

Energy & Utility Skills Partnership CEO Council Meeting – 2nd December 2025

Venue: National Grid Offices
1-3 Strand
London
WC2N 5EH

Date: Tuesday 2nd December 2025

Time: Arrivals, coffee and refreshments from 13.00-13.30
Meeting 13.30 – 16.00

Please Read:

- EUSP CEO Council previous minutes – June 2025
- EUSP CEO Council Terms of Reference
- EUSP CEO Chair Nominations
- EUSP Delivery Board update (to be presented at the meeting)
- EUSP CEO - DWP - Sector Entry Pilot
- EUSP CEO - Skills England – Growth and Skills Levy
- EUSP CEO – DESNZ – Clean Energy Jobs Plan

Meeting Purpose: Inform
Agree
Approve

Attendees: All CEO Council members invited – see appendix 1

Energy & Utility Skills Partnership CEO Council Meeting

2nd December 2025

No:	Time:	Agenda item:	Pre Read:	Responsible:	Purpose:
1	13:30-13:40	Welcome and Introductions Previous meeting notes and actions	Yes	Paul Cox (Chair)	Inform
2	13:40 – 13:55	Terms of Reference approval	Yes	Paul Cox (Chair)	Approve
3	13:55 – 14:10	Chair Nominations	Yes	Paul Cox (Chair)	Approve
4	14:10-14:30	Delivery Board update <ul style="list-style-type: none"> - Alignment to deliver the EUSP 2025-30 Skills Strategy. - Network group changes and expectations. - Inclusion measurement framework 	Yes	Stephen Barrett (EUS) Louise Parry (EUS) John Tyler (National Grid)	Inform
5	14:30-15:00	Networking	No	All	
6	15:00–15:20	DWP – Sector Entry Pilot – progress and opportunities	Yes	Deborah Woodcock (DWP)	Inform
7	15:20–15:40	Skills England – Growth and Skills Levy	Yes	Joanna Moonan (Skills England)	Inform
8	15:40–16:00	Clean Energy Jobs Plan – next steps and delivery	Yes	Hugo Jones (DESNZ)	Inform

Energy & Utility Skills Partnership CEO Council Meeting

Invitees:

Adrienne McFarland	United Utilities PLC
Alain Loosveld	M Group
Alex Plant	Scottish Water
Andrew Bradshaw	Kier Natural Resources, Nuclear & Networks
Andrew Findlay	M Group
Angela Mitchell	Uniper UK Ltd
Basil Scarsella	UK Power Networks (UKPN)
Carmela Loscalzo	Skills England
Catherine Green	Thames Water Ltd
Chris Burchell	SSE
Chris Norbury	E.ON UK plc
Ciara Pryce	VGC Group (Contractors) Ltd
Claire Allcock	Northern Gas Networks Ltd
Craig Darroch	Centrica
Daniel Fosberg	InterGen (UK) Ltd
Deborah Woodcock	DWP
Elouise Leonard-Cross	Northumbrian Water Group
Emma Davies	Affinity Water
Graham Edwards	Wales & West Utilities
Heidi Mottram	Northumbrian Water Group
Helen Bradbury	E.ON UK plc
Hugo Jones	DESNZ
Ian Cain	SES Water
Joanna Moonan	Skills England

Jodie Coe	Northern Powergrid
Keith Haslett	Affinity Water
Lawrence Gosden	Southern Water
Lee Dawes	Drax
Louise Beardmore	United Utilities
Louise Hunter	Northumbrian Water Group
Mark Horsley	Northern Gas
Mark Thurston	Anglian Water Group
Martin Rimmer	Cadent Gas
Matthew Cannon	The Clancy Group
Matthew Lay	EDF Energy
Michelle Naisbitt	Yorkshire Water
Mike Maudsley	Enfinium
Neil O'Hara	OCU Group
Nicola Connelly	Scottish Power (including SP Energy Networks)
Phil Jones	Northern Powergrid
Phill Price	AUREOS Energy Ltd
Steve Jones	Siemens Energy
Steve Longdon	FCC Environment
Susan Davy	South West Water Ltd
Tom Darby	Enfinium
Vicki Rodger	Scottish Power (including SP Energy Networks)
Zac Richardson	National Grid

EUSP Council Minutes

Venue:	Royal Academy of Engineering, 3 Carlton House Terrace, London SW1Y 5DG
Date:	25 June 2025
Time:	13:00-15:30

Attendees:

Rebecca Harrison	Anglian Water Group
Phill Price	AUREOS Energy Ltd
Stephen Goldthorpe	Centrica
Ian Kinnaird	Drax
Matthew Lay	EDF Energy
Tom Darby	Enfinium
Louise Parry	EUS
Paul Cox	EUS
Stephen Barratt	EUS
Judy Middleton	Kier Natural Resources, Nuclear & Networks
Colin Jellicoe	M Group Services
John Tyler	National Grid
Claire Allcock	Northern Gas Networks Ltd
Steve MacDonald	Northern Powergrid
Elouise Leonard-Cross	Northumbrian Water Group
Nicola Connelly	Scottish Power (SP Energy Networks)
Nicki Hussain	SSE
Matthew Cannon	The Clancy Group
Andrew Pace	UK Power Networks (UKPN)
Ciara Pryce	VGC Group
Bethan Jones	Wales & West Utilities

Present: Lisa Spindler, EUS for minutes

No:	Agenda item:
1	<p>Meeting introduction and actions from previous meeting</p> <p>Paul Cox welcomed colleagues to the meeting and introduced the agenda. Stephen Barrett then reviewed the actions from the previous meeting held in December 2024:</p> <ul style="list-style-type: none"> • Workforce & Skills Strategy – The strategy is ahead of schedule, with both the planning and implementation phases progressing smoothly. Stephen Barrett noted that endorsement statements for the workforce skills strategy would be sought over the next month. These statements are crucial for securing support and validation from key stakeholders and industry leaders. • Social Impact – The group discussed the ongoing sharing of best practices within the EDI Strategy Group. This initiative aims to promote effective strategies and approaches across the sector, enhancing overall performance and inclusivity. Stephen Barrett highlighted that the EDI Strategy Group is continuously reviewing additional opportunities to improve social impact. This proactive approach ensures the group remains dynamic and responsive to emerging challenges and opportunities.
2	<p>Government Engagement and Positioning</p> <p>Purpose: To “<u>inform</u>” the CEO Council of the multiple strands of activity the Skills Partnership is engaged in across government.</p> <p>Paul Cox provided an overview of the engagement with various government bodies and highlighted the key points:</p> <ul style="list-style-type: none"> • An overview of the engagement with DESNZ, highlighting the workforce strategy has been discussed looking like it will be published after w/c 14th July and transition from strategy development to delivery is key. • Skills England has recently been established within DfE. April 2026 is currently when the growth and skills levy is likely to be available. EUS will be communicating with members in July for feedback on qualifications to be included in the growth and skills levy flexibilities.

- DWP discussions have begun with regards to sector entry pathways (RQF1) that the workforce demand modelling confirms is a key priority for the sector.
- In terms of DEFRA, a key part of engagement is seeking to collaborate with them and Water UK is to potentially replicate the structure within DESNZ and for example establish an office for water jobs.
- Ongoing collaboration with Skills Development Scotland, focusing on aligning national occupational standards setting and workforce development initiatives.
- The engagement with the Northern Ireland Executive particularly the partnership to launch the Green Skills Action Plan on 27th May 2025.
- Working alongside the MOJ, particularly around clean energy, but also in the wider infrastructure and employers gaining access to prisoners and ex-offenders talent source.

Council members comment:

- We need to ensure that future talent meets the fit and proper persons requirements - e.g. DBS clearance is required where security restrictions are in place.
- Foundation apprenticeships do not look like they will achieve what we need as industry, they are still too long for bringing talent into the sector at scale, and at pace.
- There still appears to be a heavy government focus on T levels. However, this not where we need the high volume, we need people who have real capability out in the field to do the work.
- The transferability across borders is a key issue. Several of us work throughout the UK, as you cross borders you cannot apply the levy and that is a real difficulty in terms of flexibility of businesses and operations.
- Growth and skills levy is a real opportunity; it is disappointing that it will take to April 2026 for qualifications to be funded and the flexibility we have sought for some time to be realised.
- The sector needs talent that can prove they are able to understand health and safety, so they are able to work safely on a site. Need a growth and skills levy that can support entry routes/courses at this level.
- The industry needs to set the tone; new talent needs to be able to come in at level one. We are all investing into competence at that level off our

own back, but we are just not getting any funding whilst at the same time the cost of staffing is only going up.

- We need level one. We have our skills system that seems to only cater for those at level 2, Level 3, level 4. We have got to build a lot of things in this country and there is a need for level 1. It is one of the biggest challenges we face, and we need the growth and skills levy to provide options for us at L1.

Government Engagement – Office for Clean Energy jobs: Social Inclusion

Louise Parry discussed the importance of Social Inclusion emphasising the need for a diverse workforce. Key points discussed:

- We are supported by Powerful Women in our work across the Clean Energy Sector.
- Influence of work through Council as members, the EDI Strategy Group and the attendance of members in the forum alongside representation from employers such as BP, Shell, and trade bodies like Energy UK, ECITB as well as trades unions.
- Terms of Reference established with clear purpose of delivering a sustainable clean energy workforce that it is representative of the local communities and accessible to all.
- Supported by DESNZ the work feeds into the Workforce Forum, which is chaired by SoS, Ed Miliband.

Louise Parry discussed the objectives of the Social Inclusion Forum:

1. Agree and deliver outcomes that:
 - Address attraction, recruitment, retention and progression challenges to inform and support delivery of the Clean Energy Mission
 - Ensure clear links to real jobs and progression pathways.
 - Leverage opportunities presented by existing government and EDI Social mobility initiatives and groups.
 - Inform and influence and clean energy awareness campaign.
2. Commit to measure and report on progress towards outcomes.

	<p>3. Gain commitment from industry leaders in leading social inclusion, providing advocacy and clear and visible cross industry leadership.</p> <p>ASK OF THE COUNCIL:</p> <p><i>The ask of Council is that your organisation gets involved and is part of this programme of work whether as a member of the OCEJ Social Inclusion workstream or through member network groups.</i></p> <p>Office for Clean Energy jobs: Sector Attraction.</p> <p>Stephen Barrett highlighted the key points including:</p> <ul style="list-style-type: none"> • Based on industry insight DESNZ is committed to working with industry on a “clean energy jobs campaign” • EUSP, DESNZ and Energy UK have held three workshops with HR directors and DESNZ covering a scope much wider than a communications campaign. • Energy UK have also convened its members for initial feedback. <p>The Awareness Campaign priorities were shared and Stephen Barrett asked for support from members. He stated that he appreciated this is purely the energy sector, and it is our ambition to mirror this for water. Stephen Barrett stated that secretariat support will be provided by DESNZ.</p> <p><i>AN ASK OF COUNCIL: The ask of Council is for members to get involved and support the work as we are taking it forward whether as a member of the OCEJ Sector Attraction workstream or through member network groups.</i></p>
3	<p>Delivery Board update</p> <p>Purpose: To <u>“inform”</u> the CEO Council of the multiple strands of activity in play and delivering against the 2020-2025 Workforce Renewal & Skills Strategy.</p>

Stephen Barrett discussed the Delivery Board's role in overseeing the implementation of the strategy and emphasised the importance of aligning activities with the new priorities.

He discussed the cross-sector activity including the standard setting activity, Utilities Sector Representative Organisation (USRO) and apprenticeship development including the sign off for Engineering Maintenance Technician which was signed off by the Secretary of State.

The Power Industry activity was discussed including NSAP Strategy Group, Power Generation Network Group apprenticeship development which includes:

- Dual Fuel Smart Meter Installer
- Wind Turbine Maintenance Technician
- XLPE Cable Jointing (for IDNO's)
- EPNE Level 4 – Asset Management, Control, Design, Electrical Project, Operational and Planning Engineer.

The Water Industry activity was discussed and key highlights of apprenticeship developments:

- Water Industry Operations and Management L4
- Level 3 Water Network Optimisation Technician
- Water Industry Maintenance Technician L3
- Level 4 Water Operations and Management.

Key highlights for the Gas Industry activity were:

- National Skills Academy for Gas has been set up with Strategic Steering Group providing oversight. Good engagement with Cogent and ECITB to agree the development of hydrogen standards going forward.
- Apprenticeship development including Gas Network Craftsman, Emergency Response Worker, four Gas Network Craftsperson routes, (Core, Electrical and Instrumentation, Pipeline maintenance and Pressure management).

	<p>Stephen Barret shared the links for the research outputs and encouraged the Council Members to look at these.</p> <p>ASK OF THE COUNCIL:</p> <p><i>John Tyler, as chair of the Delivery Board, asked the Council to ensure we have the appropriate representation at the appropriate level on all network groups to drive the agenda forward accordingly.</i></p> <p>Paul Cox stated that from a Delivery Board perspective, the outputs of this Council meeting in terms of strategy will see the working groups reshaped against the priorities set out in the 2025-30 strategy that will be launched at conference.</p> <p>The discussion highlighted the need for alignment between the Delivery Board and the future strategic priorities. Stephen Barrett and John Tyler emphasised the importance of clear communication and collaboration to ensure that the Delivery Board's activities support the overall strategic goals.</p>
4	<p>Energy & Utilities Skills Partnership 2025-2030 Skills Strategy</p> <p>Purpose: <u>“Agree”</u> to the outline vision, priorities, and timescales for the EUSP 2025-2030 Skills Strategy</p> <p>Stephen Barrett outlined the priorities of the draft 2025-30 Skills Strategy: ongoing analysis, attraction and recruitment, skills development, and retention. He discussed the document which will be produced for launch at conference on 8th October and explained the planned content. The 2025-30 outline Skills Strategy Vision was then discussed,</p> <ul style="list-style-type: none"> • Our outline vision is that the strategy will accelerate the growth of a safe skilled and sustainable workforce. • This is about delivering safety and achieving competence at scale. • It is about creating change, opening accessible pathways for more people to safely enter the sector at pace. • In creating new entry routes into industry, we will attract new people into industry who will need to feel included in the workplace. • New people will be needed to enable future digitalisation and future technological evolution within and across the sector.

- Create transferability and sustainability within jobs.
- Enable our sector to thrive as a cornerstone of the UK.
- Develop a low carbon future.

Council Comments:

- It is very energy based, so there is a need to be reflective of the workforce and skills needs of water and waste.
- It is not just about low carbon. It is also about security, the security of the infrastructure and the resilience of it.
- The vision statement is long; can it be evolved into something more direct.
- It reflects the future investment, and therefore demand for roles, it works well.
- It feels much more than a five-year vision which is not a surprise because it is aligned to the 10-year goal from government.
- Interplay of the skills will create the growth.
- When we talk about hundreds of thousands of jobs, are we talking about the jobs in the operational organisation as they are today, the growth in this kind of work or are we talking about the transformation of sectors. This change could be referenced in the vision.
- We are not just going to be in the low carbon future; we are going to transition to it.
- The vision does not yet refer directly to economic growth.

Stephen Barrett discussed the Skills Strategy priorities and highlighted the importance of cross-cutting themes of IT, AI, EDI, sustainability, and operational technology.

Council Comments:

- Recruits are interested in sustainability. Whilst sustainability is a cross-cutting theme could the sectors environmental ambitions be amplified?
- What is the difference between IT and the operational technology pieces, could these be combined.
- At the heart of all our conversations, all our graduate and apprentice programmes, we run sustainability challenges and projects for them to engage and that is engagement is what gets them “buzzing.”

	<ul style="list-style-type: none"> • That word missing is “engaged” - How do you engage staff as part of the retention pillar. • Agree with what has been said and presented, they are the right things that we should be focused on. Agree that diversity and inclusion is a cross-cutting theme - but would have expected to have seen it as a priority on its own because it is so important in this work. • You could cover the OT the IT, AI as technology. • AI will drive the improvements in IT and OT because it is faster, quicker, and will require different thinking. • For attraction is there an opportunity to join through our communications leads and channels to collectively amplify the opportunities in our sectors and businesses. • By 2030 we want to be part of the future we want seamless connectivity across our plant. <p>Proposed EUS and Member delivery priorities</p> <p>Purpose To review and gain <u>“approval, support or provide information”</u> on the planned 2025-2026 Outcomes in the context of the 2025-2030 Skills Strategy.</p> <p>Stephen Barrett presented the 2025-2026 Skills Strategy Outcomes (from June 2025) and outlined the key highlights stating what was to be informed, what required approval and what require support.</p> <ul style="list-style-type: none"> • Are there any glaring omissions from what we have presented today? • EUSP Members are asked to continue their support going forward to develop the strategy ahead of the launch at this year’s conference. • We are seeking endorsement statements from the CEO Council to be included through the document and will be coming to you over the next month for support. <p>DECISION: The Council agreed and offered approval and support where needed.</p>
	<p>Energy & Utility Skills Conference and Awards 2025:</p> <p>Stephen Barrett announced the upcoming conference on 8th October explaining that the Keynote Speaker would be Rt Hon Baroness Jacqui Smith,</p>

	<p>Minister for Skills and Minister for Women and Equalities. He highlighted that the agenda topics would include:</p> <ul style="list-style-type: none"> • Launch of the 2025-2030 Energy & Utilities Skills Strategy • Sector Attraction and Retention • Apprenticeships: Future talent for our sector • Leading a sustainable tomorrow • Enabling an effective skills system • AI-Driven Transformation: Innovation and Growth. <p>He explained that exhibitors included EUSR, DWP, HM Prison and Probation Service, Quinns Training Services, Multi Utility Skills & training Ltd plus many more.</p> <p>The annual awards will also provide a fantastic opportunity to celebrate the best practice across our membership and to promote excellence and opportunity.</p>
	<p>The date of the next meeting is Tuesday 2nd December 2025 – Venue to be confirmed.</p>

Terms of Reference

Board Meeting: Tuesday 2 December 2025
 Agenda Item: 2
 Author: Paul Cox
 Linked Documents: 1. Terms of Reference June 2023 to June 2026
 2. DRAFT Terms of Reference December 2025 to June 2028

Introduction:	<p>The Energy & Utility Skills Partnership (EUSP) CEO Council terms of reference are due for review at the June 2026 meeting.</p> <p>The terms of reference have not been presented with tracked changes as the review has been material and the tracked change version was considered of little value.</p>
Purpose:	<p>To review and approve the three recommendations set out below.</p>
Recommendation:	<ol style="list-style-type: none"> 1. That Council members review the terms of reference at December 2025 which is one meeting earlier than the stated review period. This timing aligns with the October 2025 publication of the EUSP 2025-30 Skills Strategy, and the Council chair nominees for consideration at the December 2025 meeting. 2. That Council members note that the draft terms of reference are shown for the period December 2025 to June 2028. This is shorter than the typical three year period to ensure that the terms are reviewed at least a year before the next UK General Election that must be held by 15 August 2029. 3. That Council approves and adopts the draft terms of reference (December 2025 to June 2028) from item 4 of the December 2025 meeting.

1 Item 1: Summary of Changes

Purpose

- Has been aligned to the known investment and growth commitments.
- Links directly to the 2025-30 Skills Strategy that the Council approved at the June 2025 meeting. As such the strategy is an EUSP strategy and one where the outcomes are collectively owned, with outputs from the Energy & Utility Skills Group clearly stated.
- Strengthens the shared commitment to working with government, regulators and system operators.

Role

- Aligns directly to the 2025-30 Skills Strategy.
- Strengthens the national coherence across the UK.
- Retains the connection with Delivery Board.
- Includes the communications and social media commitment made by members at the June 2025 Council meeting.

Membership

- Strengthens the link between EUSP membership and Council representation.
- States the application process and decision making process for new Council members.
- States the need for Council to have balanced representation across sectors, nations and company types.

Governance

- Added additional virtual sessions between the two meetings per annum to reflect the pace and tempo required in the coming years and to have potential additional capacity stated.
- Added the possibility of Co-Chair as well as Chair and Vice Chair Council leadership. Stated the chairing contingency in the absence of a Chair, Vice Chair, and / or Co-Chair(s).
- Retained the Delivery Board connectivity and added network group details.
- Stated that the terms of reference will be reviewed at least every three years.

CEO Council Terms of Reference

Energy & Utilities Skills Partnership Council – Terms of Reference

Purpose

To convene leaders from across the sector who are respected and representative of industry and provide an authoritative “voice of the sector”. The Group’s purpose is to evaluate and identify the key skills and workforce challenges facing the sector, drive forward solutions through the EUSP Delivery Board, and influence key strategic stakeholders.

Role

The EUSP Council will:

- Be accountable for setting the strategic sector skills and workforce priorities, focused on outcomes through delivery board action and senior stakeholder management and influencing.
- Provide strategic level collaboration and communication on key issues facing the sector, across the four nations.
- Engage with primary stakeholders and industry leaders to ensure that the views of the energy and utility sector are understood and taken into account.
- Engage and influence central and devolved Governments
- Agree deployment of industry resources to targeted projects
- Be supported by the EUSP Delivery Board, containing nominated senior representatives from member organisations
- Set the 2 – 3 key cross sector strategic priorities to the EUSP Delivery Board.
- Deal with escalation issues raised by the EUSP Delivery Board that impact the delivery of the cross-sector priorities.

Membership

The Chief Executive Officer from the Energy & Utility Skills Group will invite Chief Executive Officers or Managing Directors to become members of the Energy & Utilities Skills Partnership Council. The Chief Executive Officer of Energy & Utility Skills will also be a member of the Council.

Governance

- The Council will meet formally twice a year, and meetings will normally take place in London.
- A Chair will be nominated and seconded and if necessary selected by the members of the Council by majority vote.
- The term of the Chair will be 3 years, with a maximum 3 year extension.
- Council members will nominate their representative on the EUSP Delivery Board.
- If a Council member cannot attend a Council meeting they may ask their Delivery Board member to take their place. No other deputies will be accepted.
- If a Council member fails to attend two meetings per year the Chair will contact them to determine if they wish to continue as a member of the Council. If non-attendance continues beyond this, membership will automatically cease.
- The Chair of the EUSP Delivery Board will attend Council meetings to provide an update on progress to the Council. They will not be a member of the Council.
- Through the CEO of Energy & Utility Skills Group, who is a member, the EUSP Council and Energy and Utility Skills Group Board will share strategy and insight.
- Energy and Utility Skills will provide the secretariat and support for the EUSP Council.
- Individual members will serve in a personal capacity, but will draw on their experience as members of companies, departments etc.
- Members will be entitled to discuss possible changes of policy or practice without implying the approval of their companies, ministers, etc.
- Decisions will be made for the benefit of the energy, utility and related sectors as well as UK economy.
- Non-members, including relevant political figures, may be invited to Council meetings where there is specific strategic interest. The Council itself is apolitical.
- A quorum, where decisions are required, should be 30% of council members with at least one of those being the Chair or Vice Chair.
- Notes and actions will be taken at each meeting and submitted to Council members at the subsequent Council meeting (or before if appropriate).
- A formal review of the Terms of Reference and relevance of the Council will be conducted every 3 years

Energy & Utility Skills Partnership CEO Council

DRAFT – Terms of Reference – December 2025 to June 2028

Purpose

The Energy & Utility Skills Partnership (EUSP) CEO Council (the Council) brings together senior leaders from across the United Kingdom's energy, water and waste sectors to provide a unified and authoritative voice on workforce and skills.

The Council's purpose is to:

- Identify, evaluate and address the critical workforce challenges and opportunities facing the sector across all four nations, ensuring the sector is positioned to deliver the growth and opportunity arising from confirmed investment and expansion, including more than £100 billion in water infrastructure upgrades through AMP8 (2025 to 2030) and the forecast 50 per cent increase in United Kingdom electricity demand by 2035.
- Champion the delivery of the EUSP Skills Strategy 2025 to 2030, ensuring that the ambitions of industry and government are aligned through evidence, influence and action.
- Drive coordinated sector level solutions through the EUSP Delivery Board, ensuring implementation delivers measurable outcomes against the four pillars of the Skills Strategy: Research, Attract, Develop and Retain.
- Represent the sector's collective expertise to government, regulators and system operators, ensuring policy and investment decisions are informed by robust workforce evidence and insight.

Role

The Council will:

1. Set and oversee the strategic sector skills and workforce priorities, ensuring alignment with national and devolved government policy and the EUSP Skills Strategy 2025 to 2030.
2. Provide strategic leadership, collaboration and influence on the issues most critical to delivering a skilled, safe and sustainable workforce.
3. Champion national coherence across the four nations, ensuring that each contributes fully to meeting the United Kingdom's clean energy, water resilience and waste transformation goals.

4. Engage directly with government, regulators and industry bodies to ensure the voice of the sector informs decision making at the highest level.
5. Direct the EUSP Delivery Board to implement agreed priorities and oversee progress through measurable outcomes.
6. Support coordination of industry resources to deliver the sector's attraction, development and retention priorities.
7. Address any matters escalated by the Delivery Board that affect the achievement of cross-sector objectives.
8. Use evidence, insight and national research outputs to guide investment, policy and planning decisions.
9. Promote collaboration that strengthens social inclusion and opportunity across communities throughout the United Kingdom.

Council members act in a personal capacity, contributing their expertise for the collective benefit of the sector. Members are also expected to guide their organisations to support EUSP initiatives, ensuring that agreed priorities are reflected in organisational plans and activity.

For example, members may direct their organisations' communications and social media to champion agreed EUSP messaging and campaigns, reinforcing the value of a credible and authoritative voice for the sector..

Membership

Membership will reflect the ever expanding and evolving reach of the EUSP and deliver balanced representation across sectors, nations and company types. Council membership is available to all members of the EUSP. Members seeking to join the Council must contact the Group Chief Executive of the Energy & Utility Skills Group stating their ambitions for joining the Council and their commitment to active engagement.

All applications to join will be considered by the Group Chief Executive of the Energy & Utility Skills Group, Chair and Vice Chair, or Co-Chairs with a vote taken and recorded. If a unanimous decision (3:0) cannot be reached the majority decision (2:1) will be taken.

Council members will be:

- Chief Executive Officers or Managing Directors representing organisations within the energy, water and waste sectors, or other critical partners aligned to the Council's purpose and role.
- Individuals who bring authority, sectoral reach and the ability to influence workforce outcomes at national and regional levels.

- The Group Chief Executive of the Energy & Utility Skills Group.

Governance

- The Council will meet twice annually, normally in London, with additional virtual sessions as required.
- A Chair and Vice Chair, or Co-Chairs will be nominated and seconded by members, and if necessary selected by members of the Council by majority vote. The term of office will be three years, with the option of one further three-year extension. Should the Chair and Vice Chair, or Co-Chairs be unavailable, the Council will be chaired by the Group Chief Executive of the Energy & Utility Skills Group.
- Members will nominate a senior representative to serve on the EUSP Delivery Board.
- If a member cannot attend, their nominated Delivery Board representative may attend in their place. No other deputies will be accepted.
- If a member fails to attend two consecutive meetings, the Chair or a minimum of one Co-Chair will review their membership. Continued non-attendance will result in automatic cessation of Council membership.
- The Chair of the EUSP Delivery Board will attend Council meetings to report on delivery progress.
- Through the Group Chief Executive of the Energy & Utility Skills Group, the Council will maintain strategic alignment with the Energy & Utility Skills Group Board.
- The Energy & Utility Skills Group will provide the secretariat and administrative support for the Council.
- Members will act in a personal capacity, contributing their expertise for the collective benefit of the sector and the United Kingdom economy.
- Non-members, including senior officials and political representatives, may be invited to attend by agreement where strategic alignment is required.
- The Council is apolitical and decisions will be made in the interests of the energy, utilities and related sectors.
- A quorum for decisions shall be 30 per cent of members, including the Chair or a minimum of one Co-Chair.
- Notes and agreed actions will be recorded and circulated in advance of the next meeting.

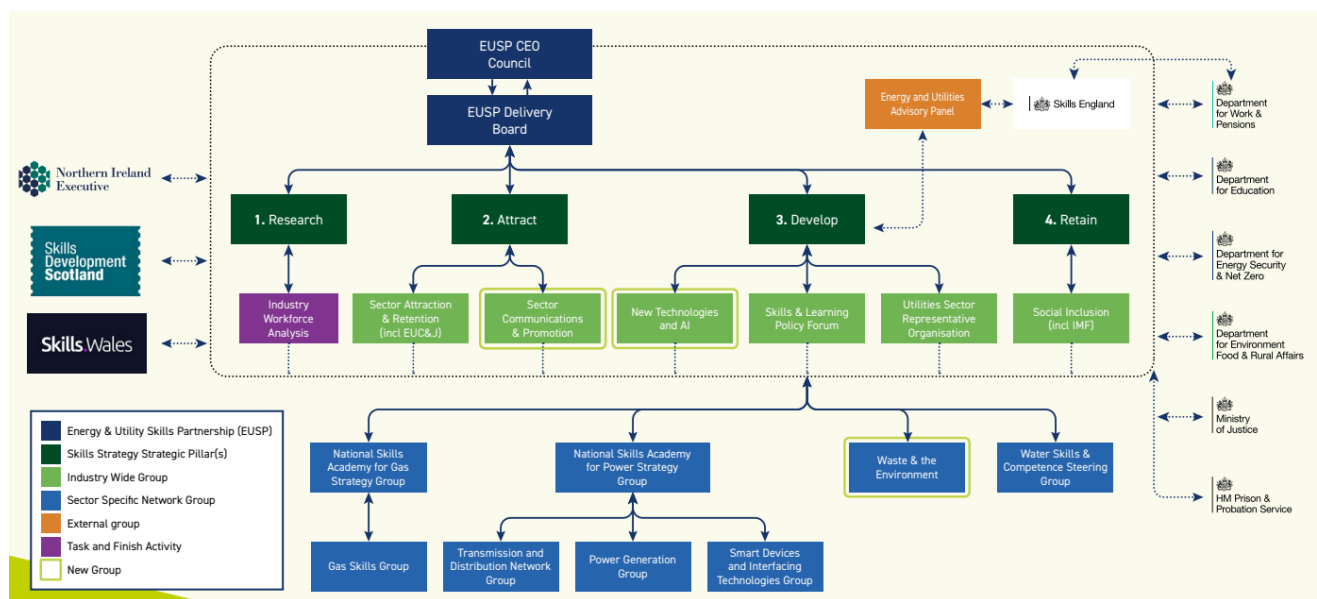
- A formal review of these Terms of Reference will be undertaken at least every three years.

Review and Duration

This Terms of Reference applies from December 2025 to June 2028, within the period of the EUSP Skills Strategy 2025 to 2030.

A full review will be undertaken by June 2028 to ensure continued relevance and alignment with the next cycle of the Skills Strategy and in advance of the next UK General Election that must be held by 15 August 2029.

EUSP Network Group Structure – 2025-30 Skills Strategy



Chair Nominations

Board Meeting: Tuesday 2 December 2025
 Agenda Item: 3
 Author: Paul Cox
 Linked Documents: 1. CEO Council Chair Nominations

Introduction:	<p>The Energy & Utility Skills Partnership (EUSP) CEO Council has been without an industry chair for two meetings (December 2024 and June 2025).</p> <p>Since the June 2025 Council meeting the EUSP has been delighted to receive nominations of two excellent candidates, the linked document provides a summary of both nominees.</p>
Purpose:	<p>To consider the nominations against the potential outcomes below.</p> <ol style="list-style-type: none"> 1. That neither are appointable and that Council seeks further nominations. 2. That Nicola is appointed as Chair with Andrew not being appointable as Vice Chair. 3. That Andrew is appointed as Chair with Nicola not being appointable as Vice Chair. 4. That Nicola is appointed as Chair and Andrew appointed as Vice Chair. 5. That Andrew is appointed as Chair and Nicola appointed as Vice Chair. 6. That Nicola and Andrew are appointed as Co-Chairs.
Recommendation:	<ol style="list-style-type: none"> 1. That Council members nominate and second Nicola and Andrew to be appointed as Co-Chairs. 2. That Council unanimously approves the appointment of Nicola and Andrew as Co-Chairs.



CEO Council Chair Nominees

December 2025

Nicola Connelly | Chief Executive | SP Energy Networks



Ambition for the CEO Council

I'm delighted to be considered for the role of Chair of the Energy & Utility Skills Partnership CEO Council. As CEO of SP Energy Networks, I'm strongly committed to building a resilient, future-ready workforce that can meet the demands of a rapidly evolving energy landscape.

The Council plays a vital role in shaping national skills policy and driving meaningful change across our sector and my ambition is to strengthen collaboration between industry, government and education, ensuring our collective voice influences decisions that matter from early careers to strategic workforce planning.

I'm particularly passionate about creating inclusive pathways into our industry and supporting the development of critical skills at scale. There has never been a better time to join this industry and that creates a great opportunity to showcase all the benefits a career in energy has to offer.

I look forward to having the opportunity to work with fellow Council members to build on the momentum we've created and deliver lasting impact.

Biography

As CEO of SP Energy Networks, Nicola leads all electricity transmission and distribution network activity across large parts of the UK: Central and Southern Scotland, North and Mid Wales, Cheshire, and Merseyside. She is responsible for ensuring 3.5 million homes and businesses benefit from a safe, secure and resilient network, as well as driving the networks' fundamental role in delivering net zero.

Prior to joining SP Energy Networks as CEO, Nicola was Scottish Power Group's Control and Administration Director. That followed 19 years working in a number of finance positions across the Scottishpower Group, including Finance Director for SP Energy Networks and Scottishpower Group Financial Controller.

Her aim is to drive forward SP Energy Networks, continually improving the service customers and stakeholders receive, whilst ensuring the pipes and wires underfoot and overhead are capable of meeting critical ambitions for the future energy system.

About Scottish Power Energy Networks

ScottishPower is one of the UK's leading integrated energy companies and part of the global Iberdrola Group, a world leader in renewable energy and one of Europe's largest electricity utilities. Headquartered in Glasgow, it is the only vertically integrated energy company in the UK with businesses that operate across generation, electricity networks and energy retail. It is investing £24bn — £18m every working day — in the UK between 2024 and 2028.

SP Energy Networks, its regulated networks arm, owns four regulated electricity network businesses in the UK, including the electricity transmission and distribution systems across central and southern Scotland, and the distribution networks serving north west England and north Wales. It keeps electricity flowing to around 12 million people across a network spanning more than 170,000 kilometres.

Andrew Findlay | Chief Executive | M Group



Ambition for the CEO Council

As Chief Executive of M Group, I'm honoured to be considered for the role of Chair of the Energy & Utility Skills Partnership CEO Council and to help build the skilled, diverse workforce our sector needs. Together, we can address skills shortages and an ageing workforce, creating inclusive opportunities that support the UK's transition to net zero.

This role will enable me to advocate for stronger collaboration between industry, training providers, and government - driving alignment on safety standards, high-quality apprenticeships, and clear workforce pipelines.

My ambition is to raise sector visibility, attract new talent, and promote employer-led training. I'm committed to embedding continuous professional development, accelerating reskilling for low-carbon technologies, and expanding inclusive entry routes.

Over the coming years, I'll champion measurable outcome - more apprenticeship starts, improved retention, and transparent career pathway - so our sector can meet climate goals, support communities, and drive long-term economic growth.

Biography

Andrew became Chief Executive of M Group in 2023, having joined in 2021 as Chief Financial Officer. Leading the Group to reach its ambitious growth targets, he's focused on ensuring it is constantly evolving, building its reach and growing its skills, so it can continue to deliver at the pace of change required by its clients and their customers.

Andrew is passionate about safety and is committed to developing the talented specialists who deliver the infrastructure that the people, communities and economies of the UK and Ireland need; and the that the planet deserves.

Andrew's career has spanned finance and operational roles at well-known UK brands including easyJet, Halfords, and Marks & Spencer. He also worked at the London Stock Exchange and with Cable & Wireless in the UK and US.

About M Group

M Group is the leading provider of essential infrastructure services across the UK with c14,000 employees, operating across +200 locations. The Group delivers critical services to the energy, water, transport, and telecoms sectors. Its operations underpin the reliability and resilience of the nation's utilities, from enhancing and maintaining power, water, road and rail networks to enabling fibre and mobile connectivity, all supporting the UK's low-carbon transition. The company partners with many of the UK's largest asset owners and operators, including National Grid, Yorkshire Water, Openreach and Network Rail. The Group recently acquired Telent, a leading technology company and specialist in the design, build, support and management of the UK's critical digital infrastructure and BGEN, a leading technical engineering solution business. In the year ended 31 March 2025, M Group achieved turnover of £2.5bn and reported a strong order book of £8.8 billion, reflecting sustained growth and long-term partnerships built on safety, delivery, and performance.



ENERGY &
UTILITY SKILLS
PARTNERSHIP

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Delivery Board Update

Board Meeting: Tuesday 2 December 2025
 Agenda Item: 4
 Author: Steve Barrett
 Linked Documents: N/A

Introduction:	<p>Having presented to Council the outline of the 2025-2030 Skills Strategy in June and launched it in October, the Energy & Utility Skills Partnership (EUSP) Delivery Board has been overseeing the delivery of the four strategic pillars and cross cutting themes through membership and partner activity.</p> <p>Note that there is no pre-read for this item. The activity to date will be presented at CEO Council in December.</p>
Purpose:	<p>To inform the CEO Council of the Delivery Board's plan to deliver the agreed Skills Strategy outcomes for the year.</p> <ol style="list-style-type: none"> 1. Alignment to deliver the EUSP 2025–2030 Skills Strategy, including all member workstreams, network groups, and partner activities to the four strategic pillars and cross-cutting themes, with standardised reporting to support consistent tracking of progress and impact across the partnership. 2. Review of Network Group and expectations, to strengthen delivery alignment and accountability, including streamlining to reduce duplication and enhance collaboration across shared priorities to include government and partnership collaboration. 3. Inclusion Measurement Framework, to provide high level results from 2025 framework submissions and priority recommendations to support delivery of the Strategy
Recommendation:	<ol style="list-style-type: none"> 1. That Council members commit to ongoing support, to include appropriate resourcing on each of the priorities across the 2025-2030 Skills Strategy.

DWP – Sector Entry Pilot

Board Meeting: Tuesday 2 December 2025
 Agenda Item: 6
 Author: Paul Cox
 Linked Documents: 1. EUS Sector Entry Potential DWP Pilot Three Page Summary

Introduction:	At the June 2025 CEO Council meeting members stated that sector entry is the greatest challenge. As such we have moved at pace to engage widely and iteratively design and develop a scalable model.
Purpose:	Pre read ahead of the planned agenda item where Deborah Woodcock (DWP, Deputy Director) is in attendance.
Recommendation:	<ol style="list-style-type: none"> 1. Read the attached and below have HR / talent acquisition colleagues review the three page pdf and assess how many jobs the model could fill in the first 6 months of 2026 (step 1/8 on the attached pdf). 2. Consider suitability of the model should the pilot be successful.

1 Item 1: Summary

- Pilot employers include National Grid (February cohort planned), Murphy, M Group, and Severn Trent.
- Funding has been confirmed for up to 48 candidates based on the principles (item 3) discussed at the recent meeting held at Severn Trent and for the vision outlined in the linked pdf. As such it is envisaged that each employer will likely run a single pilot for up to 12 candidates each.
- The pilot per delegate registration and digital card costs are being met between DWP and the Energy & Utility Skills Group directly.
- The registration and digital card EUSR process will be between the training provider(s) and EUSR and reflect normal processes for approved providers.
- The pilot is no longer geographically restricted (having been initially restricted to the Midlands).
- Currently England only, Scotland aware but not yet mobilised.

- The pilot KPIs are:
 - 100% of those that complete the pilot cohort will be interviewed for a vacant position.
 - 75% of those interviewed will receive a job offer.
- Seeking all pilot cohorts to be complete by the end of March 2026.

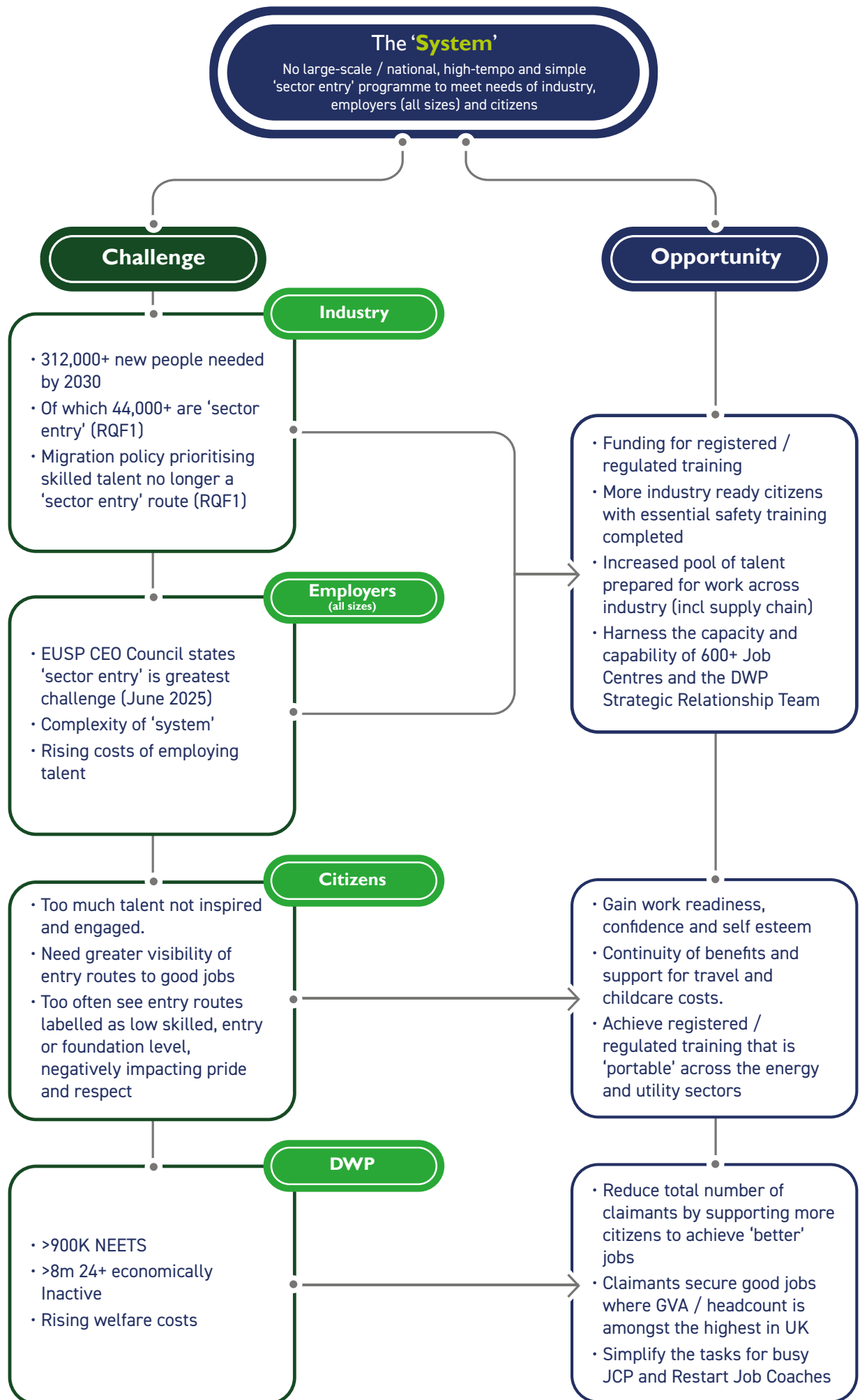
2 Item 2: Confirmed Pilot Funding

Training Course	Type	Training Days	Cost per delegate / cohort	Delegates / cohort (1 or 2)	Per Delegate Registration Digital Card Charges (excl VAT)	Comment(s)	Sub Total
Emergency First Aid at Work	Qualification	1	£140.00	12	£5	Per participant cost	£1,740.00
Fire Safety Awareness	EUSR	0.5	£500.00	1	£30.00	Cohort cost	£860.00
SHEA Core	EUSR	1	£150.00	12	£30.00	Per participant cost	£2,160.00
Manual Handling	EUSR	0.5	£500.00	1	£30.00	Cohort cost	£860.00
Asbestos Awareness	EUSR	0.5	£500.00	1	£30.00	Cohort cost	£860.00
COSSH Awareness	EUSR	0.5	£500.00	1	£30.00	Cohort cost	£860.00
Abrasive Wheels	EUSR	1	£750.00	2	£30.00	Cohort cost (max cohort size is 6)	£1,860.00
Utility Excavations Category	EUSR	1	£180.00	12	£30.00	Per participant cost	£2,520.00
Utility Excavations Category	EUSR	1	£250.00	12	£30.00	Per participant cost	£3,360.00

Total cohort cost (excl VAT if applicable) £15,080.00
Average cost per delegate (excl VAT if applicab £1,256.67

3 Item 3: Principles

1. To be a 'win' for employers, industry, citizens and DWP.
2. Data led.
3. Employer and member priority (CEO Council, June 2025).
4. Must be a UK and National model and simple for large employers.
5. Persona specific.
6. Safety, safety, safety.
7. Ambition: Not duplicate existing programmes, high tempo, positive and respectful language, good jobs, committed employers and model developed and tested with members... "game changing".
8. DWP efficiency: 'Better' job access, single portal for 'sector entry opportunities', simple model, reduce friction – make the energy and utility sector easy to do business with at scale, scalable.
9. Taxpayer value:
 - a. Funded: Safety focused training (portable across sector), typically valid for 3-5 years, externally quality assured, and nationally registered.
 - b. Non funded: Employer readiness, interview preparation, and interview.
 - c. Citizen benefit(s): Continuity of benefits, and support for 'sector entry' costs (e.g. travel and childcare).
10. Learn rapidly.





The sector entry model was first designed to get new talent into industry as quickly as possible. The first pilot phase has been developed around this 'bundle' which has an absolute focus on safety.

As we learn through pilots and as the sector entry delivery model matures it is the intention to develop additional 'bundles' (perhaps sector, or even role specific) to achieve a UK wide and multi sector approach.

Course Title	Type	Industry	Week	Day(s)
Emergency First Aid at Work	Qualification	All	Week 1	1
Fire Safety Awareness	EUSR scheme	All	Week 1	0.5
SHEA Core	EUSR scheme	All	Week 1	1
Manual Handling	EUSR scheme	All	Week 1	0.5
Asbestos Awareness	EUSR scheme	All	Week 1	0.5
COSHH Awareness	EUSR scheme	All	Week 2-4	0.5
Abrasive Wheels	EUSR scheme	All	Week 2-4	1
Utility Excavations Category 1 – Locate Utility Services (HSG47)	EUSR scheme	All	Week 2-4	1
Utility Excavations Category 2 – Implement safe (digging) excavating practices	EUSR scheme	All	Week 2-4	0.5





01

Employer

Assess the sector entry 'bundle' against all current and planned recruitment to maximise entry points for new talent.

JCP

Candidates supported by Job Coach to register on Energy & Utility Jobs

Employer

Advertise all 'sector entry - bundle' opportunities assessed in step 1 on Energy & Utility Jobs

JCP

Candidates supported by Job Coach to apply for 'sector entry - bundle' opportunities advertised on Energy & Utility Jobs

02

03

Employer

Invite candidates to 'sector entry - bundle' assessment centre / interview / other

JCP

Candidates supported and best prepared for assessment centre / interview / other

Candidates

Prepare for and attend assessment centre / interview / other

Employer

Assess 'sector entry - bundle' candidates and invite those selected to start programme

Candidates

Attend the 'Sector Entry - Bundle' programme and complete funded safety and productivity training, alongside employer-specific work readiness, **for a minimum of two weeks and a maximum of four weeks**

Employer

Directly deliver, or contract a training provider to deliver, the funded safety and productivity 'bundle' alongside employer specific work readiness, **for a minimum of two weeks and a maximum of four weeks**

DWP

Continue paying candidate benefits and meet any candidate travel and childcare costs

04

05

Employer

Upon completion of the 'sector entry - bundle' programme interview all candidates

Employer

Offer jobs to candidates or facilitate interview with supply chain if appropriate

Supply chain

Interview referred candidates and offer job if appropriate

JCP

Job Coach supports unsuccessful candidates to plan for next steps

06

07

Candidates

Start work with employer

Candidates

Start work with supply chain

JCP

Unsuccessful candidates supported by Job Coach to apply for 'sector entry' roles with transferrable safety and productivity 'sector entry - bundle' complete

Employer

Claim funding for 'sector entry - bundle' safety and productivity training (process TBC)

DWP

Pay funding to employer (process TBC)

08

Skills England – Growth and Skills Levy

Board Meeting: Tuesday 2 December 2025
 Agenda Item: 7
 Author: Paul Cox
 Linked Documents: 1. EUSP Growth and Skills Levy submission to Skills England (Submitted to Skills England on Wednesday 5th November 2025)
 2. Energy & Utility Skills response to the Post-16 Education and Skills White Paper – Linked [Here](#)

Introduction:	<p>The Growth and Skills Levy represents the delivery of a key Labour Party manifesto commitment and reflects the reasonable expectation from business that this reform would be implemented early in the new Parliament.</p> <p>The White Paper states that the Growth and Skills Levy will fund short, flexible apprenticeship units and modular courses built around employer designed occupational standards. This is of particular importance to our sector. Energy & Utility Skills leads on occupational standards for energy, water, and waste and writes the national occupational standards for Scotland and Wales.</p>
Purpose:	<p>In preparation for Skills England Deputy Director attendance in part 2 of the meeting, this summary cover paper has been drafted to ensure Council members have reviewed and considered the EUSP submission to Skills England, and the Energy & Utility Skills White Paper response (linked documents 1 and 2).</p>
Recommendation:	<p>1. That CEO Council members internally circulate the submission to Skills England (linked document 1) and gather examples of operational and delivery impacts should the needs identified from April 2026 be approved and met.</p> <p>2. That CEO Council share this paper and linked documents with their Government Affairs, Policy or equivalent colleagues for wider engagement and influence.</p>

Growth and Skills Levy – Employer Need and National Priorities

Energy and Utility Skills Partnership (EUSP)

November 2025

Context

The Growth and Skills Levy is a Labour Party manifesto commitment, and the recent Post-16 Education and Skills White Paper signals clear intent to create greater flexibility in how employers use levy funding.

The White Paper states that, from April 2026, employers will be able to use the levy to fund short modular learning and apprenticeship units, both underpinned by employer designed occupational standards. The rollout will be guided by Skills England to align with employer needs and national priorities.

Energy & Utility Skills looks forward to working with Skills England and the relevant government departments to optimise the Growth and Skills Levy offer to support further employer investment in training.

Energy and utility sector context

The coming years will bring significant challenges to strengthen and adapt energy and utility services that support every home, business, and community across the country.

Energy & Utility Skills Group workforce demand analysis shows that the energy and utilities sector alone must attract and recruit more than 312,000 new individuals by 2030, with over half at Level 3 or below.

The Government's ambition to decarbonise the UK's energy supply by 2030 and the water industry's £104bn infrastructure investment over the next five years are two of the major drivers for change.

The EUSP [Skills Strategy for 2025–2030](#) lays out a plan of action to achieve this: the key objectives are not just the need to attract new recruits, including careers switchers, but also to develop and retain workers already in the sector.

This paper

Following extensive engagement and feedback employers across our sector told us there is a need for:

- Flexible training options to better equip existing employees with new skills.
- Accelerated approaches to upskilling and reskilling through shorter targeted courses to address skill shortages e.g. instrumentation and welding.
- Standalone modules that address specific sector shortfalls not covered by existing apprenticeship standards.
- Short units of learning that can be combined flexibly with apprenticeships, courses and qualifications (as reflected in the Post-16 Education and Skills White Paper which states that employers will be able to spend Growth and Skills Levy funds on apprenticeship units, which will complement existing apprenticeships).

Sets out phase one (from April 2026) priority requests across three categories.

1. Entry and Transition Pathways.
2. Technical Upskilling and Reskilling.
3. Operational Safety, Compliance and Project Capability.

A phase two has been defined by EUSP members that would focus on critical higher-level learning to build advanced technical and managerial routes.

Two appendices are included. Appendix one summarises member feedback. Appendix two lists all EUSP member feedback for consideration for the sectors April 2026 submission,

Phase One - Employer Need: Levels 1–3 for Inclusion in the Growth and Skills Offer

EUSP members have defined their needs. These are categorised based on purpose and workforce development, which provides clear alignment with both industrial and skills strategies.

Category 1: Entry and Transition Pathways

Purpose: Prepare new entrants, returners, and service leavers with essential safety, environmental, and operational awareness.

Post-16 Plan Link: “Gateway” apprenticeship units supporting direct progression into Level 2 or Level 3 occupational standards.

GSO Contribution: Creates flexible, short-duration modules to attract new entrants and underpin safe operations across utilities—addressing the 160 k Entry/Level 2 skills gap identified in the 2025–30 Skills Strategy.

Learning	Regulated/Accredited	Level	Value to Growth & Skills Offer
SHEA Water / Gas / Power – industry safety passport	Industry recognised	Entry / 1	Mandatory baseline for all field operatives
CSCS Affiliation (e.g. Slinger Signaller NVQ Unit)	Regulated NVQ	2	Ensures safe site access and competence
Streetworks (NRSWA) and Deep Excavation	Regulated NVQ	2	Core for water and civils network operatives
Confined Spaces, Working at Heights, Asbestos Awareness, COSHH, First Aid	Certified short courses	1–2	Foundation safety modules
Introduction to Water Network Operations	Employer programme	2	Supports water-sector entry routes
Project Fundamentals Qualification (APM PFQ)	Professional award	2-3	Introduces project delivery principles
Process Safety (Award)	Regulated award	2	Develop learner’s knowledge and understanding of basic principles of process safety
Engineering Technologies (Certificate)	Vocational Related Qualification	2	Designed for 16-18 and 19+ learners in full-time education who are interested in pursuing a career in the engineering and manufacturing sector

Category 2: Technical Upskilling and Reskilling

Purpose: Enable rapid technical upskilling or cross-skilling into key operational disciplines.

Post-16 Plan Link: Stackable “conversion” apprenticeship units supporting specialisation.

GSO Contribution: Creates stackable modules that address critical technician-level shortages and meet immediate operational demand under AMP8 and net-zero programmes.

Learning	Regulated/Accredited	Level	Value to Growth & Skills Offer
Level 2 & 3 Diplomas in Network Construction Operations (Water / Gas)	Regulated qualification	2–3	Core competence for water and gas network operatives
Substation Fitter – Secondary Distribution Maintenance	Employer standard / NVQ	3	Ensures reliability of water-sector power supply
SF ₆ Gas Recovery and Handling Certification	Legislative requirement	3	Environmental compliance for HV switchgear
LV / HV Cable Jointing (XLPE and PILC)	Industry accredited	3	Maintains secure electricity supply to water infrastructure
LV Overhead Lines Construction and Maintenance (incl. Live LV)	NVQ Unit	3	Essential for safe power maintenance
Utility Arborist Upskilling (tree cutting near lines)	Industry certificate	2–3	Protects power and waterway assets
ACS FCO (First Call Operative)	Statutory competence	3	Required gas licence to practise
Introduction to Instrumentation	Technical module	3	Supports automation and process control in water treatment
Process Safety Operations/ Management (Award)	Regulated Award	3	Develops understanding of major accident risks and necessary safety critical equipment and operational practices/ principles of process safety management
Engineering Technologies	Certificate	3	Practices and processes of engineering technologies -

			suitable for learners on a range of pathways within an advanced apprenticeship or 16-19 yr olds in full-time education.
Laser Alignment / Mechanical Fitting Fundamentals	Short course	2–3	Enhances precision maintenance
Extended Technical Occupational Entry in Mechanical Maintenance (Diploma)/ Engineering Skills for Technicians – Mechanical (Certificate)	Regulated Award	2-3	Mechanical upskilling

Category 3: Operational Safety, Compliance and Project Capability

Purpose: Develop safe working, compliance, and foundational leadership capability within teams.

Post-16 Plan Link: Modular apprenticeship units supporting supervision and site coordination.

GSO Contribution: Embeds continuous improvement and compliance culture, enabling frontline workers to progress safely into supervisory roles.

Learning	Regulated/Accredited	Level	Value to Growth & Skills Offer
IOSH Managing Safely	Industry standard	3	Builds supervisory H&S competence
Management of Contractors / CDM Regulations / Temporary Works	Short CPD modules	2–3	Strengthens site governance
LOLER / PUWER Awareness	Regulated training	3	Equipment and lifting compliance
ISO 9001 Internal Audit (Intro Level)	Accredited CPD	3	Quality assurance awareness
Abrasive Wheels / Manual Handling / First Aid Refresher	Certified modules	1–2	Essential workforce safety training
APM Project Fundamentals Qualification (PFQ)	Professional qualification	2	Entry-level project coordination

IAM Certificate (Asset Management)	Professional qualification	3	Foundation understanding of asset stewardship
Initial Verification and Certification of Electrical Installations/ Periodic Inspection, Testing, and Certification of Electrical Installations/ Electrical Installation Inspection, Testing, Certification, and Reporting (Awards) and Electrical Installation (Diploma)	Regulated Award	3	Electrical safety compliance for installers; upskilling incl. AM2, 18th Edition

Next Phase of Action

This November 2025 submission sets out employer need from April 2026 and focuses on Levels 1–3.

Following April 2026, EUSP members have confirmed the need for a phase 2 to include critical higher-level learning. EUSP members look forward to working with Skills England to build advanced technical and managerial routes.

At November 2025 the higher-level priorities include:

- Level 4 HNC / HND in Electrical & Mechanical Engineering
- Level 4–5 Management of Water Production / Networks / Wastewater
- Level 4 Award in Leadership and Management: 600/5851/1
- Level 5 CIWM Certificate in Waste & Resource Management
- Level 5–6 IAM Diploma (Asset Management)
- Level 5 Award in Understanding the Management of Physical and Cyber Asset Security in the Water and Environmental Industries 603/4172/5
- Level 5 Certificate in Project Management: 603/5550/5
- Level 6 NEBOSH Diploma (Health & Safety Management)
- Cyber & AI-related qualifications (CISM, CISSP, IEC 62443)

These programmes would form the backbone of the “Advanced Technical and Professional Skills” strand of the Post-16 Skills Plan and should be prioritised in a second phase of the energy and utility sectors GSO development.

Appendix 1: EUSP Member Comments

- Employers have emphasised the need for **flexible training options** to better equip employees with new skills to meet demand, along with accelerated approaches to upskilling through shorter targeted courses.
- **Standalone modules** that address specific sector shortfalls not covered in existing apprenticeship standards e.g. either directly due to emerging technology, such as robotics/ automation/ use of AI or hydrogen courses (that enhance existing gas engineering qualifications or training) - or indirectly, such as HVDC-related skill sets (linked to offshore wind/ renewables).
 - These may enhance existing apprenticeships or may be standalone courses for qualified people looking to transfer to different sectors such as offshore to renewables or Armed Forces to power sector or renewables, for example.
 - Access should not be conditional on being employed as they may support unemployed people to move into work. These modules should be available in a virtual learning format as well as in person to allow geographical and social outreach.
- More generally, some employers suggest using the Growth and Skills Levy to increase the size of the potential talent pool.
 - This could take the form of contextualised modular training, apprenticeship units or qualifications to upskill existing people in other sectors, leveraging their transferable skills (perhaps from industries where we expect to see employment reducing over time or where there is over supply)
 - It could also take the form of contextualised modular training to make students more employable in key growth sectors, such as clean energy, which would increase outreach pre-employment in a way they we are unable to achieve with the current foundation apprenticeship proposals.

Appendix 2: Other qualifications, modules and courses suggested by members for inclusion from April 2026

- SHEA Gas (is required by all engineers working on the gas network and provides an industry recognised base level of safety knowledge)
- ACS FCO (engineers' gas 'driving licence' for working on site)
- LV Cable Jointing to include XLPE and transitional joints to legacy PILC / Consac Cables.
- HV Cable Jointing up to 11kv to include XPLE and transitional joints to legacy PILC / CAS cable.
- EHV Cable Jointing up to 33kv to include single XLPE cables, terminations, and transitional joints to legacy PILC cables.
- LV Overhead Lines Construction and Maintenance including live LV working
- HV Overhead Lines Construction and Maintenance for Wood Poles
- EHV Overhead Lines Maintenance for Steel Towers
- Substation Fitter Secondary Distribution Maintenance
- Substation Fitter Primary Distribution Maintenance
- SF6 gas certification for recovery and handling of SF6 gases in HV switchgear (legislative requirement)
- Utility arborist upskilling for tree cutting working in proximity to power lines
- CSCS affiliation completed via an NVQ e.g., slinger signaller etc.
- IOSH
- NEBOSH
- IET 18th Ed Wiring Regulations
- Confined spaces
- Working at Heights
- Asbestos Awareness
- COSHH
- Introduction to Instrumentation
- ISO 9001 Internal Audit Training
- LOLER Awareness
- PUWER
- CDM regulations
- Temporary works
- Management of contractors

- Laser alignment
- Working at Heights
- Abrasive wheels
- Deep excavation
- Streetworks
- First Aid
- IAM Certificate
- IAM Diploma
- APM Project Fundamentals (PFQ)
- APM Project Management qualification (PMQ)
- **CISM** (Certified Information Security Manager)
- **CISSP** (Certified Information Systems Security Professional)
- **62443** - we understand that this relates to operational technology, artificial intelligence, cybersecurity – and enhancing risk assessment operations in relation to these areas.

Note: In relation to these last three (CISM, CISSP and 62443), feedback is that due to the nature of critical infrastructure and changes in National Security vetting requirements, sector employers need to upskill their existing workforce and reduce the need for visas.

DESNZ – Clean Energy Jobs Plan

Board Meeting: Tuesday 2 December 2025
 Agenda Item: 8
 Author: Paul Cox
 Linked Documents: 1. Clean Energy Jobs Plan – Linked [Here](#)
 2. Energy & Utility Skills Statement – Linked [Here](#)

Introduction:	<p>Energy & Utility Skills played a critical and influential role in the formation of the recently published Clean Energy Jobs Plan and is the most referenced non-governmental partner in the plan. The Jobs Plan follows the Clean Energy Action Plan (December 2024) in which Energy & Utility Skills research and data was heavily cited and served as the backbone of widely referenced heat maps.</p> <p>The Jobs Plan is now moving into the delivery phase and central to this is the DESNZ commitment to engagement and stakeholder action (p.74). The jobs plan has been tracked against the EUSP 2025-30 Skills Strategy.</p>
Purpose:	<p>In preparation for DESNZ Deputy Director attendance in part 2 of the meeting this summary cover paper is drafted to ensure Council members have reviewed and considered the jobs plan, and the accompanying statement (linked documents 1 and 2).</p>
Recommendation:	<p>1. That Council members identify where their businesses can have the biggest impact and benefit from the plan.</p> <p>2. That Council recommends and supports the EUSP CEO Council Chair, and the Energy & Utility Skills Group Chief Executive as standing members of the Minister-led central delivery group to support joined-up implementation across the UK Government, devolved governments, and regions (stated on p.74 of the plan).</p>