

COLLABORATION IN ACTION
Annual Overview 2020



Summary from the Chair

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Throughout 2019-2020 the [Energy & Utility Skills](#) team focused on delivering real results for its members whilst securing excellence across the services that the business provides. As a dedicated energy and utilities specialist body and a not-for-profit business, the company invested more back into the people, processes and systems that underpin the sector, than at any point in its history.

An example is the high-profile Energy & Utility Skills Register ([EUSR](#)) system, where customer lead times fell by an average of 90% and key schemes were updated and upgraded to the latest sector and technology standards in partnership with the employers. Another is the end point assessment service ([Energy & Utilities Independent Assessment Service](#)), where the business celebrated 1,500 engineering-based apprentices graduating, and all achieving the highest levels of external audit quality with explicit praise from the regulator.

The [Energy & Utilities Skills Partnership](#) with sector CEOs also grew, securing the highest ever levels of participation. It focused on recognising and growing the vital human capital that will deliver the nation's gas, power, water and waste management strategies and, ultimately, the nation's [Net Zero Carbon commitments](#). The outcomes included securing workforce resilience within two regulatory price reviews for the very first time.

Energy & Utility Skills was proud to be shortlisted as a finalist for a second year running at the [Utility Week Awards 2019](#) in the Utility Partner of the Year category.

“To have the Energy & Utility Skills team recognised as finalists again for ‘Utility Partner of the Year’ after winning the award last year is great recognition and we are very proud. What gave my team most pride last year was to have the judges explicitly recognise us as “a true partner to the entire utility sector”. We have been building our entire business approach and expertise to be that trusted partner”

Nick Ellins Chief Executive – Energy & Utility Skills

What you will read in this document, represents a selection of what has been achieved by convening policy makers, regulators, unions, regulated businesses and the critical supply chain as well as highlighting where we have delivered trusted and credible results. On behalf of the [Energy & Utility Skills board](#) and the whole team, we sincerely thank everyone who has worked with us to make this year so impactful.



Jan Ward

Non Executive Chair – Energy & Utility Skills

Energy & Utilities Skills Partnership

The coalition of 29 utility sector CEOs and MDs, across the UK gas, power, water and waste industries (including the supply chain) is demonstrating leadership in meeting the sector's workforce renewal and skills needs.

Wide cooperation and targeted action are the hallmarks of the Energy & Utilities Skills Partnership (EUSP). Since its inception in 2017 the core focus has been to deliver its first ever [Workforce Renewal and Skills Strategy](#) through employer and stakeholder collaboration.

In 2019-20 the partnership achieved:

Policy & Regulation

For the first time, **two major utility sector price reviews required workforce resilience as part of company business plan submissions**. Working in collaboration with water regulator **Ofwat (PR19)** and energy regulator **Ofgem (RIIO-2)**, our efforts successfully set out the vital need for a sustainable direct and indirect workforce and ensured that all regulated water, gas and power companies could submit robust workforce strategies. Ofwat also included a mechanism to manage extraneous labour market factors, reflecting the tightest workforce conditions since Office of National Statistics' records began.

Attracting Talent

The successful pilot initiative that started as 'Talent Source Network' was enhanced and re-branded as '[Energy & Utilities Jobs](#)'. The project raises the profile of a career in the energy and utilities sector, and attracts talent to the sector targeting demographics and communities that are traditionally underrepresented:

- **25 employers** worked together in partnership to launch the new brand
- Targeted marketing campaigns reached over **3.5 million** people

- Of the visitors to the Energy & Utilities Jobs' website, an unprecedented **half were female**
- **24 companies signed the Armed Forces Covenant**, representing the sector's commitment to employing individuals from ex-military backgrounds
- The initiative was awarded '**Best Talent Attraction Initiative**' (SME News Awards) and has been nominated 'Partnership Initiative of the Year' at the Network Awards 2020



“At present, there is an insufficiently joined-up approach to infrastructure skills development in the UK, with a wide range of responsible bodies operating across different geographic and political boundaries. The human capital aspects of the National Infrastructure Plan for Skills need to be refreshed to help ensure our pipeline of future workers is adequate for the challenges ahead.”

Sir John Armit Chair — National Infrastructure Commission
Source: All Party Parliamentary Group for Infrastructure, February 2020



An Inclusive Workforce

The UK-wide **Sector's Inclusion Commitment** secured **42 organisations** as signatories in its first full year, **reaching an estimated 970,000** individuals through the collaboration. Rather than a pledge, the commitment will be audited through the Royal Academy of Engineering framework, and is built around five principles:

1. Collaborative working
2. Holistic inclusion with focus
3. Measurement and transparency
4. Creating inclusive cultures
5. Inclusive recruitment and progression

The employers within the Diversity & Inclusion Forum continued to work with the EUSP Council to secure growth towards the ambition of full sign-up from sector organisations.

To build inclusion, other partnerships included:

- **School children:** The Institution of Primary Engineers and the Institution Secondary Engineers
- **Emerging Talent:** Institute of Water's Rising Stars, Energy UK's Young Energy Professionals, Future Water Association's Water Dragons
- **Females:** British Water's Women in Water, Energy Institute's POWERful Women, Womens Utilities Network
- **Inclusive working:** Energy Institute's Energy Leaders Coalition

“By leaders from right across the UK power, gas, water and waste management industries working together to meet the workforce resilience challenge, the partnership itself has grown and substantial progress has been achieved across the strategic priorities set out in our [Workforce Renewal & Skills Strategy](#).”

Basil Scarsella CEO — UK Power Networks and Council Chair (EUSP)

Supply Chain Workforce Sustainability

Two CEO-level contractor summits were held to identify the priority workforce areas, with six of the participating companies committing to the EUSP Council alongside the major asset holders. **A record 67 businesses collaborating to drive investment in skills through the major Procurement Skills Accord**, requiring company audits and resulting in prestigious awards. Partnership with the Construction Industry Training Board saw over 60 utility accreditation schemes become newly accepted as within funding scope.

Apprenticeships

The sector's first ever end point assessment body for graduating English apprenticeships — **the Energy & Utilities Independent Assessment Service (EUIAS) — graduated its 1500th engineering-based apprentice for employers**, at the highest levels of regulated audit quality. The EUIAS is now delivering across 11 Standards, and at its height in the year, delivered around 1 in 4 of all sector apprentice graduations in England.

Power Skills Scheme

The new [Power Skills Scheme](#) went live via the sector's [Energy & Utility Skills Register](#) platform, convening employers to bring about industry agreed standards of good practice in training and assessment of core craft skills based around the Power Networks Craftsperson trailblazer apprenticeship. **Endorsed by Lloyds Register** through the National Electricity Register Scheme (NERS) and the Energy Networks Association (ENA), registration under the scheme enables employers to demonstrate a well-trained and competent workforce.

Four Nation Partnerships

Within the year, the partnership worked across Northern Ireland, Scotland, Wales and England on labour market and skills policy to maintain and grow the sector's human capital. The work included the main sector unions and trade associations, devolved nations skills policy leaders, funding agencies, the No.10 Policy Unit, the National Infrastructure Commission and the health & safety, economic, environmental, apprenticeship and drinking water quality regulators. **New HR Director and supplier CEO roundtables were launched**, around 30 workshops delivered and over 40 conferences spoken at.

National Skills Academy for Power (NSAP)

The year focused on implementing the conclusions of the 2018/19 Strategic Review and creating a three-year academy strategy to ensure workforce resilience in a fast changing political, regulatory, customer and environmental landscape.

The UK power industry continues to go through major change, as it works to optimise its service to its customers and the economy, at the same time preparing for significant changes to energy supply, regulation and policy as nations move to mitigate the changing climate. The power workforce will ultimately be pivotal in delivering that ambition.

NSAP continues to be the skills voice of power on labour market and skills issues, setting out target areas through the main Steering Group, and then delivering results via the [Smart Metering](#) and [Transmission & Distribution Network Groups](#), a tightly focused series of 'Task & Finish' Groups. Around **40 employers** took part in the work to map out, assess and then start to build the sustainable workforce for their future needs.

Building Industry Pride and Collaboration – NSAP Strategy Group

In September 2019, NSAP successfully delivered the ninth annual conference 'The Power Skills Summit – Powering Productivity Through Innovation Conference 2019' and '[The People in Power Awards 2019](#)'. The event brought together power industry leaders with emerging talent from across the UK, for a day of explicit people recognition. Regulators, regulated companies, supply chain and trade unions all took part in showing that the sector is a career of choice for individuals hoping to make a real difference to communities, society and the global environment.

Clear and Compelling Strategy – NSAP Strategy Group

Across the year, NSAP members met with key stakeholders to hear how they will be adapting to the future energy transition and shared their own research and workforce scenarios with each other to encourage best practice. This culminated in a power sector strategy day, hosted by the CEO of E.ON (Mike Lewis), and included consideration of valuing human capital, the Energy

Networks Association Open Networks Project, the National Grid report 'Building the Net Zero Energy Workforce', strategic workforce planning, emerging government energy policy and the implications of smart networks and system operator proposals. The resulting strategy now guides the NSAP 2020-21 business plan.

Strategic Workforce Planning – Task & Finish Group

The first phase of workforce modelling took place to analyse the current human capital and agree a baseline of required workforce. The information was then shared with the main NSAP Strategy Group, to bring together the overall sector profile and test its robustness against predicted scenarios. The resulting strategy will be deployed across 2020 and built within the emerging Energy & Utilities Skills Partnership Workforce Renewal and Skills Strategy 2020-2025.



The People in Power Awards 2019

“I remain immensely proud to Chair the NSAP group. 2019 has seen us further stretch the influence of the sector on the skills agenda and my thanks go to the Steering Group and Network Group members. The prospects for 2020 are extremely promising. We aim to make a full contribution to the new Skills Strategy, published in June 2020, and take advantage of the unique opportunity to further the cause of human capital as the UK develops its path to a Net Zero Carbon future”

Dave Newborough OBE – Independent Chair, NSAP



Supportive Regulatory Environment - RII02 Task & Finish Group

Ofgem commissioned NSAP to build a RII02 Task & Finish Group. Its role was to bring the industry together, better understand the wide-ranging labour market situations being faced across Great Britain and create collective propositions for sustainable human capital within RII0-2. The work brought together the regulator with transmission and distribution companies and trade unions. Ofgem subsequently concluded in its methodology that companies should submit business plans that are resilient for the duration of the price review, plus a further 10 years. The regulator openly thanked the NSAP group for its work to help ensure that human capital was included in price setting. Ongoing engagement with Ofgem now continues through the Safety, Resilience and Reliability workshops.

Better Working & the Power Skills Scheme – Task & Finish Group

The NSAP members collaboration took this scheme from theory to practice, agreeing common standards for the training and assessment of core skills to increase productivity and reducing duplication of effort between employers. In its pilot year, it resulted in **66 apprenticeship route registrations** and the first approved nominating officers and training provider.

Digitisation: the Smart Metering Network Group

NSAP continued its focus on ensuring that it has the right quality and quantity of installers needed to deliver the Smart Meter Implementation Programme and ensure customers continue to have the highest standards of installation. In addition to tracking the changing government policy environment around smart metering, the group started work on preparing for the impacts of smart infrastructure, including electric vehicles (EV), smart homes and decentralised energy infrastructure.



Conference Speaker - Professor Binna Kandola OBE, Senior Partner at Peam Kandola



The Rising Stars Panelists

Energy & Utilities Independent Assessment Service (EUIAS)

The year saw significant investment in the sector's assessment body operations whilst securing increased levels of delivery for its employer customers. In June, the 1000th engineering-based apprentice was end point assessed, and March brought the 1500th new talent to the sector.

“EUIAS has established a reputation for technical and safety-critical apprenticeship end point assessments. This reputation is growing and is based on strong and supportive partnerships with employers who provide added value to support apprentices and training providers. The next year is an exciting period for EUIAS with a continued focus on customer service, significant investment in technology, as well as a strategic growth in the EUIAS portfolio of standards.”

Murdo Allan OBE — Chair of the Governing Body (EUIAS)



Throughout 2019-20, the focus was on stringent regulatory compliance and building excellence in customer service. The collaboration with the sector provides strong foundations for 2020-21.

- **1,500 engineering-based apprentices** now graduated
- All regulated External Quality Assurance reports in 2019 confirmed as compliant
- **40 employer organisations** and stakeholders collaborating across the governing body and advisory panels
- Now approved for **11 standards with 34 occupational pathways**. We were approved for Engineering Construction Pipefitter in January 2020
- Building new end point assessments including Engineering Construction Pipefitter, Water Network Operative, Gas Network Operative and Power Support Operative
- Leading the sector in responding to the major government review of Engineering and Manufacturing standards
- Implementing the new regulatory external quality assurance framework in close cooperation with the nominated external quality assurance organisations



Apprenticeships and Technical Education Advisory Group (ATEAG)

The year saw ATEAG drive new levels of employer partnership right across the UK and bring trust-based and credible dialogue with senior stakeholders such as the Institute for Apprenticeships and Technical Education (IfATE) and the Education and Skills Funding Agency (ESFA) on emerging apprenticeship policy and T-Level implementation.

As the Energy & Utilities Independent Assessment Service (EUIAS) graduated its 1500th apprentice through end point assessment (EPA), a new independent report from Professor David Way, the founder of the National Apprenticeship Service, highlighted that sector employers value the rigour and effectiveness of apprenticeship standards and EPA.

The report called **Test and Adjust: Energy and Utilities Employers Ready to Lead the Way with Further Apprenticeship Reforms** reflects ATEAG's inclusive, collaborative and pragmatic approach which has progressed Apprenticeship and technical education reform for the sector. During 2019-20 ATEAG has achieved the below:

- Engaged with leading national and regional skills policy makers, raising sector profile and promoting a coherent UK approach to policy and sector needs
- The new Chief Executive of the Institute for Apprenticeships and Technical Education aligned with members' views on Apprenticeship and Levy reform following publication of the sector's independent Levy report
- **42 nominees contributed to and are heard through ATEAG**, representing major power, gas, water and waste management industry companies across the UK's four nations
- Secured the **first ever sector representation on the IfATE Engineering and Manufacturing route panel** and the T-level equivalent, ensuring that employers' needs are directly heard by the regulator and influential policy makers
- Held a T Level summit for employers with university partners
- Partnership between ATEAG and Ofgem **secured a new Energy and Utilities T Level specialism**, putting the sector on the occupational map of the future

- Direct engagement with the Education and Skills Funding Agency (ESFA) to help optimise employer Apprenticeship Levy transfers with the supply chain - an important mechanism for retaining levy investment in the sector
- Assisted the regulator in engaging employers across the major review of engineering and manufacturing Apprenticeship Standards
- Engagement with IfATE's Maintenance, Installation and Repair pathway panel
- Members contributed actively to the T-Level technical content consultation in late 2019, and the Apprenticeship Standards review
- ATEAG's credibility was underlined by its members being offered first opportunity to host senior stakeholder visits during National Apprenticeship Week



“In 2018, Sir Gerry Berragan, first Chief Executive of IfATE, described our sector as one of the most trailblazing of all those involved with developing new Apprenticeships. ATEAG members have ensured the sector's profile remains high and credible: the new Chief Executive of IfATE, Jennifer Coupland, received the sector's Apprenticeship report positively and is engaging with the sector directly; members are recognised by senior stakeholders for their involvement in the Apprenticeship Standards review, and ATEAG is in a strong position to ensure that investments in climate change mitigation are reflected in the technical skills the sector needs to deliver the Net Zero Carbon transition. I look forward to ATEAG leading the way in employer-led reforms.”

Tony Moloney Director, Business Development — QHS Ltd
Company Chair — ATEAG



“We had a system pre-levy where government invested £1.5 billion in Apprenticeships. And they don't do that now. The funding comes via the Levy from Levy-paying large employers, and what we're seeing in practice is they've really embraced that and they are expanding their Apprenticeship programmes and creating Apprenticeships in new areas, which I think is great.”

Jennifer Coupland Chief Executive — Institute for Apprenticeships & Technical Education



Waste & Recycling Industry

Following its inception in 2018-19, the Waste & Recycling Human Resources Forum (WRHR) led new levels of industry collaboration.



Lesley Callaghan Head of Human Resources – FCC Environment
Chair – WRHR Group

“I am delighted to see the engagement with waste management & recycling companies increase and resulting in greater representation from the industry on the various groups and initiatives. Collaboration and sharing of best practice are essential if we are to increase the resilience of the recycling and waste workforce. The more widely we are engaged the greater the benefit to both our members and the wider industry.”



The UK [waste management](#) sector is significant in size and highly diverse in the markets it needs to cover. With central and devolved governments currently pursuing four separate waste strategies along with differing philosophies for encouraging sustainable public and business behaviours, it proved difficult for any one company to work alone. In 2019-20 the WRHR group drove best practice in all elements of people development and workforce resilience from large employers to SMEs, and its members played extensive roles right across the wider Energy & Utility Skills strategic activity.

The year's focus has been on the resilience of the waste and recycling industry, and involved the following:

- Led workforce strategy in the utility sector, through membership of the [Energy & Utilities Skills Partnership](#) and its CEO Council, Delivery Board and working groups
- Active participation with the UK Resource Council (UKRC) and within the 'people' strand of the planned Waste Sector Deal
- Translated the four nations waste strategies into practical workforce strategies
- Built sector attraction case studies and committed to securing new and diverse talent through the [Energy & Utilities Jobs](#) initiative
- Supported the [Inclusion Commitment](#) to change culture, build inclusive business practice and ultimately deliver a workforce that harnesses the value of diversity
- Contributed to the 'Test & Adjust' Apprenticeship Levy research to help convey the industry experience of the Apprenticeship policy reforms and convey future needs
- Active participation with the [Apprenticeship & Technical Education Advisory Group](#) to inform the design of future UK Apprenticeships and English technical education policy
- Engaged across the [Energy & Utilities Independent Assessment Service](#), to ensure the highest levels of Apprenticeship quality in end point assessment
- Assisted employers to develop a new Level 2 Waste & Resources Apprenticeship Standard, through the Waste & Resources Apprenticeship Implementation Group
- Worked with DEFRA, the Environment Agency, Natural Resources Wales, SEPA in Scotland and DAERA in Northern Ireland to implement and govern the growing Competence Management System (CMS)
- Secured and promoted the accreditation of the Competence Management Standard by the UK's National Accreditation Body UKAS
- Refreshed and relaunched the Plant for Utilities Scheme (PLUS), designed for assuring mobile plant equipment operators within the waste & recycling industry
- Represented waste employers at the Waste Industry Safety & Health (WISH) Forum focused on building new levels of competence and safety culture
- Supported Zero Waste Scotland and SWITCH (Scottish Waste Industry Training Competence and Health & Safety Forum) in deploying the SWITCH Passport and competence framework across employers in Scotland
- Practised thought leadership and shared best practise across the industry to support and enable the circular economy, helping the UK to achieve net zero carbon by 2050
- Increased our collaboration with the Chartered Institution of Wastes Management, Environmental Services Association, WAMITAB and the UK environmental regulators to drive industry competence and optimise the support available to employers in the waste sector

Water Industry

Action took place right across UK water companies and their major stakeholders, to help ensure a sustainable and skilled workforce. From enhancing drinking water hygiene practice to building pride in the industry, from supply chain sustainability to environmental stewardship.

Promoting Sector Pride and Recognising Excellence

For the fourth consecutive year, Energy & Utility Skills delivered four prestigious skills-based awards at the Institute of Water's National Conference. Winners this year included:

- Milo Purcell, Deputy Chief Inspector for the Drinking Water Inspectorate with the 'Water Industry Skills Champion Award' for 2019
- 'Outstanding Commitment to Water Industry Training' award went to Gordon Hollywood
- Anglian Water received the 'Water Industry Skills Employer of the Year 2019'
- The awards for 'Water Industry Training Organisations of the Year 2019' went to training and consultancy firm McCrae Training and the data and inspection company Control Point.

During the year, the CEOs of Southern Water and Affinity Water joined the high-level EUSP CEO Council, bringing the total number of **water companies now working on workforce sustainability to 10.**

Attracting Talent & Increasing Diversity

- Leading water companies worked together to help build and launch the Energy & Utilities Jobs talent attraction and jobs platform
- In partnership with Water UK and its Public Interest Commitment to social mobility, almost all UK water companies signed up to the audited [Inclusion Commitment](#) in 2019. We seek total sign up by mid-2020
- **The first water companies** collaborated to sign up to the [Armed Forces Covenant](#)

- An alliance was built with Primary Engineers, to help school children engage with engineering and see the value of a future career in the water industry. Energy & Utility Skills, Ofwat and the Institute of Water became the first Honorary Fellows

Building a Public Health Culture

- Provided external quality assurance across the UK for the [Competent Operator Scheme](#) (COS), in partnership with Water UK's Strategic Drinking Water Quality Network and UK drinking water quality regulators
- Created the new '[National Water Hygiene Steering Group](#)' to bring strategic-level collaboration between water companies and drinking water quality regulators. The group is building a new shared definition for 'restricted operations' and promoting and then auditing the water hygiene aspects of the Principles of Water Supply Hygiene and Water UK Technical Standards to the direct and indirect workforce



“Energy & Utility Skills brings together people and companies from across the UK sector to tackle our skills challenge head-on. The Institute of Water awards highlight how water companies, regulators, the supply chain and wider interest groups are all now acting together to ensure we have a skilled and sustainable workforce.”

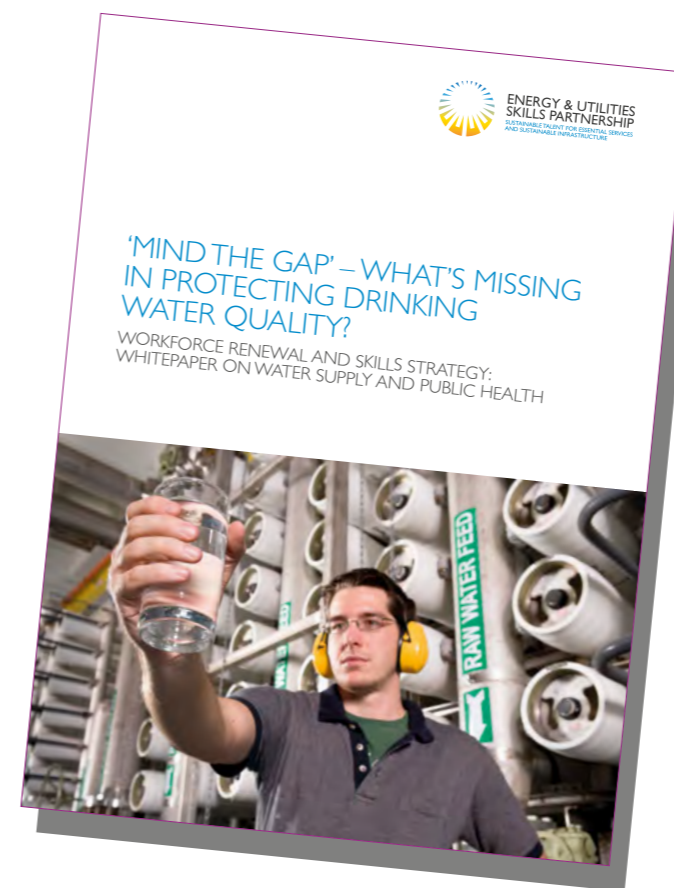
Nick Ellins Chief Executive – Energy & Utility Skills



- Commissioned an independent report on potential gaps in the industry approach to water hygiene. The resulting [white paper](#) is entitled '[Mind the Gap: What's missing in protecting drinking water quality?](#)'
- Formed partnerships with British Water and the Future Water Association to build supply chain awareness of and compliance with the Principles of Water Supply Hygiene and Water UK Technical Standards
- Invested in enhancements and upgrades for the [National Water Hygiene Scheme](#) and [Safety, Health and Environmental Awareness Water](#)

Creating Collaboration

- Worked across the water companies in England & Wales to **embed the workforce resilience element of the Ofwat PR19** price setting methodology and understanding of the extraneous labour market mechanisms
- Created new partnerships with Water UK, UKWIR and water companies to help ensure a sustainable workforce strategy exists for delivering the demanding leakage targets within the Public Interest Commitment
- Delivered strong partnerships with Unison, Unite, Prospect and GMB across labour market and workforce resilience policy to drive sustainability for the whole sector
- Assisted the water industry in its chairing of the Procurement Skills Accord, aimed at changing procurement culture and driving a skills step-change in training investment. This year saw the main chairing role on the successful **67-organisation partnership**, transition from Thames Water to Pennon Group
- **Partnerships** with British Water and the Future Water Association to encourage more **gender diversity** through 'Women in Water' and stimulate **younger people** into water innovation via the 'Young Water Dragons'



“There are clear arrangements in place to ensure those individuals employed directly by water companies are trained and registered on the National Water Hygiene Scheme. However, there are question marks regarding the consistency in the interpretation of the term 'restricted operations' and whether non-water company individuals, who are carrying out work on water supply assets have the knowledge of water supply hygiene. Any lack of training and awareness, and the subsequent actions or inactions, can present an ongoing risk to drinking water quality that needs to be addressed.”

Phill Mills Director – Policy Consulting Network Ltd

Gas Industry

With a growing clarity on the role for the UK gas sector in securing future energy sustainability and delivering the nation's Net Zero ambitions, the industry increased its collaboration, to attract, develop and maintain a safe, skilled and sustainable workforce.

Energy & Utility Skills worked with its members right across the gas transmission, distribution, retail and domestic installation environment this year. At the heart of our energy system, the work they do to move energy to millions of consumers silently, securely and cost-effectively requires high levels of competence and innovation. The future decarbonisation potential from hydrogen also brought new levels of best practice sharing.

Workforce Resilience

- Gas CEOs and Managing Directors guided overall workforce strategy through active membership of the [Energy & Utilities Skills Partnership](#) and its CEO Council
- A Human Resource Director Forum was established to enhance collaboration on the key emerging labour market issues. [The Gas Network Skills Forum](#) manages and assures the delivery of the agreed individual workstreams.
- National Grid and the gas distribution network operators collaborated with the energy regulator, power companies, trade unions and supply chain to **secure workforce resilience as a requirement within the Ofgem RIIO-2 methodology**
- Collective strategic workforce planning and labour market research was commissioned by and delivered to all gas distribution network operators to provide evidence-based submissions to the Ofgem RIIO-2 regulatory price review
- Sector attraction case studies were created, and employers backed the Energy & Utilities Jobs initiative to collectively search for new and more diverse talent
- Gas companies signed up to the [Inclusion Commitment](#), working together to change recruitment culture, build inclusive business practice and bring about a more diverse workforce

- Contributed to the [‘Test & Adjust’ Apprenticeship Levy research](#) to help convey the industry experience of the Apprenticeship policy reforms and convey future needs
- Active participation with the [Apprenticeship & Technical Education Advisory Group](#) to inform the design of future UK Apprenticeship and English technical education policy
- Increased partnership working with the [Armed Forces Covenant](#), The Duke of Edinburgh Awards and with professional bodies such as IGEM, the Royal Academy of Engineering, the Institution of Primary Engineers and the Institution of Secondary Engineers
- Pioneered new procurement approaches to workforce resilience, through the [Procurement Skills Accord](#)

“As chair of the Strategic Management Board I am delighted that Energy and Utility Skills retain the operation of this contract. Our role as the strategic governance group for maintaining standards is key to ensuring that we have a safe, and competent, gas engineering workforce now and in the future”

Chris Bielby MBE Chair — Strategic Management Board, SSB
Director of Industry Liaison — SGN

Gas Safe Registration

- Energy & Utility Skills was **formally appointed to deliver the role of Standard Setting Body** until 2024 for the high-profile Health and Safety Executive mandated scheme.
- This achievement builds on 10 years of continuous and high-quality service and partnership since first appointed in 2009. The standard setting body function is integral to the gas industry structure, delivering [Matters of Gas Safety \(MoGS\)](#) criteria and setting competence and training requirements for the Gas Safe Register

Standards Development

- Employers from across regulated gas assisted in the ongoing maintenance of Gas National Occupational Standards (NOS) and qualifications
- Approval secured for an organisation specific SHEA Gas health & safety programme
- [Safe Control of Operations Scheme programme](#) refreshed and relaunched
- Redevelopment of the Computer Based Learning (CBL) scheme
- New Gas Modern Apprenticeship created at Scottish Credit and Qualifications Framework (SCQF) Level 6, to incorporate the Gas CBQ developed last year
- **Graduated 144 new engineering talent** across the Gas Network Team Leader and Gas Network Craftsperson English Apprenticeship Standards



Contractors & Supply Chain

The contracting community enables the delivery of energy and utilities services and infrastructure in the UK. Energy & Utility Skills created a new senior group for CEOs and Managing Directors to collaborate to build new labour market and skills sustainability.

In 2019-20 the following was achieved, tackling the core challenges that the supply chain face:

Greater Investment in Skills Development of the Supply Chain

Designed to promote and lock in sustained investment to the sector workforce, the [Procurement Skills Accord](#) partnered the supply chain with the asset owners' procurement teams to get everyone working as one in building shared human capital. The partnership was fully supported by the Achilles Utilities Vendor Database, and across the year saw **67 organisations collaborating - 55 of these being contractors**.

The subsequent audits and awards saw participating supply chain companies receive their trophies from the Workforce Disclosure Initiative. This global scheme seeks better supply chain sustainability, and is supported by over **130 institutional investors, across 14 countries worth more than £15 trillion under management**. They publicly applauded the collaboration which secured the highest ever levels of investment in training and skills, and successful awards.

Leading Workforce Strategy

Leaders from the main contracting businesses such as Amey Utilities, Balfour Beatty, Clancy Docwra, Keltbray Group, Kier Utilities and Morrison Utility Services joined their asset owning counterparts as peers to form the Energy & Utilities Skills Partnership CEO Council. The body sets the strategic direction for ensuring the right quality and quantity of the sector's workforce.

Meetings of the CEO Council with Ofwat and Ofgem led to the supply chain and their vital indirect workforce being recognised as core to sector delivery and included for the first time in the water and energy price review processes.

To ensure that the supply chain could add most value to the Council through coordinated action, Energy & Utility Skills hosted two supply chain CEO summits. Guests meeting the contractors included policy makers, regulators, economists and the media.

Energy & Utility Skills also partnered with Balfour Beatty to create a White Paper calling for the water industry to protect the quality of its supply chain ([Two Sides of a Coin](#)), alongside Utility Week, it provided contracting companies with a new voice for their sustainability needs through their 'Utility of the Future' campaign.

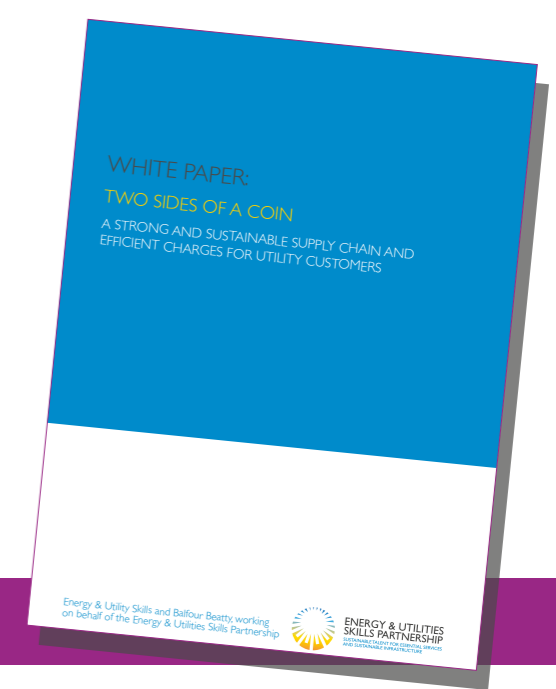


Winners at the Procurement Skills Accord Awards 2019



Barry McNicholas Managing Director for Utilities and Rail — Kier Group

“Kier Group welcomes the opportunity to collaborate with other businesses and organisations in the utility sector through our work within the Energy & Utilities Skills Partnership. We understand just how important it is to have a sustainable and skilled workforce, and through this partnership and our wider work with Energy & Utility Skills, it brings a true opportunity to redouble efforts for renewing and revitalising the critical talent base through cooperation and shared commitment.”



Optimising Approaches to the Three Levies

Energy and utilities based contracting companies are exposed to three potential skills market levies – the Apprenticeship Levy, the Construction Industry Training Board (CITB) Levy and the Engineering & Construction Industry Training Board (ECITB) Levy. Energy & Utility Skills worked across companies this year to bring clarity to what each one does, and to show with evidence that longstanding industry myths regarding duplication between them are unsubstantiated. We then helped contractors to optimise recovery of their investment:

- **CITB Levy**

Energy & Utility Skills is now approved as a CITB third party awarding body, and secured endorsement for **over 60 separate energy and utilities schemes and programmes** to be within scope for funding

- **Apprenticeship Levy**

Through the Apprenticeship & Technical Education Advisory Group, contractors directly worked alongside utility companies across gas, power, water and waste management to inform policy makers, enforcement bodies and national audit bodies on the desired future shape of Apprenticeships and technical education

Energy & Utility Skills advised, guided and co-ordinated successful submissions to the Institute for Apprenticeships & Technical Education, to secure a **new Water Network Operative Level 2 Apprenticeship Standard**. The collaboration brought together companies such as Balfour Beatty, Clancy Docwra, Kier and Morrison Utility Services with the English water companies

“It’s a pleasure to present these awards. The Procurement Skills Accord continues to demonstrate that procurement practices can be successfully leveraged to encourage investment in training and skills development across the supply chain. We had 28 award winners last year and to see this increase to 38 this year, despite the criteria getting stricter, is a remarkable achievement. Congratulations to all involved.”

Chris Norbury HR Director — E.ON and Chair of the Energy & Utilities Skills Partnership Delivery Board

The [Energy & Utilities Independent Assessment Service](#) supported the contracting community with the development of high-quality assessment plans to ensure that work-ready apprentices emerge from the newly approved Standard

Protecting Public Water Supply Hygiene

Contracting companies work across water company assets, often directly in contact with the public water supply, and are required to deliver highly regulated standards of services to their clients, commensurate with handling a food-grade product that supports public health.

Across the year, Energy & Utility Skills helped the supply chain companies to start to audit the way they operate, to ensure they meet their client's requirements such as the Principles of Water Supply Hygiene, the Water UK Technical Standards and the mandated National Water Hygiene Scheme. This programme will accelerate next year.

We built new partnerships with the major water supply chain representative bodies, British Water and the Future Water Association, to raise awareness and set out the case for change through an independently written Energy & Utilities Skills Partnership **White Paper entitled “Mind The Gap” – What’s Missing In Protecting Drinking Water Quality?**



