Delivery Board Meeting: Information | Decision | Action Log

Meeting:	EUSP Delivery Board
Venue:	MS Teams
Meeting Date:	16/09/26
Time:	11:00 – 13:00
Attendees:	Gemma Betney (Anglian Water Group), Paul Campbell (Scottish Water), David Cowell (M Group), Caroline Davies (Drax), Anthony Dunn (Cadent Gas), Sandra Fitzsimmons, Rachael Green (Kier Infrastructure Services), Glen Hodges (Northern Powergrid), Karima Khandker (Thames Water Ltd), Marion Kneale (United Utilities PLC), Annette Mason (Dŵr Cymru Welsh Water), Eileen Pender (Scottish Power), Amanda Richardson (Yorkshire Water), Selvin Roberts (EDF Energy), Charlotte Russell (The Clancy Group)
Energy & Utility Skills	Stephen Barrett, Phillip Bryant, Rebecca Clay, Pritesh Dhokia, Rob Murphy, Louise Parry, Poppy Payton, Rose Smith, Jade Uko
Apologies:	John Tyler – Chair (National Grid), Claire Allcock (Northern Gas Networks Ltd), Jennifer Barriball (Siemens Energy), Fiona Dowling (VGC Group (Contractors) Ltd), Molly Edwards (National Energy System Operator (NESO)), Sue Flower (Affinity Water), Keri Handford (Cadent Gas), Adrian Head (VGC Group (Contractors) Ltd), Louise Hunter (Northumbrian Water Group), Bethan Jones (Wales & West Utilities), Sally Lane (E.ON UK plc), Gordon Macfarlane (SSE), Liam McMyler (AUREOS Energy Ltd), Laura Morris (Centrica), Charlotte Norcliffe (National Energy System Operator (NESO)), Vicki Rodger (Scottish Power), Becca Thurston (Wessex Water Services Ltd)

Agenda item	IDA	Detail	Owner	Due Date	Status
1. Minutes and Actions	Information	Steve reviewed the single outstanding action from the 10 March 2026 meeting. Rob Murphy confirmed that the proposed research into attitudes, workplace	Steve Barrett	N/A	N/A

		culture and intent to remain in the sector is being refined through the Equity, Diversity and Inclusion Strategy Group. The next version will be considered by that group before an update is issued to the Delivery Board by the end of October 2026. All other previous actions were closed.			
1. Minutes and Actions	**Action 1**	**Complete the next stage of the workforce culture and intent-to-stay research through the Equity, Diversity and Inclusion Strategy Group and issue an update to the Delivery Board.**	**Rob Murphy / Louise Parry**	**31/10/26**	**Open**
2. Delivery Board Terms of Reference	Information	Steve presented revised Terms of Reference aligning the Delivery Board more explicitly with the EUSP CEO Council and the Skills Strategy 2025–2030. The Board will translate CEO Council priorities into coordinated delivery across Research, Attract, Develop and Retain, oversee progress, risks and measures, and maintain coverage across energy, water, waste and the four UK nations. Gemma Betney proposed making members' two-way responsibility clearer: members should both represent their organisation and cascade agreed priorities, messages and activity internally to secure organisational support and appropriate participation. Members supported this addition and otherwise endorsed the proposed purpose, role, membership, governance and review arrangements. A revised version will be circulated for final approval by the end of September.	Steve Barrett	N/A	N/A
2. Delivery Board Terms of Reference	**Action 2**	**Update the Delivery Board Terms of Reference to include members' responsibility to cascade agreed priorities, messages and activity within their organisations, then circulate the revised version for final approval.**	**Steve Barrett**	**30/09/26**	**Open**
3. 2025-2030 Year 1 Skills Strategy review and end of year 1 impact report	Information	The Board reviewed Year 1 delivery and emerging impact. Research activity includes updated 2026–2032 workforce demand estimates due on 4 November, a review of the Inclusion Measurement Framework and Leadership Survey, finalisation of the Electricity Networks Sector Growth Plan, and preparation of gas, water, career-perceptions and workforce-culture research. Attraction activity includes Destination Energy, partner-led sector campaigns, the sector platform procurement, occupational career resources and the successful Sector Entry Programme. Develop activity has progressed occupational profiles, standards, competence routes, the Energy Skills Passport,	Rob Murphy, Steve Barrett, Phil Bryant, & Louise Parry	N/A	N/A

		hydrogen knowledge requirements, professional recognition and proposals for more flexible levy-funded learning. Retain activity includes the published Inclusion Measurement Framework, culture research, a cross-industry good-practice group, wider social inclusion work and evaluation of recruitment and retention approaches. The Board noted the Year 1 progress and identified no material gaps. The annual report content will be finalised by the end of September, designed in October, issued to CEO Council as pre-read on 1 November and published on 2 December, supported by member amplification.			
3. 2025-2030 Year 1 Skills Strategy review and end of year 1 impact report	**Action 3**	**Circulate a summary of the All-Party Parliamentary Group consultation contribution and examples of the Careers & Enterprise Company occupational career resources to Delivery Board members.**	**Phillip Bryant**	**08/10/26**	**Open**
3. 2025-2030 Year 1 Skills Strategy review and end of year 1 impact report	**Action 4**	**Share the agreed scope of the workforce culture research with Delivery Board members following consideration by the Equity, Diversity and Inclusion Strategy Group.**	**Rob Murphy / Louise Parry**	**31/10/26**	**Open**
3. 2025-2030 Year 1 Skills Strategy review and end of year 1 impact report	**Action 5**	**Support the Inclusion Measurement Framework and Leadership Survey evaluation by identifying appropriate organisational contacts and contributing evidence when requested.**	**All members**	**TBC**	**Open**
4. Year 2 Skills Strategy Priorities for Impact (Year 2)	Information	Steve presented the Year 2 priorities agreed by CEO Council, grouped as EUSG baseline deliverables, EUSP continuous improvement priorities and UK-wide policy and system priorities across Research, Attract, Develop and Retain. The framework is intended to concentrate resources, align network-group activity, reduce duplication and connect operational delivery to employer value and strategic influence. Priorities include updated workforce evidence, regulatory and apprenticeship alignment, the sector platform and Destination Energy, sector-entry and levy-funded provision, occupational profiles and standards, talent referral, inclusion, cross-sector workforce transition and removal of barriers to becoming trainers and assessors. Members noted that ownership is not yet finalised; draft allocations will be discussed with strategy and network-group Chairs to confirm where groups lead, support or escalate. The Board endorsed the priorities as the basis for Year 2 alignment from	Steve Barrett	N/A	N/A

		October 2026. Flexible working, maternity and paternity support was identified as a relevant retention good-practice theme.			
4. Year 2 Skills Strategy Priorities for Impact (Year 2)	**Action 6**	**Convene strategy and network-group Chairs to confirm allocation of the Year 2 priorities, including named owners, lead and supporting groups, reporting routes and escalation paths.**	**Steve Barrett**	**30/09/26**	**Open**
5. Year 2 Skills Strategy – governance and reporting	Information	The Board approved the proposed governance and reporting mechanism. Network and task-and-finish groups will generate evidence, outputs, risks and asks; strategy groups will challenge and consolidate this information; the Delivery Board will provide the single consolidated view and prepare decisions or escalations; and CEO Council will retain overall authority. A concise monthly reporting cascade will begin in October, using a standard Chair report covering priority alignment, RAG status, progress, impact, exceptions, risks, dependencies, decisions, milestones and ownership. Members approved the reporting template, action tracker and dashboard approach, with an emphasis on proportionate, exception-based reporting rather than creating unnecessary administrative burden. The Chair register is substantially complete; priority ownership will be agreed through a Chairs meeting, Terms of Reference will be updated, monthly Chairs coordination will launch in October and a quarterly Chairs Forum will operate from December. A visual showing how the groups connect will be circulated to support member representation and understanding.	Steve Barrett	N/A	N/A
5. Year 2 Skills Strategy – governance and reporting	**Action 7**	**Update group Terms of Reference and launch the agreed monthly Chairs coordination and reporting cascade, including the first consolidated Delivery Board dashboard.**	**Steve Barrett / Membership Team**	**31/10/26**	**Open**
5. Year 2 Skills Strategy – governance and reporting	**Action 8**	**Circulate the visual showing how the EUSP groups connect so members can review whether the appropriate representatives are attending each group.**	**Prit Dhokia**	**16/09/26**	**Closed**
6. Appointment of Delivery Board Co Chairs	Information	Steve gave thanks to John Tyler for his contribution as the outgoing Delivery Board Chair. Following nominations and discussion of the increased governance, reporting and CEO Council requirements, the Board unanimously approved Nikki Hussain and Sarah Harris as Delivery Board Co-Chairs. The co-chair model provides additional	Steve Barrett	N/A	N/A

		capacity and cross-sector experience to support the Board's expanded Year 2 role.			
7. Any other business: 1. Utility Week Live 2027 – Workforce Zone 2. AI & Technology Group	Information	Utility Week Live 2027: Jade Uko outlined the proposed Workforce Zone on 26 May 2027, bringing careers advisers, employment seekers and employers together through a dedicated stage, first-hand career stories and a Talent Trail linking visitors to participating exhibitors. Energy & Utility Skills will work with Utility Week Live and partners to shape the programme, identify speakers and recent entrants, promote vacancies through EUC&J and develop a member marketing pack. Members were invited to support a task-and-finish group, provide speakers, participate in the Talent Trail and plan suitable recruitment representation. Karima Khandker will reconnect Jade with Thames Water colleagues and learning from an earlier careers event. AI and Technology Group: The Board endorsed establishing a practical group to examine AI, automation, data, digital platforms and wider technology change, including implications for roles, skills, competence, recruitment, training, assessment, productivity, cyber, ethics and workforce planning. The group will share practice, draw on external expertise such as Baltic Apprenticeships and Microsoft, identify collaborative action and report material risks and opportunities through the Delivery Board. Members were asked to nominate appropriate technology, workforce, operational, learning, assurance or innovation representatives for the inaugural meeting on 20 October. The scope will be kept sufficiently broad to add value while connecting with sector-specific groups and avoiding duplication.	Steve Barrett & Jade Uko	N/A	N/A
7. Any other business: 1. Utility Week Live 2027 – Workforce Zone 2. AI & Technology Group	**Action 9**	**Reconnect Jade Uko with the relevant Thames Water contact and share learning from Thames Water's earlier careers event to support development of the Utility Week Live Workforce Zone.**	**Karima Khandker**	**23/09/26**	**Closed**
7. Any other business: 1. Utility Week Live 2027 –	**Action 10**	**Confirm interest with Steve Barrett in supporting the Utility Week Live 2027 task-and-finish group,**	**All members**	**01/10/26**	**Open**

Workforce Zone 2. AI & Technology Group		**Talent Trail, speakers, recent entrants, promotion or recruitment presence.**			
7. Any other business: 1. Utility Week Live 2027 – Workforce Zone 2. AI & Technology Group	**Action 11**	**Nominate suitable organisational representatives for the AI and Technology Group ahead of the inaugural meeting on 20 October 2026.**	**All members**	**20/10/26**	**Open**
7. Any other business: 1. Utility Week Live 2027 – Workforce Zone 2. AI & Technology Group	**Action 12**	**Share Thames Water's feedback on short-course provision with Steve Barrett to identify opportunities for alignment with wider apprenticeship-unit and skills activity. Stephen.barrett@euskills.co.uk**	**Karima Khandker**	**ASAP**	**Open**