

# EUSP CEO Council

These minutes record the formal proceedings and decisions of the Energy & Utility Skills Partnership CEO Council.

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| <b>Venue:</b>                                                                                                | Microsoft Teams                                                                                                                                          |
| <b>Date:</b>                                                                                                 | 7 October 2026                                                                                                                                           |
| <b>Time:</b>                                                                                                 | 13:30-14:30                                                                                                                                              |
| <b>Purpose:</b>                                                                                              | To consider and decide the partnership approach to critical workforce and migration policy and agree the response to the Home Affairs Committee inquiry. |
| <b>Chair:</b>                                                                                                |                                                                                                                                                          |
| M Group                                                                                                      | Andrew Findlay                                                                                                                                           |
| <b>Council Members Present:</b>                                                                              |                                                                                                                                                          |
| Anglian Water Group                                                                                          | Nic Fleming                                                                                                                                              |
| AUREOS Energy                                                                                                | Phill Price                                                                                                                                              |
| Energy & Utility Skills Group                                                                                | Paul Cox                                                                                                                                                 |
| Northern Powergrid                                                                                           | Jodie Coe                                                                                                                                                |
|                                                                                                              | Steve McDonald                                                                                                                                           |
| Prysmian                                                                                                     | Raymond Petrus                                                                                                                                           |
| Rullion                                                                                                      | James Saoulli                                                                                                                                            |
| Siemens Energy                                                                                               | Steve Jones                                                                                                                                              |
| SSE                                                                                                          | Nicki Hussain                                                                                                                                            |
| The Clancy Group                                                                                             | Matthew Cannon                                                                                                                                           |
| UK Power Networks                                                                                            | Andrew Pace                                                                                                                                              |
| VGC Group                                                                                                    | Ciara Pryce                                                                                                                                              |
| One RSE                                                                                                      | Stephen Slessor                                                                                                                                          |
| Freedom Group                                                                                                | Rob Thompson                                                                                                                                             |
| <b>Present:</b>                                                                                              |                                                                                                                                                          |
| Energy & Utility Skills Group                                                                                | Lisa Spindler (Minutes)                                                                                                                                  |
|                                                                                                              | Rob Murphy                                                                                                                                               |
|                                                                                                              | Jade Uko                                                                                                                                                 |
|                                                                                                              | Steve Barrett                                                                                                                                            |
|                                                                                                              | Ellie Bradford                                                                                                                                           |
| <b>Quorum:</b>                                                                                               |                                                                                                                                                          |
| <i>A quorum for decisions shall be 30% (9) of members, including the Chair or a minimum of one Co-Chair.</i> |                                                                                                                                                          |
| Total Council Members                                                                                        | 30                                                                                                                                                       |
| Member Attendees                                                                                             | 13                                                                                                                                                       |
| Meeting Quorate                                                                                              | Yes                                                                                                                                                      |

| No: | Agenda item:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| 1   | <p><b>Welcome and Introductions of new Council members</b></p> <p>Andrew Findlay welcomed members and explained that the additional meeting would consider the UK, sector and member risks and opportunities arising from critical workforce and migration policy, agree the partnership approach to delivering the <a href="#">P2 priority</a> and determine the approach to the Home Affairs Committee inquiry response.</p> <p>Stephen Slessor and Rob Thompson were welcomed to the meeting as new members and Darren Elsom was noted as joining the Council from December 2026.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 2   | <p><b>Critical workforce and migration</b></p> <p>Paul Cox introduced the papers and outlined the strategic context. He noted that Energy &amp; Utility Skills Group had represented the sector on migration policy for many years, supporting access to international talent.</p> <p>Paul highlighted the increasingly demanding policy environment and higher evidential threshold. Across all sectors, the Migration Advisory Committee (MAC) had considered 82 occupations at Stage 2 and recommended 28 to the Home Office for inclusion on the future Temporary Shortage List (TSL). The recommendations demonstrate an increased evidential threshold and a 'higher bar'.</p> <p>He noted that the Home Affairs Committee had launched its inquiry into work based immigration in September, with written evidence due by 27 October 2026. Appendix 2 is a first draft that seeks to move immigration policy from blunt national thresholds and periodic shortage assessments towards a dynamic, occupation-led critical workforce system that links evidenced demand, domestic workforce action, time to competence and targeted international recruitment.</p> <p>Paul emphasised the positive story that needs to be told. Members are doing some excellence work, and it is important that this is reflected in the submission that needs to demonstrate members' investment in domestic workforce development, supported by evidence of successful initiatives, outcomes and good practice.</p> <p>Andrew noted that he and Nicola, as Co Chairs, had developed the delivery options with Paul through email correspondence. Three options were presented to Council, with Options 2 and 3 recommended.</p> |

Andrew shared that in developing the options he, Nicola and Paul had sought to balance the workload for members and individuals, noting that while there were capable delivery teams, Option 3 could result in many of the same people being involved. They acknowledged that larger organisations may be comfortable with this approach but stressed the need to avoid overburdening.

#### Council Members

- Expressed a general preference for option 2.
- Emphasised that developing the domestic workforce should remain the priority, including opportunities for young people not in education, employment or training and people who are unemployed.
- Recognised the positive work already being undertaken with government and suggested that existing discussions and partnerships should be utilised rather than duplicated (for example the work of the Energy Networks Sector Growth Plan).
- Highlighted the importance of securing additional funding and resources to support workforce development initiatives.
- Advised that a submission has been made to Ofgem regarding additional funding to support the UK workforce.
- Suggested understanding the scale of the issue by reviewing how many member organisations hold licences and how many are impacted by MAC recommendations (confirmed during the meeting as 32 member organisations with some duplications).
- Noted that licences and the TSL can support short-term workforce needs but should not be viewed as the long-term solution.
- Emphasised that international recruitment is often complex and administratively burdensome, reinforcing the need to develop domestic workforce capabilities.
- Observed that the sector's collective influence and scale can help provide strong evidence to government where licence use is necessary.
- Highlighted the importance of strategic workforce planning and capability development.
- Recognised that flexibility within immigration and workforce policy would help address current workforce challenges.
- Agreed that developing and supporting the UK workforce should remain the primary objective, while retaining flexibility where international recruitment is required.
- Noted that specialist expertise may need to be sought from outside the Delivery Board and existing membership where appropriate.

Andrew summarised the discussion, noting strong support for measures to meet workforce requirements over the next five to twenty years and strengthen the sector's evidence to government. He concluded that Council supported Option 2, with elements of Option 3 potentially incorporated through future Delivery Board arrangements.

Paul thanked members for their contributions and confirmed that the Delivery Board Terms of Reference would be reviewed to reflect the expanded remit. Revised Terms of Reference would be presented for Council approval at the December meeting.

Andrew requested that Council members be contacted to understand whether they have the support required within their organisations to help make the initiative successful.

### Action

**Steve Barrett to engage with Delivery Board members to confirm whether they have the necessary organisational support and capacity to contribute to the proposed work.**

Andrew referred members to Appendix 2, the draft response to the inquiry and asked Council members to provide feedback and invited any immediate reactions, concerns or observations. He queried whether there were any significant omissions or issues that the team should consider before progressing the response.

Paul noted that the discussion had identified an omission from the draft response. He proposed including recommendations to make the sponsor licensing system easier to navigate and operate.

Andrew commented that the draft response was well prepared, detailed and consistent in its messaging and objectives.

Paul reflected on discussions held at the June meeting regarding apprenticeships, which were subsequently translated into recommendations through the APPG process. He noted:

- That the APPG call for evidence had received over 200 responses, many of which focused solely on criticism of the existing system without proposing solutions.
- Highlighted that EUS had adopted a constructive and evidence-based approach, challenging the system where necessary while offering practical recommendations

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|   | <p>and that this approach had been recognised by the APPG team in the resulting discussions.</p> <ul style="list-style-type: none"> <li>• Suggested that applying the same constructive approach to the Home Affairs Committee inquiry would provide the best opportunity to influence future policy.</li> <li>• Members were asked to provide feedback and employer evidence to strengthen the final submission.</li> <li>• Noted that the response would be formally submitted with subsequent follow-up activity.</li> </ul> <p>Andrew referred Council members to the recommendation requesting company evidence and supporting information. He confirmed that all Council members are being asked to provide input and supporting evidence and requested that submissions be sent to the same central inbox: <a href="mailto:collaborate@euskills.co.uk">collaborate@euskills.co.uk</a></p> <p><b>Action</b></p> <p><b>All Council Members to provide feedback on the draft response and submit company evidence, examples and insights to the designated inbox to inform the final submission.</b></p> <p>Andrew proposed that final approval of the revised EUSP response be delegated to Paul Cox, Group Chief Executive, following assurance by Co Chairs Nicola Connelly and Andrew Findlay. He sought Council's agreement to this approach.</p> <p><b>Council members confirmed their support for the proposed delegation and approval process.</b></p> |
| 3 | <p><b>Decisions, actions, delegated authority and timelines</b></p> <p><b>Decision 1:</b> Council unanimously approved option 2: expand the Delivery Board remit to incorporate critical workforce and migration as the delivery mechanism for the 2026/27 P2 priority.</p> <p><b>Decision 2:</b> Council endorsed the direction of the draft response and agreed that members would provide employer evidence to strengthen the submission.</p> <p><b>Decision 3:</b> Final approval of the EUSP submission was delegated to Paul Cox, Group Chief Executive, following assurance by Co Chairs Nicola Connelly and Andrew Findlay. Council supported this unanimously.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

**Action 1:** Steve Barrett to engage with Delivery Board members to confirm whether they have the necessary organisational support and capacity to contribute to the proposed work.

**Action 2:** All Council members to provide feedback on the draft response and submit company evidence, examples and insights to [collaborate@euskills.co.uk](mailto:collaborate@euskills.co.uk) by 12:00 on Tuesday 20 October 2026.

**Delegated authority:** Final approval and submission of the EUSP Home Affairs Committee Inquiry response delegated to Paul Cox, Group Chief Executive, following assurance by Co Chairs Nicola Connelly and Andrew Findlay.

**Timelines:**

- Member evidence to [collaborate@euskills.co.uk](mailto:collaborate@euskills.co.uk): by 12:00 on Tuesday 20 October 2026.
- Paul Cox to review and approve the revised submission: Thursday 22 October 2026.
- Revised submission circulated to the Co Chairs for assurance: Friday 23 October 2026, with responses requested by 10:00 on Monday 26 October 2026.
- Submission by close of business on Monday 26 October 2026, ahead of the Committee's deadline of Tuesday 27 October 2026.

**4 Any Other Business**

Steve Barrett advised that a skills roundtable would take place on 19 November 2026 and that joining details would be circulated to members. No other business was raised.

There being no further business, the Chair thanked members for their attendance and contributions and closed the meeting.