognition of the sector – **VISIBLE**
-  Deliver the competencies and skills we need – **SKILLED**
-  Support a successful UK economy and society outside the EU – **THRIVING**
-  Contribute to a sustainable and resilient UK – **RESILIENT**
-  Reflect the population that the sector workforce serves – **INCLUSIVE**
-  Inspire the next generation to a career within the energy and utilities sector – **INSPIRING**





WORKSTREAM I:
SECTOR ATTRACTION



LEAD: LESLEY CALLAGHAN
Head of Human Resources
FCC Environment

I am a Human Resources Chartered Fellow with over 30 years' experience at senior level within the waste industry. Prior to this I was in the Women's Royal Naval Service. I believe in making our company a great place to work and focus on our culture and employee wellbeing. We have an ageing workforce, so we work hard to attract and retain new talent. I currently Chair the Energy & Utilities Jobs Steering Group and the Waste & Recycling HR Forum. I am also a member of the EUSP Delivery Board.



2025 VISION The sector will have raised awareness of the range of opportunities in energy and utilities for everyone from school and college leavers to those looking to leave other sectors to help drive the transition to net zero.

The inaugural Workforce Renewal and Skills Strategy was launched in 2017, with a clear mandate to raise awareness of the energy and utilities sector as a great place to work and have a career. The sector employs over 570,000 individuals and recruits thousands every year, so in order to showcase the range of opportunities available across the four nations, Talent Source Network was set up with a jobs board to enable people to apply to come and work in the sector. In June 2020, the current Workforce Renewal and Skills Strategy 2020-2025 was launched with sector attraction at the forefront, and a rebranded website and jobs hub for the sector called Energy & Utilities Jobs www.energyutilitiesjobs.co.uk

As a sector, we know that we are not reaching out and employing enough women, people from ethnic minority communities, people with disabilities and ex-service personnel. You can see how the sector is doing with our Diversity and Inclusion Dashboards in workstream 5 (Page 7). Energy & Utilities Jobs uses a combination of marketing and social media to target 'Hard to Reach' talent and in the last year we have made really good progress. We have generated nearly 1.6 million 'opportunities to see' our case studies and messages, increased traffic to the website by over 80% with over 143,000 visits, and we also increased the number of women visiting the site to nearly 60%.

The sector remained committed to the five key campaign periods:

The Apprenticeship Campaign, focusing on women into technical roles, National Apprenticeship Week and National Careers Week and International Women's Day



The Environment Campaign highlighting transferable skills and showcasing suitable roles



The Women Campaign showcasing INWED and Women in STEM.



The Results Campaign covering the Scottish Highers results, A level and GCSE results, and National Inclusion Week.



The Graduate Campaign supporting Tomorrow's Engineers Week and International Disability Awareness Week



No one can be in any doubt that 2020 was a difficult year as the coronavirus pandemic took hold and millions of people moved to work from home. Recruitment almost halted, as the sector took stock. However the sector is robust and resilient and still needed to employ people into key worker and technically critical roles. The number of people in the talent pool grew to over 6,000 with 10,000 plus people applying for jobs.

The sector messaging improved to attract more candidates with the development of #workwithus, #WorkInGas, #WorkInPower, #WorkInWater, #WorkInWaste, and a [video was launched](#) to promote the overarching #Workwithus.

Looking forward to the year ahead, the energy and utilities sector will be driving the green recovery toward Net Zero by 2050. And as the sector takes up this challenge, jobs and careers will change as the role of innovation and new technologies shape the sector. Energy & Utilities Jobs will be opened up to all employers in the sector, not just those in the Energy & Utilities Skills Partnership and we will be focused on changing the perceptions of the sector and what it is like to work in, with new green jobs and great opportunities to help cut greenhouse gas emissions as we transition to Net Zero by 2050.



WORKSTREAM 2: COMPETENCIES AND SKILLS



LEAD: STEPHEN BARRETT
Director of Strategic Accounts
Energy & Utility Skills

As Director of Strategic Accounts at Energy & Utility Skills I am accountable for the effective delivery of membership services across the sector and all four nations. I ensure that the Workforce Renewal & Skills Strategy 2020-2025, set by the CEO Council, is driven forward through effective programme management across all priorities. Having previously led on consultancy and skills solutions business development at Thales UK and Babcock International Group, I understand the commercial and technical requirements associated with delivering value. With over 16 years' military service and 15 years in the energy sector I have led successful organisational design, competency management and strategic change programmes. I am an MBA, a Chartered Manager and a Fellow of the Chartered Management Institute.



2025 VISION The sector will have identified the key technologies, roles and associated knowledge, skills and behaviours required to deliver net zero. Sufficient investment will have been secured to support delivery of workforce ready and competent people in the right place and at the right time.

Achieving Net Zero will require a skilled workforce capable of working within the context of an ever evolving technological, economic and political environment as measures are introduced to address potential market failures. Having collaborated to identify and agree the key priorities, the Competencies and Skills Working Group is perfectly positioned to ensure that the appropriate standards, qualifications and training programmes are in place. As part of the delivery of this priority there are 3 consecutive work strands operating to maximise outputs and support industry needs:

Apprenticeships and Technical Education: Focussed on ensuring that apprenticeships and technical programmes remain fit for purpose to support the industry demand for new entrants and reskilling across the sector. Supporting the CEO Council ask to increase levy flexibility a sector wide survey has been carried with outputs and future direction being agreed at the June Council meeting. Key findings from the survey showed that the 22 companies that responded employ 110,000 people and have paid a total of £67.9m in apprenticeship levy over the last 3 years.

Emerging Skills: Building on the technology deep dives overseen by workstream 4 and delivered by the National Skills Academy for Power in the areas of hydrogen, domestic low carbon technologies, EV charging points and Smart Networks, including AI, big data, Distribution System Operator transition, work is set this year to assess the roles, skills and subsequent training programmes required. Significant progress has been made through collaboration with High Value Manufacturing Catapult, Gatsby and the Department for Education (DfE) to support the foresighting process and fund the activity. This work has been fed directly into the Green Jobs Taskforce, supporting the CEO Council ask to address the green jobs requirements in the transition to Net Zero. A successful ministerial roundtable with the DfE and the Department for Business, Energy & Industrial Strategy (BEIS) was held in March, with Skills Minister Gillian Keegan agreeing to continued dialogue with the Partnership to

support the development of a robust analysis of current skills and the transition to Net Zero.

Hydrogen: Building on the successful engagement with BEIS on the rollout of the Smart Metering implementation programme Energy & Utility Skills has delivered the hydrogen training standards. This work has been delivered amidst significant constraints and has been praised by BEIS for delivering a series of excellent outputs and supporting the transition to Net Zero. Further developments are planned for 2021/22 as the ongoing programme of work seeks to support the Ofgem funded gas transmission and distribution network trials.

Water: Initial research with water companies to understand their future competence requirements for the water industry (clean water - source to tap and waste water recycling) is underway.

The focus is on identifying what competence frameworks are currently in use and how they are utilised, followed by identifying any gaps in standards to support their use leading to a programme of work to address the gaps. The key outputs are anticipated as being National Occupational Standards, new Apprenticeship Standards (and Frameworks for the Devolved nations), EUSR registration schemes and qualifications where appropriate.

Supply Chain Sustainability: The Procurement Skills Accord (PSA) is now in its fourth year and is supported by 56 signatories, who include leading energy and utilities companies and supply chain organisations.

Looking ahead to 2021/22, we will continue to develop resources to achieve resilience in our workforce. The delivery of resources, be they apprenticeship standards, modular programmes, end point assessments, T Levels or other will remain a priority as we support the transition to Net Zero by 2050.



WORKSTREAM 3:
SUSTAINABILITY



LEAD: STEPHEN BARRETT
Director of Strategic Accounts
Energy & Utility Skills

As Director of Strategic Accounts at Energy & Utility Skills I am accountable for the effective delivery of membership services across the sector and all four nations. I ensure that the Workforce Renewal & Skills Strategy 2020-2025, set by the CEO Council, is driven forward through effective programme management across all priorities. Having previously led on consultancy and skills solutions business development at Thales UK and Babcock International Group, I understand the commercial and technical requirements associated with delivering value. With over 16 years' military service and 15 years in the energy sector I have led successful organisational design, competency management and strategic change programmes. I am an MBA, a Chartered Manager and a Fellow of the Chartered Management Institute.



2025 VISION To play our part in offsetting the impact of Brexit on the UK economy through a strategic and evidence-based sector approach to 'growing our own'.

The energy and utilities sector must continue to prosper in the aftermath of Brexit. Overall, the sector generates £51bn of output – 2.7% of the total UK economy – and has continued to provide the essential services we all depend on throughout the pandemic. Crucially, none of this would be possible without our people, the key workers who have kept our society functioning when everything else had ground to a halt. Between 1st May 2020 through to 30th April 2021, just ten sector employers advertised almost 10,000 job vacancies and continued to train and upskill many more. Our sector's ability to continue to underpin our economy and society will depend upon maintaining a healthy talent pipeline and safe, skilled workforce.

As we emerge from successive lockdowns, we are starting to see the impact of Brexit on supply of people in adjacent sectors, such as construction and rail. Equally, parts of the waste management, recycling and utilities contracting communities which employ a larger-than-average share of EU-born workers often require roles that fall outside the Government's list of eligible occupations for a Skilled Worker Visa.

We have observed an ongoing trend of reduced labour migration from other EU countries since the 2016 referendum. The net number of EU workers coming to the UK fell from 207,000 in 2015-16 to 58,000 in 2019-20 and the number moving to the UK to seek work also fell dramatically. We must understand and mitigate against anticipated workforce shortages in our sector resulting from this.

This workstream rests on two key pillars:

- To fully understand the implications of reduced labour migration post Brexit for our sector – and the skill gaps and shortages we need to address in the UK workforce
- To engage with the Migration Advisory Committee to shape migration laws and processes that could impact our talent pipeline and workforce

Over the past year, we have been listening to feedback from around our sector and engaging with the Migration Advisory Committee on its consultation on which medium-skilled roles (RQF 3-5) should be included in the revised UK Shortage Occupation List. The Shortage Occupation List includes a number of roles critical to energy and utilities, including civil, mechanical and electrical engineers. Our sector response emphasised the importance of these skills to the energy and utilities sector and highlighted the need to keep all sources of labour as available as possible to the sector, including from overseas where there were UK labour market shortages.

Moving forward, this workstream will focus on developing a coherent evidence base relating to sector-specific shortages featuring on the Shortage Occupation List and roles eligible under the Skilled Worker Visa Scheme. This will empower us to define achievable transition timescales and make an informed contribution to Migration Advisory Committee input into Government policy development.



WORKSTREAM 4:
SECTOR RESILIENCE



LEAD: NICK BOOTH
Head of the Engineering Academy
Uniper

I am Head of the award-winning Uniper Engineering Academy. I have over 20 years' experience in the power sector, spanning executive board roles on leading European Commission funded collaborative research programmes into Carbon Capture, Utilisation and Storage (CCUS) and experience of asset operations and maintenance at Uniper's Ratcliffe on Soar 2,000MW coal-fired power station. My team and I are currently focussed on developing training and apprenticeship solutions to provide skills in low carbon technologies, embracing digital delivery methods and maintaining the high quality training standards that industry needs to meet Net Zero.



2025 VISION The sector will understand the required roles and have the skills delivery mechanisms in place to ensure its operational resilience and sustainability as we face a range of future challenges.

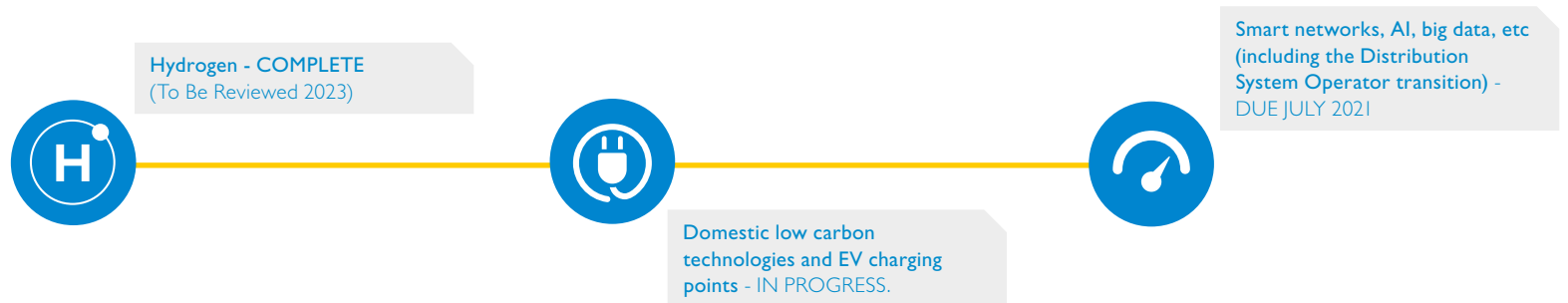
In 2019 the UK was the first major economy to pass net zero emissions law to end its contribution to global warming by 2050. Achieving Net Zero will require significant transition from the current workforce to enable it to adapt to the technological, environmental and economic challenges facing us over the next decade. Investment in both capital infrastructure and the resources to deliver the change will be critical to ensure net zero ambitions are delivered on time. Significant levels of interest are expected to address other mega trends which will affect the skilled workforce, including increasing digitisation, automation, artificial intelligence, cyber security and decentralisation. Furthermore, the current pandemic has illustrated the need for the sector to be resilient to additional risks that might as yet be unknown.

Understanding the scale, associated timelines and workforce resilience implications will be critical to ensuring that skills remain aligned with changes, thereby maximising the potential for mitigating any potential lag in reaching the required resourcing levels with the right skills. As such workstream 4 has embarked upon a number of technology deep dives, in partnership with the National Skills Academy for Power to assess the critical elements of our sector where we anticipate change. This work has been focussed in 3 key areas shown in the diagram below:

Initial research has proven invaluable in assessing the future requirements associated with each technology and will ensure that the subsequent activity to assess the roles, skills and subsequent training programmes required will be well targeted and achieve the required outputs.

In addition to this, the workstream has initiated the development of a risk based approach to understanding the workforce resilience requirements of the future across water, gas, energy and waste and recycling. This approach seeks to identify proactive opportunities to develop preparedness and resilience in skills development across the sector as well as identifying effective measures to mitigate future risks to skills. This work will have a significant impact on the future skills required to achieve Net Zero.

Looking ahead to 2021/22, we will continue to assess and develop our understanding of the requirements to achieve resilience in our workforce. The changing landscape will continue to evolve and we will evolve with it to stay ahead of the demand. The technology deep dives and assessed risk will remain front and centre in our thinking as we, the energy and utilities sector continue to play a key role in driving the green recovery toward Net Zero by 2050.





WORKSTREAM 5:
DIVERSITY & INCLUSION



LEAD: LYNNE GRAHAM
HR Director
Thames Water

I am accountable for HR at Thames Water, covering the entire employee life cycle including talent attraction and selection, reward and benefits, payroll and administration, learning and development, employee relations and organisational development. I have led major change programmes that have delivered significant value through cost reduction and through productivity improvements by driving an engaged culture. I have an MSc in Coaching and Behaviour Change. Prior to Thames Water I operated at Executive and Main Board level in diverse sectors – Eurostar (rail); British Gas (gas utility); Westbury Street Holdings (hospitality); Yodel (logistics).



2025 VISION Through an established self-sustaining network of sector employers, we will challenge ourselves to do things differently share best practice and deliver sector inclusion priorities. Focusing on inclusion in its entirety, we will attract, retain and promote the best talent available, irrespective of nationality, gender, religion, ethnic background or any other perceived difference and increasingly reflect the communities the sector workforce serves

The energy and utilities sector is committed to reflecting the communities the sector workforce serves. Recognising its workforce demographics the sector is committed to action on diversity and inclusion, working together to share best practice and build on the great work already in progress. 47 sector employers have signed up to the Energy & Utilities Inclusion Commitment with recent signatories including the Institute of Water, MOSL, Sustainability UK and Intergen.

With the challenges presented by COVID-19, 10 Best Practice Webinars hosted over summer 2020 were watched by over 700 people and covered key sector inclusion issues across the employment lifecycle. We welcomed speakers from Her Majesty's Prison and Probation Service (HMPPS) with sector employers now directly working with the probation service as a source of diverse talent. Employers have also recognised their unique role in providing services across the UK population with a number supporting the Safe Spaces App, providing individuals facing domestic abuse a safe route to accessing support through their websites.

In September 2020, we launched the inaugural sector inclusion measurement framework with 28 participating employers. The results identify significant dilution of BAME candidates through the sector's

selection processes and low levels of conversion of female applicants. In addressing these issues, our partnership with the BBC 50:50 Project, Ofgem and Energy UK was launched in April to improve the diversity of sector spokespeople and a number of sector employers have committed to the 10,000 Black Interns programme with more on the waiting list.

Looking forward to the year ahead, we will extend the sector's inclusion measurement framework to include measures of retention and progression and engage with Chief Executives to focus on actions that turn the dial. We will develop the sustainability of the sector's collaborative working and further develop inclusive workplaces.

We are scoping cross sector positive action leadership and talent development programmes to challenge the diversity of leadership teams and commit to increasing the diversity of new talent.



WORKSTREAM 6:
INSPIRE THE NEXT GENERATION



LEAD: NIGEL FENN MBE
Head of People Projects and Planning
South West Water (part of the Pennon Group)

In my role in human resources at Pennon Group, I started the apprenticeship programme at South West Water, which now has 160 learners and is looking at a target of 500 starts over the next five years. I also set up the Apprenticeships Ambassador Network for the South West region, which consists of over 200 people enthusiastically promoting apprenticeships in schools and businesses and has delivered additional apprentices across the region. I'm passionate about encouraging young people to become apprentices and inspiring the next generation to a career in the energy and utilities sector. I am proud to have been awarded an MBE in the 2020 Queen's birthday honours for services to apprentices and technical education.



2025 VISION By 2025 the energy and utilities sector will have embedded outreach programmes to help schools and FE colleges showcase the career pathways available to young people to join our sector.

The energy and utilities sector is committed to ensuring that young people in schools, colleges and universities are aware of the great career opportunities that are available across the sector and across the four nations. However, the fact remains that the proportion of young people in our workforce is still relatively low: currently, only 8% of the 586,800 employees in the energy and utilities sector are between the ages 16-24. This ranges from 7% in the supply chain up to 11% in gas utilisation. There is much more for us to do.

The sector is changing, it is leading the way with the green recovery and green jobs to delivery Net Zero in 2050. The students currently in education, will be the people in the energy and utilities companies who will actually deliver net zero in the coming years, so we want to ensure that we highlight all that our sector has to offer to attract a broad and diverse range of future employees.

Many of the companies are already operating outreach programmes to schools and colleges. We are actively working with the Careers & Enterprise Company (CEC) so that we have a sector view of the impact that we have and that we have geographical coverage. Partnerships such as this can provide a means of broadening outreach and engagement activities with young people, through schemes such as the Enterprise Adviser Network.

Looking forward to the year ahead, we are establishing benchmarks to see how many encounters our sector workforce are making with schools and colleges and where this is happening. We will also look to see the number of workplace experiences that as a sector we can offer to young people.

Our employers have developed resources that are used with young people and as a sector we will look to share these and adopt best practice, so that we leave students with a positive and lasting impression of the sector and one they will consider a career in.



About the Energy & Utilities Skills Partnership

The Energy & Utilities Skills Partnership (EUSP) is a collective of leading sector employers who are working together to “ensure a safe, skilled and sustainable workforce provides the essential services that our customers seek and meets the UK’s needs from the energy and utilities infrastructure.” Established in 2016, the Skills Partnership has acted to address sector workforce needs, most notably with the inaugural Workforce Renewal and Skills Strategy, launched in February 2017, and the Workforce Renewal and Skills Strategy for 2020-2025, published in June 2020.

View the Energy & Utility Skills website for more information about the [Energy & Utilities Skills Partnership](#), the [Workforce Renewal and Skills Strategy 2020-2025](#) and the action the EUSP is taking on diversity and inclusion through the sector’s [Inclusion Commitment](#).



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