

2021 - 2022: A YEAR OF ENGAGEMENT



WORKFORCE RENEWAL AND
SKILLS STRATEGY 2020 - 2025

FOREWORD

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E.ON UK CHIEF EXECUTIVE AND CHAIR OF THE ENERGY & UTILITIES SKILLS PARTNERSHIP



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THIS YEAR HAS SEEN A REAL EMPHASIS ON DRIVING ENGAGEMENT

In June 2020, when I introduced the Workforce Renewal and Skills Strategy 2020-2025 in my capacity as Chair of the Energy & Utilities Skills Partnership (EUSP), we already knew we were facing the immediate prospect of a challenging few years.

Despite the pandemic, the first year of our strategy proved to be an effective year of focus where we set six clear strategic priorities for our sector, summarised in the graphic below.

Our voluntary partnership of around 30 energy and utilities companies is led by the CEO Council, who set the overarching priorities for the five-year period and the focus for the incoming year. The CEO Council is supported by the Delivery Board: high-level operations professionals who turn strategic aims into actionable targets. The Delivery Board is in turn supported by the targeted workstream groups which deliver change.

This document celebrates the achievements of 2021-22, year two of our strategy, where our work on the six strategic priorities, having been embedded in year one, began to grow and develop. This year has seen a real emphasis on driving engagement.

As you'll see in the following pages, the CEO Council has focused on engaging with Government and working on three key priorities – the Apprenticeship Levy, Green Jobs and Diversity & Inclusion.

The Delivery Board has closely monitored the work in the six workstreams. It finishes this year with the decision to rationalise the workstreams from six to four, with dedicated groups working in a more streamlined way to achieve our six sector goals.

In this document you will also hear from each of the workstream leads on the progress made this year. You'll see that our leads have used their experiences from this year to further develop how the workstreams will function best.

In celebrating the achievements of this year, we never lose sight of how much more there is to do. With two years down and three to go, we have made excellent progress on delivering the strategy, and as a sector we should be proud but not complacent. I look forward to continuing working with my colleagues to collectively make our energy and utilities industries a sector of choice, with opportunities for all to join us and work towards skills for a greener world.

The six priorities for the sector are:

- | | | |
|---|--|---|
| <p>1.  Build public recognition of the sector – VISIBLE</p> | <p>3.  Support a successful UK economy and society outside the EU – THRIVING</p> | <p>5.  Reflect the population that the sector workforce serves – INCLUSIVE</p> |
| <p>2.  Deliver the competencies and skills we need – SKILLED</p> | <p>4.  Contribute to a sustainable and resilient UK – RESILIENT</p> | <p>6.  Inspire the next generation to a career within the energy and utilities sector – INSPIRING</p> |

CEO COUNCIL

PHIL BEACH CBE
CHIEF EXECUTIVE
ENERGY & UTILITY SKILLS



THE COUNCIL'S
COLLABORATION SECURES
ENGAGEMENT WITH
GOVERNMENT AND AGENCIES
ON KEY SKILLS ISSUES



The CEO Council of the Energy & Utilities Skills Partnership (EUSP) is a group I'm proud to convene. Bringing together so many leaders from across the power, gas, water, waste and recycling industries, together with major contractors in the sector's supply chain, provides a unique opportunity for cross-industry collaboration. The Council's collaboration secures engagement with government and agencies on key skills issues. And our continued successes are a tribute to the work we are all doing to seize the opportunities of our society's green agenda and overcome obstacles to success. Our work this year continued to focus on three key priorities: the **Apprenticeship Levy**, **Green Jobs** and **Diversity & Inclusion**.

The **Apprenticeship Levy** marked its fifth anniversary in April this year. We gathered informed views from members of the EUSP in Autumn 2021 on their usage of the Levy, and what more could be done to better utilise unspent Levy funds and boost sector apprenticeships. Members' calls for Levy flexibilities were heard by senior Government stakeholders during the reading of the Skills and Post-16 Technical Education Bill. And in the recent Spring Statement the Chancellor promised a review of the operation and effectiveness of the Levy, to report in Autumn 2022. The EUSP will be seeking to inform this review.

We have also successfully engaged with Government ministers and their officials on **Green Jobs** and are helping to directly shape the Green Jobs Taskforce. The Government's Net Zero Strategy committed the UK Government to establishing the Green Jobs

Delivery Group that will identify issues and drive forward action across the UK economy. The Group will establish workplans that will be agreed by its co-chairs. I'm really pleased that Michael Lewis, as Chair of the EUSP, has been chosen to co-chair this group – a reflection of the critical role our industries play in achieving Government ambitions. We are equally keen for the importance of our industries in achieving green targets to be highlighted to the public, supporting the attraction of the new recruits we need. Our work here has included support to the Department for Work and Pensions (DWP) Green Jobs campaigns to illustrate the great green jobs the sector has to offer.

The publication of our measurement framework survey shines a light on the progress to be made in **diversity and inclusion**. As well as strong social media and trade press coverage, it is really encouraging to see members benchmarking their diversity and inclusion progress against the measurement framework. We continue to progress a range of diversity and inclusion initiatives including participation in the 10,000 Black Interns programme and the Women's Utilities Network (WUN). The work we do on sector attraction to drive better ethnic diversity at the start of the recruitment process through Energy & Utilities Jobs resulted in nearly 30% of candidates from Black, Asian and ethnic minority communities registering in the sector talent pool.

I look forward to continuing to work with my fellow Council members in the upcoming year.



WORKSTREAM I
SECTOR ATTRACTION



LEAD: LESLEY CALLAGHAN
Head of Human Resources,
FCC Environment

I am a Human Resources Chartered Fellow with over 30 years' experience at senior level within the waste industry. Prior to this I was in the Women's Royal Naval Service. I believe in making our company a great place to work and focus on our culture and employee wellbeing. We have an ageing workforce, so we work hard to attract and retain new talent. I currently Chair the Energy & Utilities Jobs Steering Group and the Waste & Recycling HR Forum. I am also a member of the EUSP Delivery Board.

STRATEGIC PRIORITY I
**BUILD RECOGNITION
OF THE SECTOR**

2025 VISION: The sector will have raised awareness of the range of opportunities in energy and utilities for everyone from school and college leavers to those looking to leave other sectors to help drive the transition to net zero.

With 277,000 vacancies in the energy and utilities sector to be filled by 2029 and new Green Jobs opportunities we continue to focus our efforts in raising awareness of the sector and the career opportunities available to all.

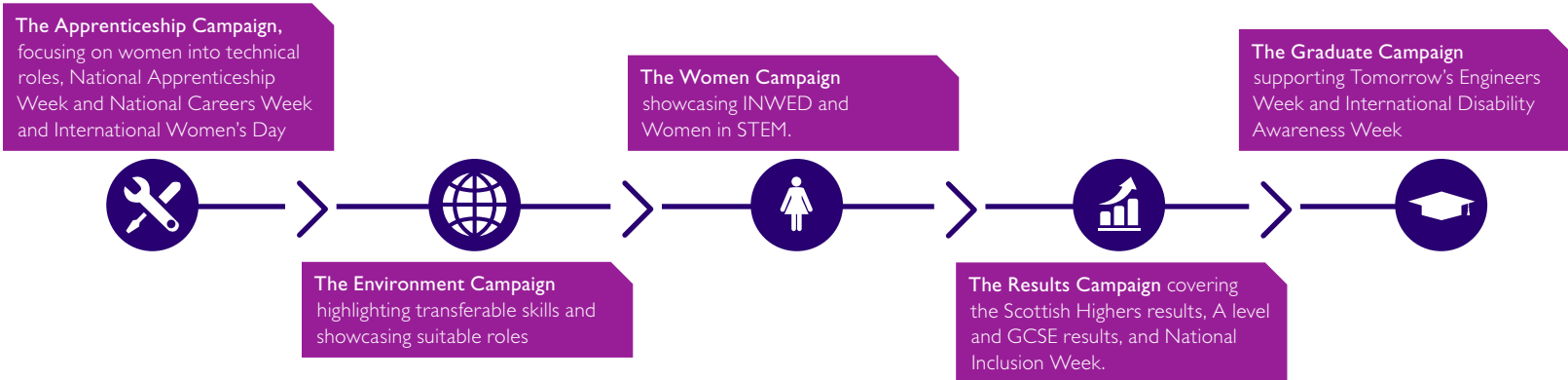
Raising awareness of the energy and utilities sector and the vast number and range of jobs that the sector has to offer is essential to attract the talented individuals needed to deliver net zero carbon. We have created videos, case studies and guides – shared across all social media platforms – that have generated over 13.5 million 'opportunities to see' information about the sector for individuals looking for a new job or career since the project commenced. Energy & Utilities Jobs is a dedicated website which hosts the jobs that the sector has to offer and continues to be the vehicle through which we reach members of the public. With a feed of hundreds of live jobs, we repeatedly broke our record for the number of jobs live in any one day, reaching over 800 for the first time this year.

Energy & Utilities Jobs brings together 19 employers offering a range of career opportunities, with a role for everyone offering training opportunities, career development and stability. Individuals can register in the talent pool if there is not a suitable role on the live site and they can sign up to receive regular updates of new job opportunities.

We are constantly reaching new candidates, targeting those from Black, Asian and other minority ethnic communities, women, people with disabilities and those from a military background. Interest in the sector is increasing with 3,500 new candidate registrations to our talent pool from June 2021 to May 2022, taking the total to 11,900. This year we started to collect more data from those registering in the talent pool and since this measurement was implemented, 32% of those joining the talent pool identify as being from a Black, Asian, or other minority ethnic community.

We run targeted marketing and social media campaigns aimed at reaching more women, people from ethnic minority communities, people with disabilities and ex-service personnel. These audiences are consistency underrepresented in our sector and we use Energy & Utilities Jobs to provide 'people who look like me' case studies to encourage new applicants to think about our sector in a different way and see the very real opportunities to come and work with us.

This year, we have increased traffic to the website with over 177,000 sessions in total from June 2021 to May 2022.





WORKSTREAM 2

COMPETENCIES AND SKILLS



LEAD: CAROLINE WILLIAMS
Head of Talent & Development, SGN

I joined SGN in 2017 having worked in a wide variety of sectors including oil, gas and nuclear. Before moving into HR, over 25 years ago, I had a technical background in the Nuclear Industry, starting my career as a Technical Apprentice. My remit at SGN is to help build the tools to identify and develop the right people to be future leaders. I have a Technical Training delivery team and a Design Team; developing innovative learning solutions which engage and educate cost effectively and utilise new learning technologies.



STRATEGIC PRIORITY 2

DELIVER THE COMPETENCIES AND SKILLS WE NEED

2025 VISION: The sector will have identified the key technologies, roles and associated knowledge, skills and behaviours required to deliver net zero. Sufficient investment will have been secured to support delivery of workforce ready and competent people in the right place and at the right time

I was delighted to take on the role of leading the Competencies and Skills workstream this year, having been a member of the Delivery Board for a couple of years. Ensuring the appropriate standards, qualifications and training programmes are in place is vital if our sector is to keep ahead of the drive to net zero. Our three consecutive work strands have remained unchanged from last year as we look to maximise outputs and support industry needs:

Apprenticeships and Technical Education:

The Apprenticeships and Technical Education Advisory Group (ATEAG) has engaged directly with Government policymakers and is now well placed to connect directly with the agencies that are effecting major reforms in technical education following the passage of the Post-16 Skills and Education Act, which the ATEAG, through Energy & Utility Skills, helped to inform. ATEAG members are now forming the Energy and Utilities Advisory Panel to provide sector expertise and approval.

Emerging Skills:

The Partnership has been focussing on boosting our green skills pipeline to keep pace with evolving demand for low and zero carbon technologies. The Technology Deep Dive research was completed in the areas of (i) low carbon technologies and

Electric Vehicle (EV) charging point installation and (ii) smart networks, AI and digital. As a result, skills priorities have been agreed within the National Skills Academy for Power (NSAP) Strategy Group for 2022/23. NSAP is continuing its work on developing the pipeline of talent for EV charging point installers and digital skills across the electricity networks.

The Smart Metering Network Group has been renamed the Net Zero Technology Skills Group, reflecting the importance of this sector on impacting the Government's net zero targets. We have employed a foresighting process to define the competency requirements of the EV Chargepoint installer role for smart meter installers.

This year, BEIS appointed Energy & Utility Skills (working in a consortium with IGEM) to develop training and assessment requirements for gas engineers to safely work with hydrogen. The Competencies and Skills workstream is feeding into this development of domestic and non-domestic hydrogen gas installation standards, competence frameworks and training specifications via Energy & Utility Skills. This is a vital piece of the Government's UK Hydrogen Strategy, building capability and capacity for the potential hydrogen rollout.

Supply Chain Sustainability:

The Procurement Skills Accord (PSA), a framework with five robust and challenging commitments, continues to require that signatory companies use responsible procurement practices to drive investment in skills through the delivery of contracts. Now in its fifth year, the Accord has responded well to the challenges of the pandemic, keeping 50 signatories in a year that brought unique challenges to many organisations. We are pleased to see support remain so strong in a difficult year and congratulate the more than 40 signatories who achieved the PSA Award for their adherence to the five commitments.

WORKSTREAM 3
SUSTAINABILITY



LEAD: STEPHEN BARRETT
Director of Strategic Accounts,
Energy & Utility Skills

As Director of Strategic Accounts at Energy & Utility Skills, I am accountable for the effective delivery of membership services across the sector and all four nations. I drive forward the Workforce Renewal & Skills Strategy 2020-2025, set by the CEO Council, through effective programme management. Having previously led on consultancy and skills solutions business development in other organisations, I understand the commercial and technical requirements associated with delivering value.

STRATEGIC PRIORITY 3

SUPPORT A SUCCESSFUL UK ECONOMY AND SOCIETY OUTSIDE THE EU

2025 VISION: To play our part in offsetting the impact of Brexit on the UK economy through a strategic and evidence-based sector approach to ‘growing our own’.

It is interesting that the reduced labour migration has not emerged as a significant risk to the supply of skills, as was anticipated before Brexit, and little evidence has emerged of sector skill shortages resulting from this. Of the EU workers that were already in the UK before Brexit, a large proportion have stayed. That’s not to say there has been no impact. The impact is likely to be in lower skilled areas, but it is a complicated picture. It is very hard to disentangle the effect of Brexit from the effect of the pandemic when it comes to the change in the labour market and skills. In what’s become known as ‘The Great Resignation’, many people have moved jobs following a period of pandemic-driven reflection about work-life balance. Activity in this workstream has continued to ensure that we are optimising our sector’s contribution to the UK economy and highlighting its critical role over the course of the pandemic and Brexit.

Job advertisement data¹ has been leveraged to gain a better understanding of real time skills demand and vacancy trends, and to identify skill areas where sector demand is set to grow in the near term, including familiarity with Microsoft Power BI; DevOps practitioners and Wind Power-related skill sets.

The most sought-after occupation is Project Manager and, within the ‘green skills’ category, Civil Engineer, with 36,890 vacancies over the past year.

A cross energy and utility industry agreed definition of a ‘green job’ has been developed to help demonstrate the contribution our sector is making to sustainable economic growth. Overall, the sector generates £51bn of output – 2.7% of the total UK economy².

We advocate the ‘Green Collar’ approach which broadly divides green jobs into two categories:

- **Direct Green Collar Jobs** can be in new or current occupations that directly contribute to a low carbon economy, or directly support environmental goals such as mitigation against climate change risks. For example, this would include Wind Turbine Technicians, Nuclear Engineers, Flood Management operatives, or those working in Energy from Waste Recovery operations. This definition also includes established occupations that can be enhanced with additional skills to repurpose them, such as extending the skills of a Smart Meter Installer to become a Low Carbon Domestic Technologies Installer.

- **Indirect Green Jobs** can be in existing roles that can contribute to a greener economy without the need for additional skills. This could include cross-sector or generic roles that enable the green economy through work in the energy and utilities sector; for example, a driver delivering the components to build a wind turbine, or a data scientist analysing consumers’ energy data

To detect any migration-related labour shortages that may become an issue in the future, new processes have been put in place within this workstream to ensure we have an ‘early warning’ system to pick up any skill or occupational shortages before they become critical.



¹ Burning Glass Technologies, 2022

² Source: ONS, 2021

WORKSTREAM 4

SECTOR RESILIENCE



LEAD: NICK BOOTH
Uniper

I am Assistant Plant Manager at Cottam Development Centre power station, and former Head of the award-winning Uniper Engineering Academy. I have over 20 years' experience in the power sector, spanning executive board roles on leading European Commission funded collaborative research programmes into Carbon Capture, Utilisation and Storage (CCUS) and experience of asset operations and maintenance at Uniper's Ratcliffe on Soar 2,000MW coal-fired power station. My team and I are currently focussed on developing training and apprenticeship solutions to provide skills in low carbon technologies, embracing digital delivery methods and maintaining the high-quality training standards that industry needs to meet Net Zero.



STRATEGIC PRIORITY 4

CONTRIBUTE TO A SUSTAINABLE AND RESILIENT UK

2025 VISION: The sector will understand the required roles and have the skills delivery mechanisms in place to ensure its operational resilience and sustainability as we face a range of future challenges.

We have been successful in engaging with the Green Jobs Taskforce convened by the Department for Business, Energy and Industrial Strategy (BEIS) and the Department for Education (DfE), helping inform development of the Net Zero Strategy and pave the way for future collaboration via the Green Jobs Delivery Group. Key representatives from the Green Jobs Taskforce, including Luke Nightingale (BEIS) and Jennifer Coupland (Institute for Apprenticeships & Technical Education), engaged with the CEO Council meetings. The Green Jobs Taskforce report has been published and includes recommendations that support the aims of this Strategy, including coordination of policies and training pathways to support 'a diverse, inclusive and net zero aligned workforce'.

The working group has defined 'workforce resilience' as 'anticipating threats to the supply, retention and development of skilled people and putting appropriate controls and mitigations in place, according to the level of risk'.

A survey of the Energy & Utility Skills membership was used to identify the perceived threats to workforce resilience. The top risks were ranked by the responding members as follows:

1. Ageing workforce
2. Nationwide and regional shortages in some existing roles and skills
3. Failure to engage whole talent pool
4. Pace of adoption of new learning practices
5. Inconsistencies in skills policy and funding
6. Uncertainty on net zero changes

Working with all seven of GB's Transmission Operators and Distribution Network Operators, The National Skills Academy for Power (NSAP) is updating the estimates of workforce supply and demand for the period through to 2037 (the end of R110-ED4). This analysis will, as in previous years, focus on 22 core technical and engineering job roles/families.

Working in collaboration with members of the NSAP Transmission & Distribution Group, we have developed and are piloting a unique framework to measure the extent to which the T&D workforce is resilient to the challenges posed by the UK labour market.

Initially consisting of 20 individual metrics measured across the same 22 core technical and engineering job roles/families as used in the workforce planning update above, the pilot framework covers areas such as talent attraction (including workforce characteristics and resourcing), skills development and retention (including leavers, succession planning and absenteeism).

Once the pilot exercise is complete, the full framework will be rolled out across the water, waste and gas sectors and their supply chain.

Social Values measures were introduced this year into the Procurement Skills Accord 2022 Annual Review process. Evidence was sought relating to how PSA signatories create social value within the communities they serve, both as individual organisations and in partnership with their supply chain.



WORKSTREAM 5

DIVERSITY & INCLUSION



LEAD: LYNNE GRAHAM
HR Director, Thames Water

I am accountable for HR at Thames Water, covering the entire employee life cycle including talent attraction and selection, reward and benefits, payroll and administration, learning and development, employee relations and organisational development. I have led major change programmes that have delivered significant value through cost reduction and through productivity improvements by driving an engaged culture. I have an MSc in Coaching and Behaviour Change. Prior to Thames Water I operated at Executive and Main Board level in diverse sectors – Eurostar (rail); British Gas (gas utility); Westbury Street Holdings (hospitality); Yodel (logistics)



STRATEGIC PRIORITY 5

REFLECT THE POPULATION THAT THE SECTOR WORKFORCE SERVES

2025 VISION: Through an established self-sustaining network of sector employers, we will challenge ourselves to do things differently share best practice and deliver sector inclusion priorities. Focusing on inclusion in its entirety, we will attract, retain and promote the best talent available, irrespective of nationality, gender, religion, ethnic background or any other perceived difference and increasingly reflect the communities the sector workforce serves

Recent statistics published by Energy & Utility Skills show³ there has been a net increase of 3% in the proportion of people with declared disabilities across the energy and utilities sector, putting the sector only a percentage point behind the UK workforce average of 16%. This figure is particularly notable within the water and waste industries where disabled people make up 19% of their workforce, 3% higher than the UK workforce average. While statistics like this are encouraging and are reflective of the will to change, it is clear there is still a long way to go.

I'm delighted that The Inclusion Commitment continues to see strong support from across the industry and this year celebrated reaching a landmark 50 signatories. In addition, the Commitment won the 'Inclusion Programme of the Year' award at the Engineering Talent Awards 2021, organised by the EqualEngineers, supporting engineering organisations in equality, diversity and inclusion with 36,890 vacancies over the past year.

The 2021 results of the energy and utilities sector wide Inclusion Measurement Framework were published. Now in its second year, the scope of the Framework was extended to include the personal reflections of industry CEOs on leading inclusion and their own experience of diversity.

Encouragingly, the survey reflects that every respondent of the CEO survey fully understands their personal role in driving inclusion, and 96% personally ensuring that equality, diversity and inclusion (EDI) is prioritised at executive levels within their organisations.

The CEO survey points to high levels of social mobility amongst industry leaders, with 91% having attended further education or higher, compared to 34% of their parents. The results also show that 87% of CEOs have over 10 years' experience within the sector, demonstrating high levels of senior-level retention.

Company leaders have a disability representation roughly equal to the UK workforce, as well as a significantly higher LGBTQ+ representation.

Despite the strong support of industry leaders, the survey highlights that there is still work to do to improve EDI across energy and utilities industries.

The report identifies that representation issues start at recruitment, with women making up only 22% of applications and the dilution of Black, Asian and minority ethnic, and gay male candidates providing a clear focus for the sector's 2022 inclusion priorities. Encouragingly, we can see a positive net movement of 6% for females within the workforce.

Colleagues from Black, Asian and other minority ethnic communities in the sector are better represented in development and progression which, with continued focus, should improve representation at leadership levels over time.

³ <https://www.euskills.co.uk/2022/04/11/diversity-and-inclusion-industry-profiles-show-improvement-in-representation-of-disabled-people/>



WORKSTREAM 6

INSPIRE THE NEXT GENERATION



LEAD: NIGEL FENN MBE

Head of People Projects and Planning,
South West Water (part of the Pennon Group)

In my role in human resources at Pennon Group, I started our apprenticeship programme at South West Water over 10 years ago. I have grown our award-winning programme to over 200 current apprentices in training and set a 5-year target to grow further. Last year I set up a new graduate programme which is about to recruit its 50th graduate and a Kickstart scheme which provided 56 young people with 6-months paid work experience. I also set up the current Apprenticeships Ambassador Network for the South West region, which consists of almost 250 people enthusiastically promoting apprenticeships in schools and businesses and has helped deliver additional apprentices across the region. I'm passionate about encouraging young people to join our industry and inspiring the next generation to pursue a career in the energy and utilities sector. I am proud to have been awarded an MBE in the 2020 Queen's birthday honours for services to apprentices and technical education.



STRATEGIC PRIORITY 6

INSPIRE THE NEXT GENERATION TO PURSUE A CAREER WITHIN THE ENERGY AND UTILITIES SECTOR

2025 VISION: By 2025 the energy and utilities sector will have embedded outreach programmes to help schools and FE colleges showcase the career pathways available to young people to join our sector

We will ensure that we become a top employment sector of choice for those leaving education.

A number of EUSP members have become supporters of The Tomorrow's Engineers Code, joining a wide range of organisations working together to inspire young people from diverse backgrounds to pursue careers in engineering. Signatories make four pledges about their approach to funding, designing, delivering, and learning from engineering-inspiration activities:

- **Inspiring connection** – ensuring programmes contribute to a sustained and rich STEM journey for all young people.
- **Driving inclusion** – ensuring all young people have opportunities to engage in engineering-inspiration activities, so that no one is left behind.
- **Showcasing engineering** – promoting a positive, compelling, and authentic view of engineering and showcasing the breadth of opportunities.
- **Improving impact** – improving monitoring and evaluation of programmes and activities to develop a shared understanding of what works.

Watch the online conversation between Energy & Utility Skills, EngineeringUK, and SSE, which discusses the benefits of signing up to The Code for industry employers on [The Tomorrow's Engineers Code website](#).

A Partnership Agreement was signed this year with the Careers & Enterprise Company and a number of employers within the Partnership have signed up to become Enterprise Advisers and Cornerstone Employers to provide careers support, guidance and inspiration to young people in education.

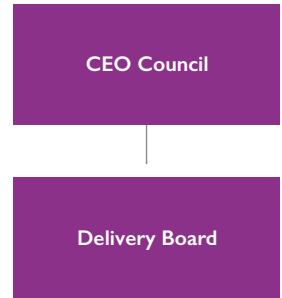
Employers were given the opportunity to promote green job opportunities to college and school students during COP26. Videos and content were submitted to a virtual STEM careers fair, broadcast to young people in over 6,000 schools, and Green Careers Hour and Green Jobs webinar hosted by the CEC.

Employers have also been able to share experiences and best practice of engaging with schools during the pandemic and innovative approaches to blending virtual and in person outreach activities and resources.

The DWP have set up a new campaign called 'Way to Work' to help 500,000 people into work. Myself, Gemma Betney from Anglian Water and Joan Coe from EUS briefed their 37 District Green Jobs Single Point of Contact (SPOC) on the work that we are doing on sector attraction and Energy & Utilities Jobs. We have also recorded blogs for their Green Jobs Campaign which commenced on 25th April.

COMBINING THE WORKSTREAMS FOR YEAR 3

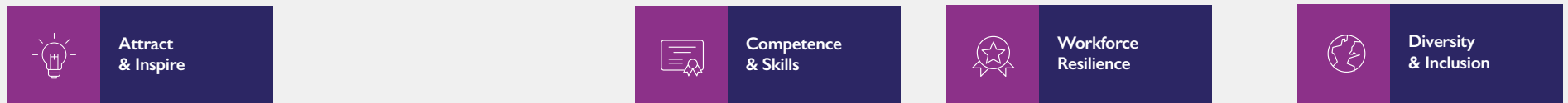
SKILLS PARTNERSHIPS



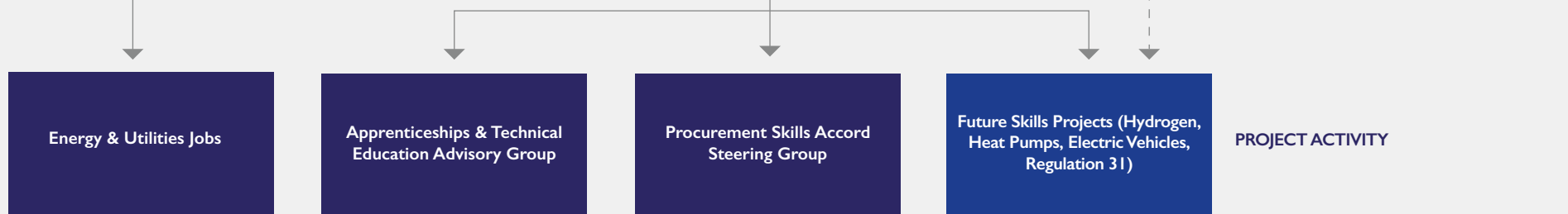
STRATEGIC PRIORITIES



NEW SKILLS STRATEGY WORKSTREAMS



SUPPORTING GROUPS



PROJECT ACTIVITY

LOOK FORWARD TO YEAR 3

ATTRACT & INSPIRE



We have seen huge changes in the world of work over the past couple of years and with the publication of the government's 10-point plan for a green industrial revolution, the energy and utilities sector has now become more important than ever.

The sector needs to attract 277,000 individuals by 2029, and many of these available roles will be green jobs. So, our focus continues to be on raising awareness of the sector and the types of jobs available. We will continue working with the Careers and Enterprise Company to engage young people in school, college and university to make them aware of all the sector has to offer.

Our job-sharing platform, Energy & Utilities Jobs, showcases the opportunities available for apprentices, graduates, and professionals, as well as the technical roles and we continue to target those hard-to-reach communities including working with the Department for Work and Pensions (DWP) to get young people into work.

COMPETENCE & SKILLS



The requirement for an evidence base and strategic steer around future skills needs has emerged and as the workstream responsible for ensuring workforce resilience and sustainability (and identification of the knowledge, skills and behaviours - KSBs), it will be overseen by the Workforce Resilience workstream.

Once complete, the sector will have a clear understanding of the new, amended and unchanged role requirements critical to achieving each industry's key priorities and strategic deliverables. Each industry can assess whether any barriers exist to having enough skilled individuals to fill these roles in the right place at the right time. The Competence & Skills workstream will review outputs and determine any new skills solutions required.

In the Spring Statement, it was announced that a review of the operation and effectiveness of the Levy would be undertaken and expected to report in Autumn 2022. EUSP will engage with the review to ensure changes deliver better value for employers.

The workstream will also look at what's next for the Procurement Skills Accord.

YEAR 3

WORKFORCE RESILIENCE



Evidence base development

We are developing a process to enable employers to identify future skills challenges as soon as they become apparent.

This will focus on three key activities:

1. A horizon scanning exercise

Industry-specific workshops to explore and define future priorities and evaluate risks to workforce resilience

2. Workforce planning analysis

Carried out across the gas networks and water industries similar to that conducted across the electricity transmission and distribution networks. This will provide a granular and precise picture of roles required and when.

3. Identifying roles likely to change

Process to identify roles likely to change the most (or require the most upskilling/reskilling) within different technology areas. These roles will be placed in the context of the workforce planning analysis to determine projected volumes.

DIVERSITY & INCLUSION



This workstream will build on the high-level priorities and objectives flowing from the Inclusion Measurement Framework results in early Spring 2022.

These include:

- **Future ways of working and the challenge of ensuring that inclusion is an integral part of those design principles.**
- **Improving engagement of all managers across businesses so we are consistently demonstrating best practice on inclusion.**
- **Optimising organisational responses to support disclosure amongst employees, alongside reaching those individuals not engaging with conversations around inclusion.**
- **Attraction, recruitment and exploring the impact of selection processes on diversity of applicants and new hires.**

We will increase participation in a standardised approach to measuring inclusion across the energy and utilities sector to ensure we are united, focused and well placed to deliver on our 2025 objectives.



ABOUT THE ENERGY & UTILITIES SKILLS PARTNERSHIP

The Energy & Utilities Skills Partnership (EUSP) is a collective of leading sector employers who are working together to “ensure a safe, skilled and sustainable workforce provides the essential services that our customers seek and meets the UK’s needs from the energy and utilities infrastructure.” Established in 2016, the Skills Partnership has acted to address sector workforce needs, most notably with the inaugural Workforce Renewal and Skills Strategy, launched in February 2017, and the Workforce Renewal and Skills Strategy for 2020-2025, published in June 2020.

View the Energy & Utility Skills website for more information about the [Energy & Utilities Skills Partnership](#), the [Workforce Renewal and Skills Strategy 2020-2025](#) and the action the EUSP is taking on diversity and inclusion through the sector’s [Inclusion Commitment](#).

ABOUT ENERGY & UTILITY SKILLS

Energy & Utility Skills is an industry body at the forefront of bringing leaders together to identify and address the skills challenges our sector faces. It provides membership, assurance and skills solutions to help employers attract, develop and retain a sustainable skilled workforce. It collaborates with employers to support their workforce needs and sector-wide workforce mobility.

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