

Energy & Utility Skills Partnership CEO Council

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

