



Clean Power Jobs

The roles that will make or break 2030

Executive Summary

The UK government's Clean Power 2030 mission requires a scale and pace of infrastructure delivery the UK has not attempted in a generation. However, it is at risk because the country does not currently have enough skilled people to deliver hundreds of major energy projects, all at the same time.

The recent Clean Energy Jobs Plan sets out an ambition for up to 860,000 clean energy jobs by 2030, almost double today's level.¹ That is a laudable economic and social opportunity, but it also highlights the stark gap between the workforce available today and the one that is required. How can the UK mobilise the hundreds of thousands of people needed in the next few years?

The recent Clean Energy Jobs Plan sets out an ambition for up to 860,000 clean energy jobs by 2030, almost double today's level.

The focus of debate about energy jobs is often on the North Sea region, the tradespeople, and the large numbers of people needed to physically build infrastructure. However, this can overlook professional delivery roles, without which projects never get to construction. The highly skilled project managers, planners, cost and commercial specialists, consenting and assurance staff who take a project from development through to commissioning may represent a smaller absolute number, but they are hard to source and critical to unlocking the huge economic and jobs opportunities that follow.

¹ DESNZ, Clean Energy Jobs Plan, 2025.

Oaklin's analysis finds that demand for this professional delivery workforce peaks in 2027, more than three years ahead of the 2030 target. Focusing on the clean power generation and transmission sectors, we see demand for UK-based roles rise from around 43,000 today to a peak of around 58,000, an increase of roughly a third, before easing as projects move into operations. And because around 3–4% of the workforce leave each year, approximately 23,000 new hires are needed — meaning over half the current workforce has to be hired again by 2030. While the timing is particularly challenging, with a short window to build a highly skilled workforce, the scale is manageable. An urgent, focused increase in the right roles could unlock the whole mission. However, current policy does not yet address this.

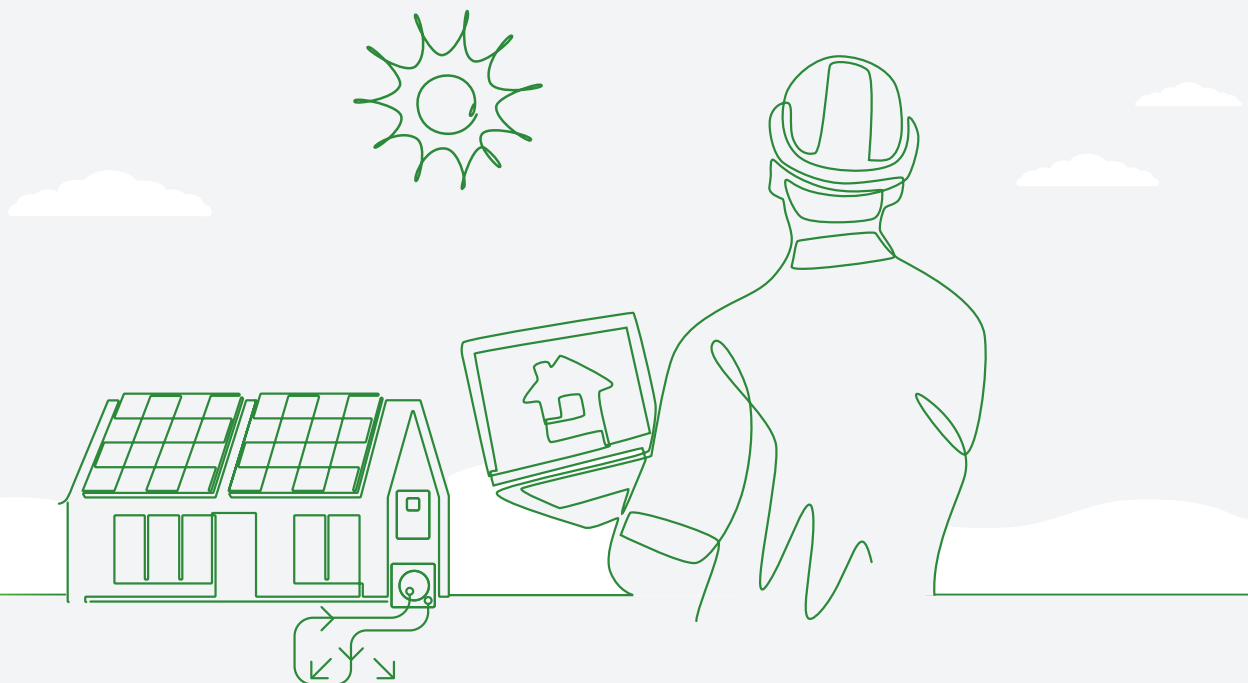
The Clean Energy Jobs Plan rightly proposes investment in long-term technical skills and new colleges. Whilst these are important for the 2030s, they will not materially address the skills demand by the end of the decade. How can Britain quickly bridge this gap?

The first part of the answer is to get more out of the people already in post. We recommend that employers push quickly to adopt Artificial Intelligence (AI) in areas such as drafting and reviewing connections agreements or consenting applications, reviewing survey data, updating schedules, all while ensuring sign-off remains with qualified professionals.

We see demand for UK-based roles rise from around 43,000 today to a peak of around 58,000, an increase of roughly a third, before easing as projects move into operations.

Alongside this, we propose a national, demand-led Clean Power Delivery Academy focused specifically on project delivery roles. It should be co-designed with major employers and built around clear pathways in areas such as land and consents, procurement, project and construction management, project controls and assurance. Training should be short, practical and directly linked to real vacancies.

Time is short. A large volume of physical assets must be built in the next four to five years. With AI increasing the output of the delivery teams already in post, a national infrastructure training programme focused on these enabling roles in short supply, and a targeted sourcing of skills from elsewhere for scarce specialist roles, government could secure a rapid expansion of skilled people and unlock its Clean Power 2030 mission.



Context and Background

The drive for at least 95% of electricity generation to come from low-carbon sources by 2030 requires an almost unprecedented scale of infrastructure delivery in the UK.

The government's mission targets the deployment of significantly more homegrown renewables, new nuclear, energy storage facilities, and a major expansion of the power grid. It also implies sustained investment, averaging over £40 billion per year between 2025 and 2030.² This is a remarkable scale of ambition, but raises the practical challenge of whether the UK can train and mobilise the skilled people needed to deliver it.

The recent Clean Energy Jobs Plan sets out this challenge but framed as an economic and employment opportunity. In headline terms, it estimates clean energy jobs supported could rise from around 440,000 in 2023 to around 860,000 by 2030. Within that, it estimates clean power sectors could support up to 590,000 jobs by 2030.³ The Clean Energy Jobs Plan covers jobs supported across the economy, both directly and indirectly. These figures describe jobs that could be supported across the economy; they do not, on their own, tell us whether the UK will have the skilled people to actually fill them, particularly at the peak of concurrent delivery.

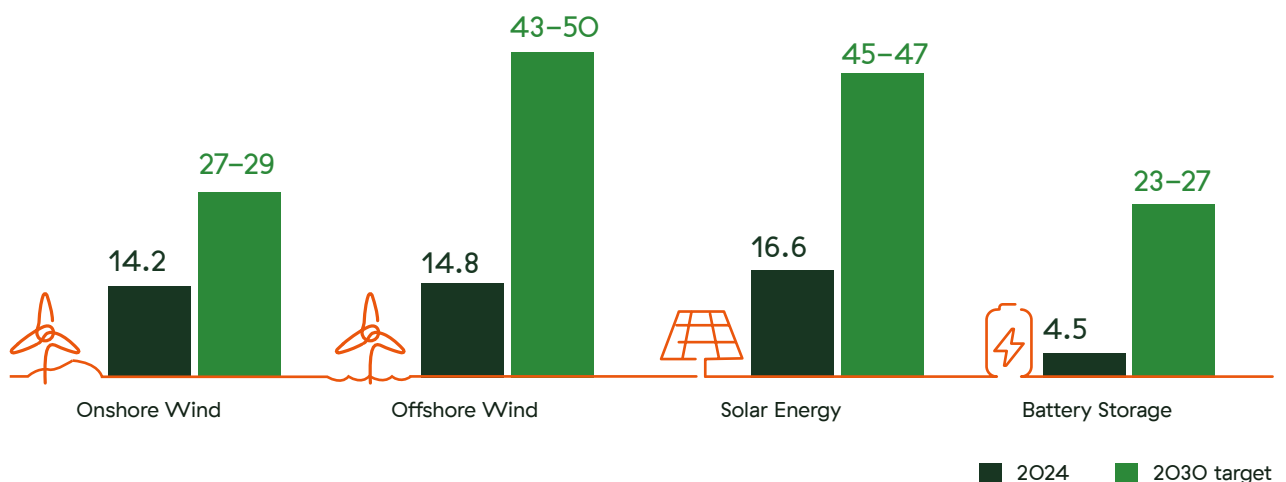
Clean Power 2030 is a project delivery challenge.

The Action Plan is explicit that progress will depend upon the rapid delivery of electricity generation and networks, much of it already moving through early development phases.⁴

Oaklin's analysis estimates that over 750 generation and transmission projects will be in flight concurrently between 2026 and 2030, of which around half will be solar projects, a quarter wind projects, and around a quarter transmission. This is why National Grid alone aims to deliver five times as much in the next seven years as it has done in the last 30 years.⁵

A project pipeline of this unprecedented size and urgency creates a distinct workforce challenge in both scale and timing. Hundreds of concurrent programmes mean surges in consenting and planning activities, land agreements, procurement, engineering design, and corresponding reporting, planning, project management, construction management, project controls and assurance. The constraint is not only in the visible trades on site, but also the driving and enabling roles that make projects constructable and keep them progressing through to execution and commissioning. This paper focuses on this project delivery capacity. Without skilled people to plan, consent and deliver the pipeline of projects, the targets the government has set out will not be met.

Figure 1: Clean power capacity by technology, 2024 against the 2030 targets
(Measurements in GW)



² NESO, Clean Power 2030: Advice on achieving clean power for Great Britain by 2030, November 2024.

³ DESNZ, Clean Energy Jobs Plan (2025) and Technical Annex.

⁴ DESNZ, Clean Power 2030 Action Plan: A new era of clean electricity, December 2024.

⁵ National Grid, The Great Grid Upgrade.

Scope and Objectives

This paper sets out to understand what project delivery workforce is required to achieve Clean Power 2030, and whether the UK is on track to supply it.

We focus on the UK-based project delivery roles needed to bring clean power generation and transmission infrastructure from early development through to commissioning. This is a subset of the 590,000 clean power jobs supported in the Clean Energy Jobs Plan.

It includes both client-side and supply-chain roles where they are directly engaged in the delivery of specific projects, as well as the corporate and managerial overhead required to govern and support portfolios at scale.

We do not estimate economy-wide “jobs supported”, and we exclude manufacturing and any supply-chain employment that sits outside of project delivery teams.

We define “project delivery roles” as the professionals who deliver infrastructure projects. For clarity, we group these roles into five delivery capability areas: stakeholder and consents, engineering and commissioning, commercial and supply chain, project delivery and controls, and regulatory and assurance.



Figure 2: Where project delivery roles sit within clean energy jobs



Table 1: Project delivery capabilities in scope

Capability area	Capability in scope
Stakeholder and consents	Stakeholder Engagement
	Land, Environment and Consents
	Marine (offshore projects only)
Engineering and commissioning	Engineering and Commissioning
Commercial and supply chain	Procurement and Oversight
Project delivery and controls	Project and Construction Management
	Governance and Reporting
	Schedule Management
	Cost Management and Control
	Risk Management
	Information Management
	Resource Management
	Project Administration
Regulatory and assurance	Regulatory Affairs and Coordination
	Quality Management and Assurance
	Safety

These roles have been chosen very deliberately, as they are critical to enabling all the other jobs to be created, yet often overlooked. Trade and technical occupations remain essential and will undoubtedly have to scale up significantly. However, one of the biggest threats to Clean Power 2030 is that the trades cannot be deployed effectively if projects stall due to lagging consents and land agreements, a lack of commercial readiness, poor project controls, or schedule delays. These professional roles also rely heavily on experience, making them hard to train quickly and meaning that energy projects compete with other infrastructure sectors for the same people.

The objectives of this paper are to:

- 1 Quantify the scale and timing of the professional project workforce demand across the clean power generation and transmission pipeline to 2030;**
- 2 Assess whether current policy is likely to supply the workforce needed on the required timescales;**
- 3 Propose practical interventions that can increase capacity quickly, alongside longer-term training initiatives.**

To bound this analysis, the sectors in scope of this paper are electricity generation and transmission only, as these are at the core of the Clean Power 2030 plan. It does not cover distribution networks, heat and buildings, hydrogen, carbon capture, utilisation and storage (CCUS), or other parts of the wider net zero transition. However, these will all compete for many of the same skills, and therefore we expect our estimates to be firmly conservative, with the real gap higher than stated here.

Methodology

At Oaklin, we have a long track record of supporting clients to run and deliver major energy infrastructure portfolios.

We have helped many of the organisations delivering Clean Power 2030 to design their operating models and undertake workforce planning, and our team has often filled key strategic roles in major projects. This gives us a first-hand and practical view of the workforce required to take projects from early development through execution and commissioning.

We have developed our own Clean Power Workforce Model from both open-source and proprietary data. It combines a consolidated view of the generation and transmission projects in flight between 2025 and 2030, drawn from publicly available sources across government, the system operator, the regulator and the Transmission Owners, with a set of assumptions about the typical workforce requirements by capability, phase and project type and size. Together this enables us to estimate resource demand per project across the

in-scope capabilities over time, which is then rolled up into an overall picture of demand across the industry.

Consistent project-level resourcing data is not publicly available at scale, so the model combines public pipeline information with Oaklin's own delivery insight and a standardised set of assumptions to produce indicative estimates. The outputs should be read as directional, designed to support scenario thinking and policy discussion rather than as a precise forecast of staffing for individual projects.

Unless stated otherwise, we use end-2025 as the baseline. The outputs represent estimated UK-based project delivery workforce demand covering both client-side and contractor roles embedded in delivery and excluding manufacturing and most supply-chain employment outside delivery teams.

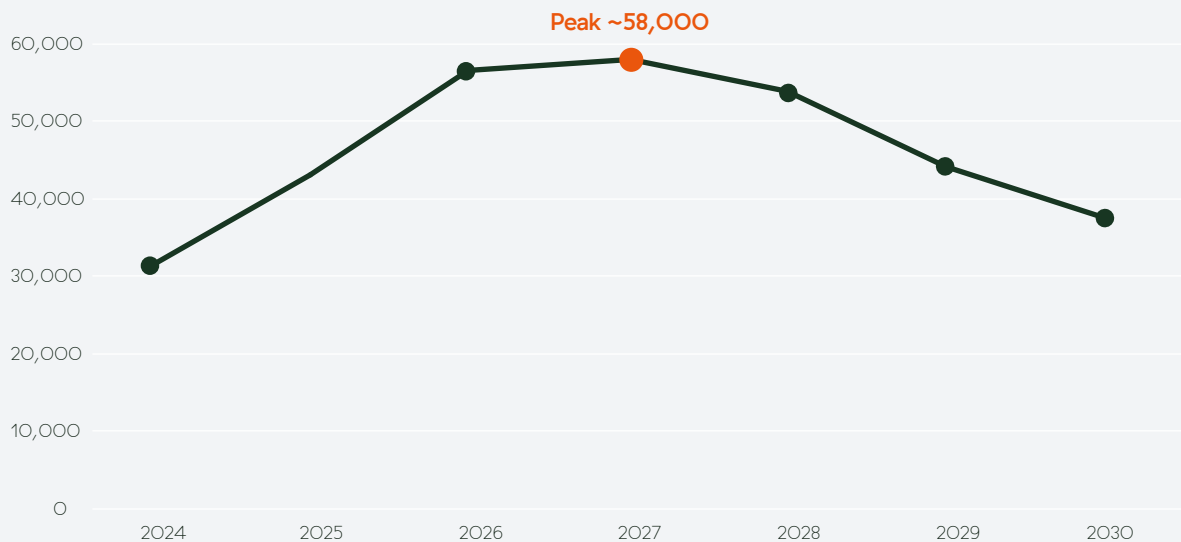


Findings

This workforce grows by roughly a third, peaking in 2027, not 2030

We estimate that today's UK-based project delivery requirement is around 43,000 people. Under the Clean Power 2030 portfolio, this rises to around 58,000 at its peak in 2027, an increase of roughly a third, and remains at or above today's level for about three years. Beyond the late 2020s the visible pipeline thins, so lower demand after that point reflects the limits of what is currently visible. The challenge is therefore one of timing as much as scale — it leaves under a year to recruit and embed the people needed to meet it.

Figure 3: Modelled UK project delivery workforce demand to 2030

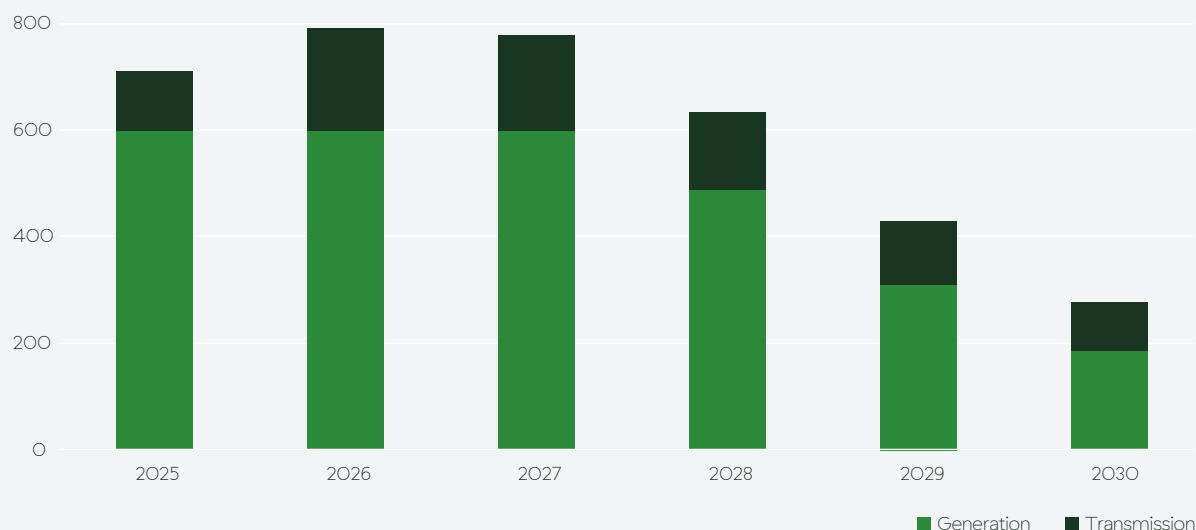


The crunch is created by concurrency

Hundreds of projects progress through development and execution at the same time, creating sharp peaks in demand. In practice, the crunch is created when large parts of the portfolio enter late development and construction simultaneously, pulling heavily on the same delivery roles in parallel. In our modelling the number of projects in flight peaks at over 750 during 2026. The largest projects in the Clean Power 2030 portfolio peak later in the period, pushing out peak resource demand, but only as far as 2027.



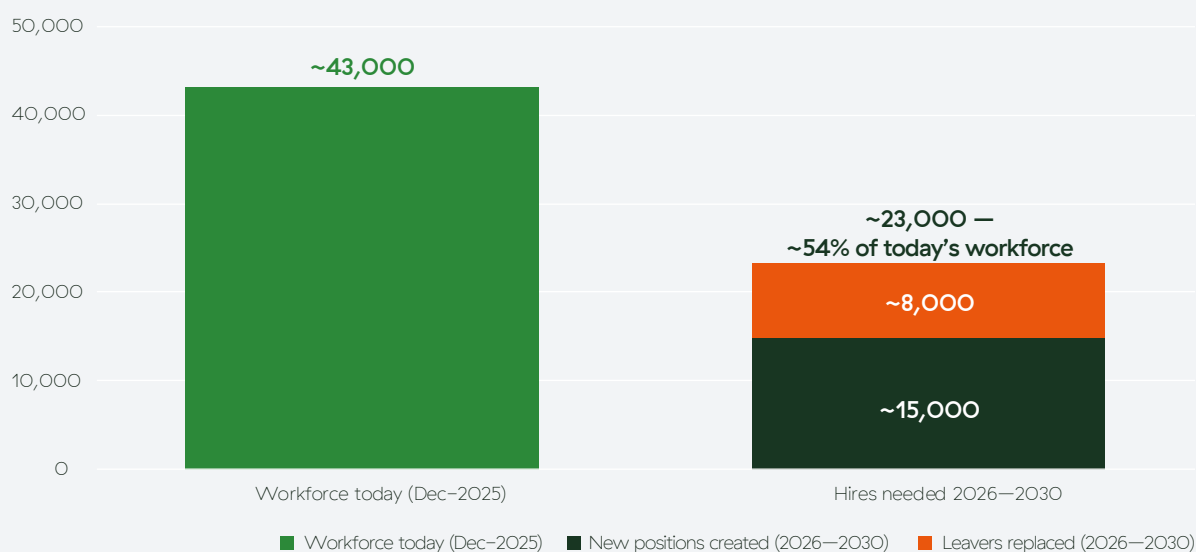
Figure 4: Projects in flight by year and sector



Growth understates the hiring task

The increase from today's baseline to the 2027 peak adds around 15,000 positions, but employers need to recruit more than the net growth figure suggests. Using a conservative 3.5% annual replacement assumption, replacing leavers adds roughly 8,400 hires by 2030.⁶ This takes the total recruitment task to around 23,000, more than half of today's workforce of around 43,000.

Figure 5: Recruitment requirement, 2026–2030, against today's workforce



⁶ Skills England, Sector Skills Needs Assessment: Clean Energy, June 2026, which has a replacement rate of 3 to 4% a year.

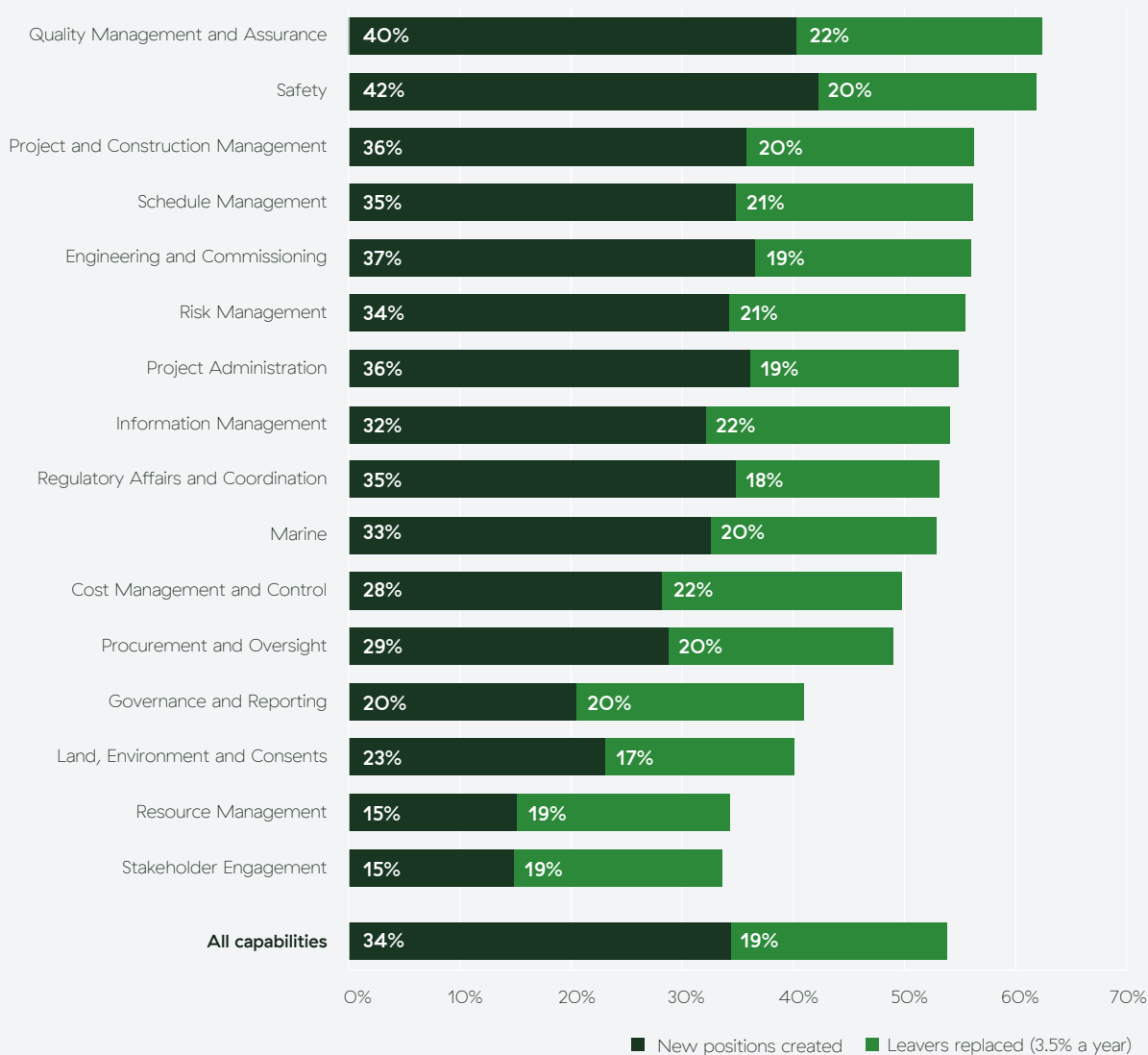
Demand is concentrated in a small set of delivery capabilities

The number of new hires needed between 2026 and 2030 is driven by a limited number of capabilities that make projects ready for construction and drive them through to commissioning. Relative to the workforce today, particular gaps exist in Quality Management, Safety and Project Management. These roles are experience-dependent and already under strain across the wider economy.

Transmission and offshore-heavy programmes also drive disproportionate demand for specific capabilities such as offshore and Marine expertise.

Figure 6 sets the hiring task against each capability's workforce today. Across the board the sector needs to hire the equivalent of more than half of today's headcount by 2030, and no capability needs less than a third. In some cases, nearly two-thirds of the current workforce needs to be hired over the next four years.

Figure 6: Hires needed 2026—2030 as a share of today's workforce by capability.

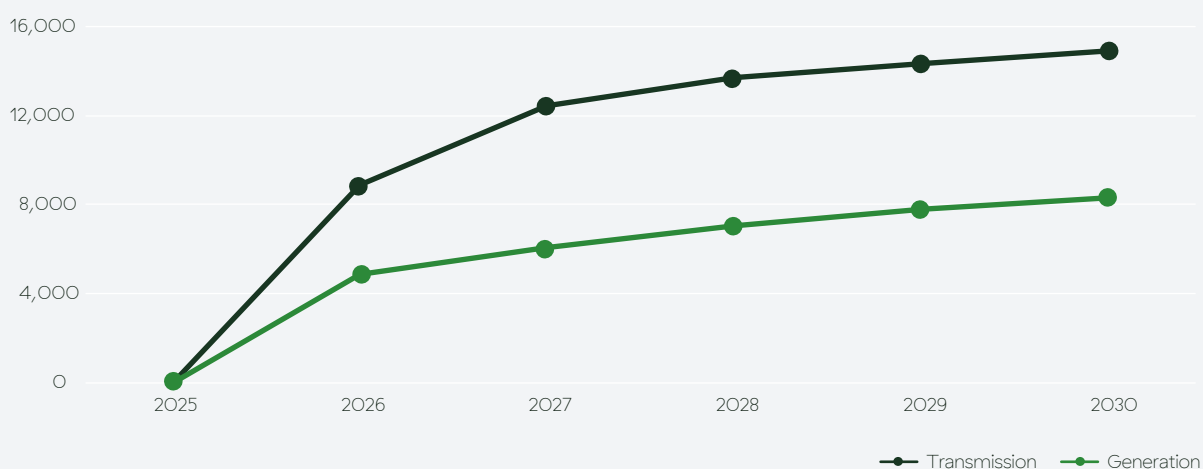




The centre of gravity shifts to the grid

The composition of demand changes markedly across the period. Transmission accounts for around a fifth of resource demand today and close to three-fifths (~60%) by 2030. Crucially, this shift is already under way while the overall workforce is still rising towards its peak. The system operator's own planning points the same way: NESO's reordered connections pipeline comprises around 280 GW of generation and storage alongside roughly 100 GW of transmission-connected demand, drawn from a connections queue that had grown past 700 GW.⁷

Figure 7: Cumulative people to recruit by sector, 2025–2030



⁷ NESO, connections reform and reordered connections pipeline, 2025.

Are Current Policies Enough?

The Clean Energy Jobs Plan identifies a number of important policies that will support the expansion of clean power workforce capacity.⁸

These include:

- Up to £180 million (over four years) for an Engineering Skills Package
- Five Clean Energy Technical Excellence Colleges (TECs) specialising in clean energy training, now part of a wider network of 19 Technical Excellence Colleges backed by up to £175 million
- Up to £20 million in funding to support transition of North Sea workers into clean energy sectors
- £2.5 million in regional skills interventions in Cheshire, Lincolnshire and Pembrokeshire

Whilst these initiatives are welcome, they are long-term investments that will take time to produce results. Most TEC-trained professionals are unlikely to reach the workforce until 2030 or later.

The UK government is beginning to account for people leaving the workforce, not just new jobs being created. Skills England's latest assessment is an important step, but it looks across a broad range of occupations.⁹

It does not tell us whether there will be enough project managers, planners, controls, consenting, procurement and assurance specialists to deliver Clean Power 2030, or when those people will be needed.

Our modelling suggests this is where the near-term skills gap sits. At the same time, other policies are pulling in the opposite direction for the professional layer. For example, recent changes to apprenticeship funding have restricted higher-level (Level 7) apprenticeships and withdrawn funding from several management standards, reducing support for exactly the delivery and management roles that projects depend upon.¹⁰

This suggests that the government's timeline is too optimistic. Although the Clean Energy Jobs Plan acknowledges the need to re-skill workers from sectors such as oil and gas, it does not address the current shortage in key project delivery roles. Closing the near-term gap calls for a faster and more targeted response.



⁸ DESNZ, Clean Energy Jobs Plan, 2025.

⁹ Skills England, Sector Skills Needs Assessment: Clean Energy, June 2026.

¹⁰ Department for Education, apprenticeship funding and Growth and Skills Levy changes, 2026.

Recommendations

Shortages in key project delivery roles are already constraining progress and leading to a cycle of salary inflation and risk of project delays.

These roles are where experience matters, where competition with other infrastructure sectors is intense, and where multi-year training pipelines will arrive too late for when the work is needed.

The three recommendations that follow are drawn from Oaklin's experience of delivering these programmes and are designed to convert the ambition into delivered capability within the window that matters. The first recommendation looks at getting more delivery capacity from the workforce already in post, by using AI as a delivery accelerator.

The second considers how we might create a direct, de-risked route into the sector through a national academy backed by an employment guarantee. The third accepts that the mission is also a time-limited delivery challenge needing specialist capabilities that can take years to develop. Therefore, hiring from abroad will be required before the domestic pipeline can realistically scale up.

1 Use AI to increase the output of the delivery workforce already in post

The energy transition cannot succeed without AI.¹¹ The delivery challenge is too large and compressed, and the experienced people needed to deliver it cannot all be recruited in time for a 2027 peak. The sector must therefore increase the output of those already in post. Employers can adopt AI wherever work is document- and data-heavy — for example, to screen and review survey data from overhead lines and substations, or to draft consenting documents and method statements from approved templates. In the US, PJM uses an AI tool to read lengthy interconnection applications in minutes rather than hours; freeing up that time is, in effect, adding capacity.¹² Deployment of AI should be done while retaining accountability with qualified engineers and project professionals for AI-generated output, with success measured in the number of delivery hours returned to live projects. One example of how the government could drive adoption might be by treating proven productivity investments made by Transmission Owners as allowable spend in price control and making AI adoption a criterion as part of the project funding applications for larger schemes.



¹¹ Oaklin, The energy transition cannot succeed without AI, September 2026.

¹² Tapestry, Field Notes: HyperQ deployment in PJM's Cycle 1, June 2026. PJM Interconnection, Google and Tapestry partnership announcement, April 2025.

2 Create a national demand-led Clean Power Delivery Academy, backed by a six-month employment guarantee

The UK should establish a national vocational academy focused specifically on project delivery roles across the green economy, co-designed and governed with the major energy employers, including Transmission Owners, major generators and key contractors. Its purpose should be to recruit people, train them quickly into defined roles, and place them directly into jobs on live programmes. Training should be vocational and short-cycle, using real-world project artefacts and common standards agreed with employers, with success measured by how many roles are filled, as well as performance and retention.

Such an academy can only deliver at scale if employers are confident enough to hire from it before new entrants are fully productive. To enable hiring at pace, the academy should guarantee the first six months of employment for academy hires.

This would remove a key barrier for employers by funding paid onboarding and structured development time, allowing organisations to take on capable entrants without waiting for perfect candidates to appear. The guarantee should be tied to defined roles, accredited training and confirmed placements within participating energy employers, and be conditional on completion of training and sustained employment, with a simple clawback if placements do not materialise.



3 Source scarce specialist skills from outside the UK for the short term

The UK can and should build the majority of the additional capability it needs domestically. However, it would be unrealistic to assume that every shortage of experienced professionals can be solved through training in the next few years. Some roles depend on years of specialist project and sector experience — years that we do not have.

Employers should therefore be enabled to source experienced specialists internationally for a defined period. A short-term, role-linked visa could be one practical mechanism for doing so. It should apply only to clearly defined areas of scarcity, be linked to genuine vacancies within clean energy programmes and be time-limited as domestic capability develops.

This approach recognises the immediate reality that some of the experience required over the next four to five years cannot be created from scratch over the same period. The UK needs not only more workers, but also the right workers, at the right time, in the delivery roles that unlock projects and the wider social and economic benefits they will provide.



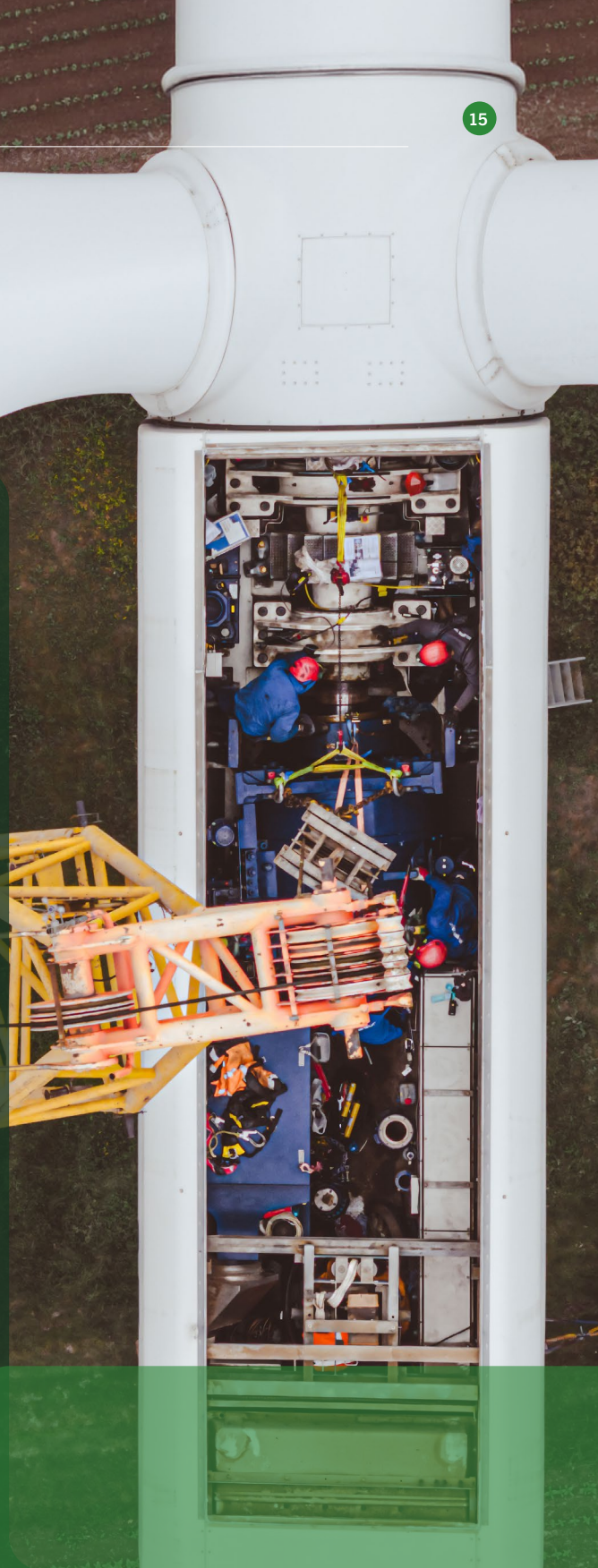
Conclusion

Clean Power 2030 is now as much of a workforce creation challenge as an infrastructure delivery one.

The UK government has committed to the ambition and the private sector is mobilising the investment, but neither will deliver the target without enough experienced people to plan, consent, procure, control and execute hundreds of highly complex infrastructure projects, all at the same time.

The demand on that workforce is now. Our modelling suggests the requirement peaks around 2027 and stays high for roughly three years, which means the decisions that determine whether the mission is deliverable should be taken now, not at the end of the decade. The risk is not that the UK fails to act, but that it acts too late.

Our recommendation is to use AI to increase the output of the delivery workforce already in post, and to establish a national, vocational Clean Power Delivery Academy backed by an employment guarantee that gets trained resources into required positions at scale. Together these should add capacity now and contribute to a stronger domestic talent pipeline. For those roles where the required expertise cannot be developed in time, targeted international recruitment should provide a temporary bridge, with a role-linked visa available where necessary. Workforce capacity risks becoming a binding constraint on Clean Power 2030 precisely as the mission reaches its most critical period. However, if the government acts now, this gap can still be closed.



Appendix A

Oaklin's Clean Power Workforce Model

The model uses two primary inputs: a project pipeline (a consolidated view of the generation and transmission projects in flight between 2025 and 2030, drawn from publicly available sources across government, the system operator, the regulator and the Transmission Owners); and resource-allocation assumptions (typical workforce requirements by capability, phase and project type and size, to progress projects through development, execution and commissioning).

Constructing the project pipeline, we built a consolidated portfolio of electricity generation and transmission projects by collating and synthesising information from the widest credible set of public sources, including DESNZ, NESO, Ofgem and the Transmission Owners. No single dataset provides a complete view of what is in flight and what is planned, so we combined overlapping sources and reconciled them into one coherent portfolio. We then categorised projects by type and scale so that resourcing intensity could be applied consistently, and sequenced projects using indicative dates to reflect when delivery activity is likely to occur.

A portion of the build required to meet Clean Power 2030 is not yet visible in public project lists. To address this, we compared the capacity delivered by the known pipeline against the capacity implied by the Clean Power 2030 ambition and completed the portfolio by adding inferred projects to close the gap, using the observed distribution of project types, sizes and indicative timelines.

This step is used only to represent the scale of delivery activity implied by Clean Power 2030, not to predict which specific schemes will be built. It gives a realistic representation of the total delivery activity likely to draw on the same constrained workforce, even where individual projects are not yet publicly named.

For estimating the delivery workforce demand, we translated the project portfolio into workforce demand using a consistent delivery lifecycle and a standardised set of assumptions about the project delivery capabilities. Projects do not require their workforce evenly through time: consenting and development activity is typically front-loaded, while engineering and commissioning, procurement, quality and assurance, project controls and safety rise sharply as projects move into construction. We scaled resourcing intensity by project type and size (financial value) so the assumptions are proportionate across the portfolio, then aggregated the resulting demand profiles to estimate total workforce demand by capability and sub-sector.

The financial tiering ensures workforce intensity is broadly proportionate to project size, enabling a consistent comparison across project types. Workforce assumptions for nuclear projects (Sizewell C and Hinkley Point C) were reviewed separately and treated as above Tier 1 to reflect their significantly higher capital value and complexity.

We also divided the overall project duration into five standard phases:

Table 2: Project lifecycle phases

Project phase	Typical gate phase name
Phase 1	Opportunity evaluation and feasibility
Phase 2	Design and consenting
Phase 3	Pre-construction preparation
Phase 4	Construction
Phase 5	Commissioning

We applied the same five-phase model consistently across the generation and transmission projects we identified, then allocated resource demand by capability, recognising that different roles peak at different stages of delivery. The model identifies 16 core capabilities essential to delivery across generation and transmission, grounded in our own experience supporting transmission and generation companies to deliver projects.

Appendix B

Oaklin capability definitions

This appendix defines the 16 core capabilities used in Oaklin's Clean Power Workforce Model.

Table 3: Capability definitions

Capability	Definition
Stakeholder Engagement	Management of external and internal stakeholder relationships to maintain alignment throughout the project lifecycle.
Land, Environment and Consents	Securing land rights, environmental assessments and statutory consents required for project approval and delivery.
Marine (Offshore only)	Planning and execution of offshore activities, including surveys and marine permitting for coastal and subsea infrastructure.
Engineering and Commissioning	Design, development, integration, testing and commissioning of engineering systems and infrastructure.
Procurement and Oversight	Management of procurement strategy, supplier engagement, contracting and commercial performance and oversight.
Project and Construction Management	Oversight of project delivery, construction coordination and schedule adherence to ensure timely execution.
Governance and Reporting	Oversight of project progress and performance, decision-making processes and assurance.
Schedule Management	Development and maintenance of integrated schedules, milestones and critical-path analysis to track progress and dependencies.
Cost Management and Control	Forecasting, monitoring and managing budgets, estimates and spend.
Risk Management	Identification, assessment and mitigation of project risks.
Information Management	Collection, storage and dissemination of project data and documentation to support collaboration and compliance.
Resource Management	Allocation and utilisation of resources.
Project Administration	Day-to-day coordination of project tasks, logistics and administrative support across teams and workstreams.
Regulatory Affairs and Coordination	Monitoring and application of relevant regulatory, policy and licensing requirements.
Quality Management and Assurance	Implementation of quality management systems and assurance processes.
Safety	Promotion and assurance of a safe working environment and compliance with health and safety legislation.

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UK Government (2025), Clean Energy Map





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