

Welcome to the July 2023 newsletter



This year summer seems to be a long time coming and it feels like our members conference, back in April, was a very long time ago. We chose the auspicious Henry Wellcome Auditorium in London, as our venue and along with the support of our very special guest speakers, over 100 members and key stakeholders, we signalled not only our ongoing commitment to deliver excellence through collaboration, but also our focus on the consumer, growth, climate and resilience. You can read our post-event news story [HERE](#) and a summary of our event survey results [HERE](#).

Chris Hemsley, UKRN CEO & Managing Director PSR *"It was an important and engaging event, where we could – after a four year gap – come together to share ideas, learning and best-practice. The discussions highlighted the link between the work of our member regulators and some of the biggest challenges facing the UK: sustainable growth; climate change; the cost of living crisis; and delivering resilience. These are challenges that span our members, which highlights the importance of the collaboration that UKRN supports. I know all the attendees will have left with new connections, ideas and thoughts about how to meet tomorrow's big challenges."*

You will remember in the April edition of our newsletter we published our [reflections on 2022](#) and our [2023 work plan](#). Since then, we have been busy developing our next multi-year business plan, which will be delivered in April 2024. It is very important that our business plan reflects the views and opinions of our member regulators and our key stakeholders, which is why we will be engaging in a member and stakeholder survey this summer and both an internal and external consultation process towards the end of 2023.

We have also strengthened our engagement with government, including those in the Better Regulation Executive and those engaged in the follow-up to the Skidmore Independent Review of Net Zero, to help shape a positive vision for regulation and our members in delivering on the key challenges of our times. These include the cost-of-living crisis, helping to develop new mechanisms to coordinate and align action on net zero, and working-through how regulators can deliver growth, greater transparency and accountability after EU exit.

Finally, the 19th June marked the start of our first ever Intern Programme. We are welcoming three university graduates from York, Birmingham and Leicester Universities to join us for three months to introduce them to the world of regulation. We hope that with the learnings from this pilot we can further develop a programme of events in order to promote the regulated industry as a great place to work to the early career mark place. We are handing over the Autumn edition of our newsletters to our three interns to tell their story.

Attricia Archer, UKRN Director



Feature Article: Cyber Security Network Chair- Reflections and Lessons on Handing Over

When I took over the Chair of the Cyber security Network 4 years ago, Cyber Security had only tentatively entered the into the core responsibilities for many regulators for the first time. Although it had been a substantive area of interest in the Financial Sector for many years, this was not so for many of the UKRN community.



UK Regulators Network

When Cyber arrived, primarily as a consequence of the Network and Information Systems Directive (NIS), it required some serious thinking and much head scratching as we all wrestled with the challenges of conducting Cyber Security Oversight of these we regulated. If this required fresh thinking from many of us regulators, it was not a whole lot different for the industry. I know in aviation this required a complete review of the way entities approached cyber security, not least in how industry measured its performance and assessed its risks. It challenged existing governance structures, as most businesses were set up to manage corporate IT services, but not configured to address the more strategic challenges of Operational Technology. Also, it became increasingly clear, that many of us, regulators and industry, often did not have the resources with the required cyber security skill sets to meet the new challenges.

It genuinely was a perfect time for the relatively new UKRN Cyber Security Network to engage in these challenges as we all wrestled with how we should respond to meet them. It was a classic example of a problem shared, as the scope for each of us to adopt our own approach to a rapidly expanding brief was significant and the potential for re-inventing the wheel across the UKRN very high. It was immensely helpful to discuss how each of us was approaching our respective challenges and where there were opportunities to share learning and understand best practice.

The first lesson for me is that you do need to consider your own context in some depth before looking at what others have to offer. For example, an “obvious” solution for aviation was to replicate the Financial Industry’s CBEST model, which was indeed our start point. That, however, neglected to understand how much more mature the financial sector was than our own as a consequence of several years active oversight of the industry by the regulator. Instead, we needed a process that recognised the industry had to build its maturity first before the CBEST model made sense; indeed, that building of this cybersecurity maturity was as equally important for the CAA as the regulator.

The second early lesson was the need for the UKRN Cyber Security Network to fully understand its precise role. Initially we had members who were corporate cyber security practitioners without a regulatory role, whereas, others, like myself, only had an oversight role. We opted to focus only on the growing regulatory oversight role and not on Corporate Security challenges. I am delighted to see that that is now the focus of a separate network (IT Directors Network) within the UKRN, and complements extremely well our own network.

It was also clear that there was much common learning: our resourcing challenges in a red-hot cyber security recruitment market were very much shared challenges. How we approached assessment, oversight and enforcement were also really valuable discussion areas; in working out what would and would not work for your sector, it was immensely helpful to see what others were doing and the lessons they had learned along the way. Also our routine briefings from the National Cyber Security Centre and the Office of the Information Commissioner allowed us to be briefed as a community which really allowed for focus discussions with both organisations to the benefit of all our Network members.

I think the final lesson was that the success of the meetings was entirely down to the extent of planning, preparation and coordination before the network sessions. Getting a focussed agenda, preparing items for discussion and getting interesting and relevant speakers added immensely to the value of the meetings. Having our own dedicated UKRN Manager was therefore a key factor in the success of our group. On departure, I would very much like to pay tribute to Careyann Jacques and her Herculean efforts on behalf of the group; it simply wouldn’t have been the same without her! Finally, could I send my very best wishes to the new Cyber Security Network Chair, Neil Connett of Ofwat; I have no doubt he will find the experience as rewarding as I have done after 4 years in the role.

**Peter Drissell, Director Aviation Security CAA
Chair UKRN Cyber Security Network (2019 – 2023)**

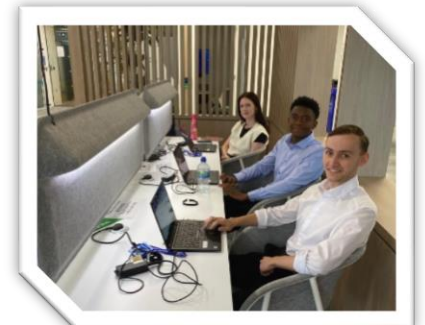
Attricia Archer, UKRN Director “the UKRN would like to take this opportunity to thank Peter for his lengthy 4 years of service in this role. During this period Peter has helped the network navigate an ever-changing threat, intelligence and innovation landscape. The role of Network Chair is a crucial part of a successful network and can be satisfying and challenging in equal measures. We are grateful to Peter and the other Chairs who commit to helping us deliver this exceptional level of collaboration”.

UKRN News

Team Away Day: We were delighted that FCA/PSR were able to host the UKRN away day at their office in Stratford recently. We were joined by our CEO, Chris Hemsley, who led an inspiring discussion on UKRN's priorities and deliverables for 2023 and our 2024 business plan. During the day we took a long look at succession planning and also how we can better support our members, focusing on what we do best.... collaboration! We were also lucky to squeeze a lovely team lunch into the day too.



UKRN welcome their first interns for the summer: As mentioned in Attricia's introduction, at the end of June, we were delighted to welcome our summer interns for a 10 week placement, taking them to the end of August. Priority is to give our three interns a valuable work insight into the fast moving and varied world of regulation and stakeholder management, as well delivering an individual and team project. We look forward to working with them and you will hear from them directly in the Autumn newsletter!



10 Year Anniversary: 2024 marks the UKRN 10 year anniversary and we look forward to sharing with you later this year, our plans to celebrate this milestone throughout 2024.

Multi-Year Business Plan: We are developing our second multi-year business plan, which we aim to publish in April 2024. The last 3 years has seen major changes for the UKRN and our members, and we are taking the opportunity to change how we undertake our planning process;

- We will identify the strategic themes and linked outcomes that will guide our Business Plan over the period 2024 - 2027.
- Our annual Delivery Plan will set out how we will work towards these outcomes, through more specific actions and activity
- We will report on our progress in delivering the outcomes, in our annual Review Document.

Network News

1. **Cost of Capital Network:** led by Ofwat, the 2023 CoC Annual Report will be published this summer. Last published [in July 2022](#) the report provides a summary of the most recent cost of capital decisions and analysis by each member regulator, serving as an easily accessible reference document for those interested in our sectors. It also sets out where regulators share a common approach, and where approaches diverge to reflect differences between sectors, regulatory timings and structures.

The report is the product of the UKRN's cost of capital network. The network brings together specialists from across UKRN members to share expertise and best practice, and to develop shared approaches where appropriate. UKRN members will continue to work collaboratively on these issues, learning from each other, sharing best practice and, where appropriate, aligning our approaches.

2. **Research Network:** we hosted our first face to face meeting on 22 June, held in the CMA office. The group focused on the value of qualitative research. UKRN invited along a guest speaker, Sam Knowles (Founder, MD, & Chief Data Storyteller, Insight Agents) to introduce how best to use qualitative research, followed by an in-depth group discussion. It was a successful meeting with added value of meeting in person.



3. **Vulnerability Network:** On May 2nd the network hosted a virtual session which looked to examine how social tariffs were applied in different sectors, including water, broadband and the energy sector in Northern Ireland. In addition to UKRN members, the session was also attended by representatives from government departments, including the Department for Work and Pensions and the Cabinet Office, and regional bodies such as Consumer Scotland. Consumer rights group Which? were also present to provide an overview of some of their latest research surrounding the barriers to the take up of broadband social tariffs. The session provided valuable information on the current social tariff landscape and the UKRN plans to hold a second session later in the year.

Publications

1. [NEWS: 'UKRN23' the story of our conference | UKRN: the UK Regulators Network](#)
2. [NEWS: UKRN HR networking event | UKRN: the UK Regulators Network](#)
3. [UKRN & WIG Workshop: Implementing the UK Government Resilience Framework | UKRN: the UK Regulators Network](#)
4. [UKRN & CloudSource: THE UK GOVTECH FORUM 2023 | UKRN: the UK Regulators Network](#)
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Events

1. UKRN co-hosted an event with the Collaboration Network in June, where UREGNI presented the unique issues facing consumers in Northern Ireland. UKRN gave an overview of the work we do and highlights of the Vulnerability network workplan.
2. [UKRN & CloudSource THE UK GOVTECH FORUM 2023](#): We were delighted to participate at The UK GovTech Forum 2023, held on 25th May. This in-person event was hosted by Microsoft and delivered in partnership with CloudSource to create a vision of digitised and future-proofed regulatory services.

This pioneering ecosystem of the UK's Regulatory Thought Leaders, Technological Pioneers, and Innovators came together to rethink how UK Regulatory Bodies can accelerate into a new digital world. With a focus on Unlocking Digital Regulation, this event provided an excellent opportunity to discover the latest industry disruptors & challenges and participate in an incentivised programme, "The Digital Regulator Catalyst", to expedite your digital transformation journey.

3. [UKRN & WIG Workshop: Implementing the UK Government Resilience Framework](#): we were delighted to be partnering again with our colleagues at WIG for this in-person workshop, held in central London.

Following the publication last December of the 'UK Government Resilience Framework', we brought together leaders from regulators, the wider public sector, industry, academia and NFPs, to explore how organisations across the sectors can implement the recommendations around specific risks and collaborate on a 'whole of society approach' to building a strong resilience system.

Special guest speakers included:

- Mary Jones, Resilience Director in the Economic & Domestic Secretariat at the Cabinet Office
 - Sir Ian Andrews, Vice-Chair, National Preparedness Commission; former Second Permanent Secretary, Ministry of Defence; former Chairman, Serious Organised Crime Agency.
4. [HR Networking Event](#): The UKRN proudly hosted our first in-person HR "networking" event on Tuesday 25 April, at FCA Mezzanine, Stratford. This engaging and interactive day for HR specialists, hosted by Jasbir Bilan, Ofwat People Director and HR Directors' network Chair, enabled delegates to meet face to face, share skills/tips for growing their networks and making the "good stuff" better.
 5. [UKRN Young Professionals Network YPN: Discussing Women's Experiences in the Workplace](#): On June 21st the UKRN, in collaboration with the Ofcom Women's Network, held a joint event at the Ofcom London office discussing women's experiences in the workplace. This event brought together a range of individuals from across the UKRN membership and from a variety of backgrounds. Guest speakers included:
 - Clair Forbes – Senior Director of Corporate Communications at Ofwat
 - Madhu Ramankutty – Principal Policy Officer in Ofcom's Online Safety Group
 - Claire Boorman – Principal on the TPR Strategy Team and Co-chair of the TPR's women's Network.
 - Alison Russell – Head of Department with the FCA's Complaints Department and the Risk and Compliance Division
 6. [Accelerating net zero: how can government incentivise and supercharge transition? - Global Government Forum](#). Stephen Bass from the UKRN team attended as a panel speaker at this webinar with around 70 attendees from across the public sector.



What's Coming Up

- **Cost of Living:** UKRN continue to work with the Cost of Living working group, led by FCA, planning next steps for this work and we will be able to provide a fuller update in our next newsletter.
- **UKRN on Tour:** So far this year we have visited 7 of our member regulators with 'UKRN on Tour'. In the second half of the year we are planning to visit our remaining members, with some of our members sponsoring departments too. So, watch this space for more details!
- **Investor Event:** The team are currently working with the Global Infrastructure Investors Association to host an in person event on the 26th September, bringing together Investors and Regulators for what will no doubt be a very thought provoking and engaging discussion. More details will be published on our website when available.
- **Accessibility Leaflet:** We will be working on updating and expanding the UKRN Accessibility Leaflet, which was originally published in 2015. In addition to highlighting the support available to those with service accessibility issues, the new leaflet will provide information to assist consumers who are struggling with the cost of living crisis, providing information on the support that is available in the various sectors that our members regulate.)
- **Collaboration Network:** If you missed our first Collaboration Network Regulator Rooms in June, not to worry – these are set to be a regular event with the next one taking place in September so keep an eye out on our website and social media for more details.
- **UKRN devolved nations activity:** As outlined in our Engagement strategy earlier in the year, we will be looking to visit Holyrood in Edinburgh in November to deliver a reception with MSP's and our regulator members. We hope to be in Northern Ireland in the winter with a similar type of event and are working with colleagues from the CMA to attend a forum in Cardiff over the summer. More details will follow later in the year.

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Contact us

For questions about the UKRN, or to sign-up to our newsletter, please get in touch with:

[Attricia Archer, UKRN Director](#)
[Nicole Trinder, Business support manager](#)