UKRN ANNUAL DELIVERY PLAN 2024-25

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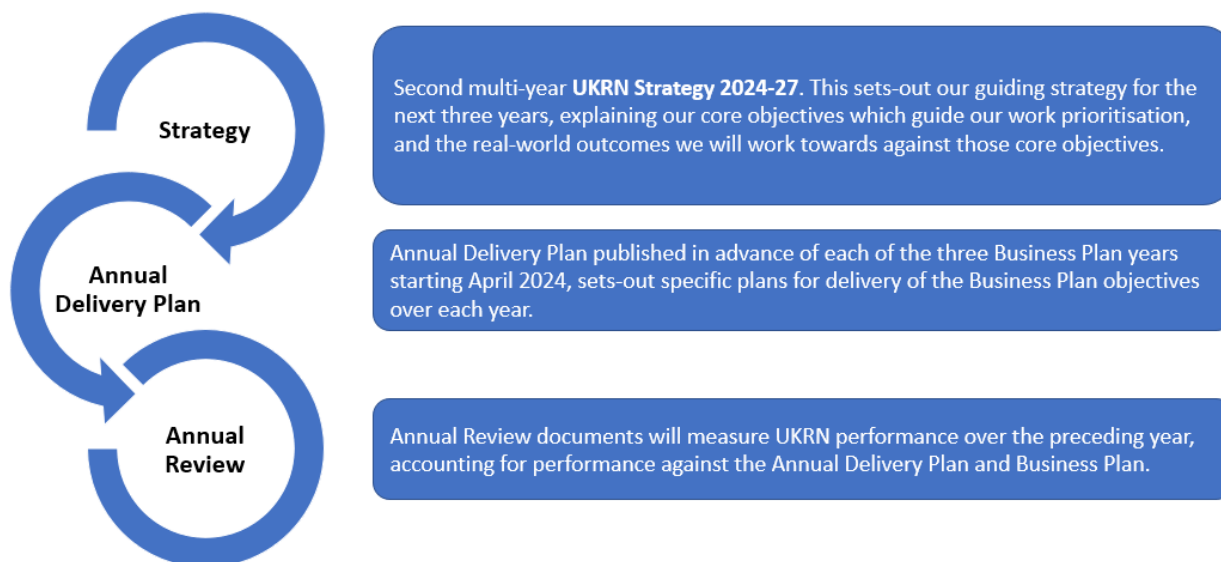*excellence through collaboration*

Introduction

The UKRN's Annual Delivery Plan 2024-25 sets out our approach to delivering the first year of the UKRN Strategy 2024-27. In this document we highlight what we plan to deliver to achieve excellence through collaboration from April 2024.

UKRN Strategy 2024-27, published alongside this document, represents the next step of UKRN's evolution – it articulates a set of core objectives and outcomes that are deliberately high-level and strategic, and we have avoided being prescriptive as our strategy needs to allow flexibility to tackle risks and take opportunities in the years ahead.

In addition, we will also publish Annual Review documents at the end of each year which will account for our performance and impact as well as provide valuable lessons for the next Annual Delivery Plan.

The below diagram best illustrates our business planning process and how these three documents work together:

Strategy

Second multi-year **UKRN Strategy 2024-27**. This sets-out our guiding strategy for the next three years, explaining our core objectives which guide our work prioritisation, and the real-world outcomes we will work towards against those core objectives.

Annual Delivery Plan

Annual Delivery Plan published in advance of each of the three Business Plan years starting April 2024, sets-out specific plans for delivery of the Business Plan objectives over each year.

Annual Review

Annual Review documents will measure UKRN performance over the preceding year, accounting for performance against the Annual Delivery Plan and Business Plan.

In this document we set out the relevant outputs that we will seek to achieve against UKRN's **six** core objectives of the Strategy. We will do this through the programme of work specified in this document, and through future annual delivery plans.

Please note:

- **outcomes** are written in terms of what we intend the world to look like at the end of the Business Plan – these are defined in the strategy as the things where the UKRN has significant control.
- **outputs** are the specific projects or actions and the measures of those deliverables. We have tried to articulate these in terms of things we may be able to measure at least indirectly (for example via surveys). These can dynamically flex each year to support sector changes and priorities, to best deliver our stated outcomes.

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The core objectives highlighted in this document have been drawn from the Strategy and were developed in response to member engagement and a programme of consultation, both with our members and externally. Our first core objective identified is considered our overarching objective to promote collaboration and includes elements of operational support and targeted thought-leadership on members shared key priorities and by direction of the UKRN's Senior Representatives Group (SRG) and CEOs.

The six core objectives are as follows:

1. Promoting collaboration
2. Supporting the Net Zero transition
3. Addressing vulnerability
4. Supporting sustainable economic growth and resilience
5. Championing effective regulation and telling our story
6. Making regulation an attractive career choice

The next section of this document will take you through each core objective in turn, setting out how we intend to work towards our desired objective through a combination of our network activities, stakeholder engagement, events and project work. We have also included the measures of success we intend to use, where these are possible. This is an area we are keen to improve as we move through the next three years of this Strategy.

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Strategy	
Core objective	(1)Promoting collaboration
Outcomes	The UKRN itself[1] and our members are able to show the added value of the collaborative activities – both in respect of common shared interests, and in facilitating collaboration between members and *external* parties to promote shared interests.

2024 Outputs	Activity & measurements of success (where possible)
1.1 UKRN has supported member regulators to collaborate effectively on highest-priority issues of shared concern. Our networks are aligned to members interests (measured via alignment of networks to members interests as expressed in governance meetings and engagement).	1.1.1 Governance meeting schedule and programme of agenda topics. 1.1.2 Quantitative data on number of network meetings. 1.1.3 2024 network workplans / forward looks.

1.2 UKRN has provided a range of mechanisms for members to collaborate which have adapted to members' needs.	1.2.1 Innovation and adaptions to the way we work, evolution of networks model, including provision of new tools, different and more efficient ways of working together.
	  • Success measure: utilisation of tools to enhance network meetings and collaboration.
	
	1.2.2 HR specialists to collaborate on the newly created "early careers" working group.
	  • Success measure: Delivery of meetings, identified priorities and targeted workshops.

1.3 UKRN has facilitated additional collaboration opportunities between members and relevant external parties, promoting the UKRN core objectives and demonstrating the importance of the role of regulation.	1.3.1 Measures of engagement with externals parties and delivery of joint / tri-party projects, joint events, conference appearances, third party stakeholder events. • Success measure: Joint sponsored events with broader audience participation

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[1] *This includes developing measures to demonstrate the operational efficiency of UKRN, to be detailed in our Annual Delivery Plans and included as measures in Annual Reports.*

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Strategy	
Core objective	(2)Supporting the Net Zero transition
Outcomes	• UKRN has championed the role of regulators in driving net zero, and address risks of climate change with partners and key stakeholders, including government. • UKRN has brought-about a better understanding of the impacts, benefits and risks of the net zero transition' for those in vulnerable circumstances.

2024 Outputs	Activity & measurements of success (where possible)
2.1. UKRN has provided members with opportunities to engage and learn from external experts and each other.	2.1.1. Numbers of climate change/net zero meetings and working groups hosted by UKRN. 2.1.2. External speakers' attendance at UKRN meetings. 2.1.3. Representation of UKRN's climate change work at external events and conferences. 2.1.4 Survey from members on how collaboration (including Network and workings groups) has informed policy development.
2.2 UKRN has articulated and explained the role of regulators in delivery of net zero internally amongst regulators and externally, and with government and with key external partners.	2.2.1. Engagement of external stakeholders and third parties by UKRN staff. 2.2.2. UKRN-supported activities (core staff and members) that support the improved understanding of what regulators do on net zero.
2.3 Delivery of UKRN activities that focused on building capability in member regulators' teams to support delivery on net zero.	2.3.1. Presentations and sharing of best practice and lessons learned examples by members to others at Network and other meetings. 2.3.2. Comparative survey results from members on value of UKRN meetings in improving their capability to understand and deliver on net zero, and identification of new area.
2.4 Delivery of a shared UKRN Climate Change Network and Vulnerability Network plan by end 2024.	2.4.1. Joint focus between Vulnerability Network and Climate Change Network – including at least one joint meeting during this period.

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Strategy	
Core objective	(3)Addressing vulnerability
Outcomes	• UKRN has maintained and broadened our members' knowledge and understanding of relevant vulnerability issues and cost-of-living issues, having built and facilitated engagement with relevant external stakeholders. • UKRN has facilitated improved outcomes for consumers through enabling greater cross sector data sharing in instances where there are consumer benefits.

2024 Outputs	Activity & measurements of success (where possible)
3.1 UKRN and our members have shared knowledge and understanding of relevant vulnerability issues, having built and facilitated engagement with external stakeholders.	3.1.1 Stakeholder engagement with key consumer led stakeholders, engaged through vulnerability network meetings. 3.1.2 Vulnerability network meetings every 6 weeks where the group share best practice and external speakers are invited to discuss particular topics, such as financial abuse. 3.1.3 Delivering the second wave of the UKRN Vulnerability academy, which will feature host of speakers from across the vulnerability sector. • Success measure: Successful graduation of 2024 academy intakes
3.2 UKRN has targeted key vulnerability issues in collaborative work, through identification of cross sector themes.	3.2.1 The UKRN Vulnerability network produces an internal workplan, outlining those issues which are most relevant to our members for the coming year. This workplan is monitored to ensure completion of the items included on the Vulnerability Network workplan. This includes collaborative items where the Vulnerability network will engage with other UKRN networks and external bodies. 3.2.2 The Cost-of-Living Group is a sub-group, formed from the Vulnerability network, and aims to enable cross sector consistency and share best practice within consumer protection e.g., for consumers in debt. 3.2.3 UKRN will continue to collaborate with the government Department for Business & Trade (DBT) on their ongoing work regarding Smart Data.
3.3 UKRN has helped communicate the impacts of the net zero transition on vulnerable consumers and those with low financial resilience, identifying issues of concerns and feeding back opportunities for improvement through other forums.	3.3.1 Highlighting salient issues associated with the net zero transition which impact vulnerable consumers and collaboration, where appropriate, with identified stakeholders: • Success measure: Delivery of relatable items in the 2024 vulnerability network workplan. • Success measure: Delivery of a shared UKRN Climate Change Network and Vulnerability Network plan by end 2024.
3.4 UKRN and our members have shared knowledge and understanding of relevant cost of living issues and best practice.	3.4.1 Cost of Living Working Group continues to focus on shared practices, issues and opportunities related to the cost-of-living challenges faced by our members. These will include: • Debt and affordability • Additional support for people in vulnerable circumstances

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Strategy	
Core objective	**(4)Supporting sustainable economic growth and resilience**
Outcomes	• UKRN has supported the building of capability and capacity across member regulators to better support members' contributions to sustainable growth, investment and innovation.

2024 Outputs	**Activity & measurements of success (where possible)**
4.1 UKRN has provided quality opportunities for members to develop and share best practice and leadership on sustainable growth and resilience.	4.1.1 Enabled through UKRN shared best practice on growth measurement and reporting across members. 4.1.2 UKRN has engaged with the Cabinet Office Resilience Directorate on standards and regulation (with reference to the UKG Resilience Framework Commitment to introduce standards by 2030).
4.2 UKRN has enabled collaborative work amongst members and with key external partners to inform and develop joint approaches to delivering sustainable economic growth and resilience.	4.2.1 UKRN to facilitate and contribute to collaborative events, workshop or panel events, to promote sustainable economic growth and resilience.

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Strategy	
Core objective	**(5)Championing effective regulation and telling our story**
Outcomes	• UKRN has supported the understanding of the role of effective regulation, within government, regulated parties and consumers. • UKRN has acted to inform and support the evolution of regulatory practice, to meet current and future regulatory challenges.

2024 Outputs	**Activity & measurements of success (where possible)**
5.1 UKRN has engaged membership and externally with government, regulated stakeholders and consumer groups to promote better understanding of the role of regulation and develop new proposals, and new ideas on the future of regulation across our core objectives.	5.1.1 UKRN has engaged government departments, thinktanks and consumer groups in explaining positive visions for future regulation and UKRN has convened the debate as to future of regulation, drawing on experts including our Expert Panel. 5.1.2 UKRN articulates with clarity the role of regulation and regulators in the economy through public outputs, bringing greater clarity on what regulation can achieve. 5.1.3 Governance groups and senior member colleagues have had the opportunity to engage on key challenges for regulators and regulation, such as AI and other shared challenges. This includes work taken as UKRN projects under our Future of Regulation workstream, or otherwise co-operation with external fora such as the Digital Regulation Co-operation Forum (DRCF) (on AI).
5.2 UKRN has provided key stakeholders and UKRN members with information on the impact of UKRN activities through clear outputs and reporting, across all our core objectives.	5.2.1 The specific outcomes we aim to achieve are defined in the Annual Delivery Plan and reported across all of our core objectives in the Annual Review document.

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Strategy	
Core objective	(6)Making regulation an attractive career choice
Outcomes	UKRN has facilitated recruitment, retention, and diversity in regulators.

2024 Outputs	Activity & measurements of success (where possible)
6.1 UKRN has supported our members to promote the importance and benefits of a career in regulation, taking steps to showcase regulation as a desirable career choice across the whole career life-cycle, including early years.	6.1.1 UKRN has developed a jobs board on our website, creating an additional recruitment channel for members to advertise available jobs. • Success measure: web traffic analysis 6.1.2 Development of UKRN careers pages on our website, to include early careers, promoting the benefits of a career in regulation across all career stages. • Success measure: web traffic analysis 6.1.3 Creation of an early careers working group, that facilitates collaboration, knowledge exchange and sharing programme of works across graduate, apprenticeship and intern programs, assisting members to retain and develop a more diverse talent pool. • Success measure: Delivery of workshops, including grad/apprentice strategies and strategic workforce planning. 6.1.4 Implementing an engagement program that showcases early career opportunities in regulation, supported by our members at various external events, these may include (but not exclusively); external recruitment opportunities, university open days and other bespoke member events. • Success measure: program of events - year 1 as part of 3-year program. 6.1.5 Next Generation Non-Executive (NEDS) programme offers opportunities across our members for colleagues to observe how boards operate. The scheme also offers a community of interest, which is open to anyone to join and offers broad range of knowledge development and networking opportunities.
6.2 UKRN has supported members to showcase their inclusive working environment, that promotes diversity in all its forms, with a particular focus on under-represented groups.	6.2.1 Designing workforce development programs that support inclusive recruitment and greater diversity, especially in senior roles: • Success measure: Continuous improvement of the Next Generation Non-Executive (NEDS) programme which hopes to widen the talent pipeline for aspiring NEDS by offering opportunities across our members for colleagues to observe how boards operate as well as a community of interest to share knowledge about the NED role and help members build their networks.

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6.3 UKRN has facilitated cross-sector career professional development opportunities across our members.	6.3.1 Delivery of UKRN professional development schemes; • Next Gen NEDS • Vulnerability Academy • UKRN Summer intern programme 6.3.2 UKRN's shared training network offers bespoke learning opportunities across 6 of our members, including introduction to regulation, data spreadsheet modelling, competition economics and cost of capital. • Success measure: Course attendance figures across members 6.3.2 UKRN promotes secondment opportunities across our members, enabling staff to develop cross-sector experience, learning new approaches and bringing fresh insights back to their organisation. • Success measure: Number of secondment placements across our membership
6.4 UKRN has supported its members with digital transformation and innovation across HR functions.	6.4.1 Discussions and workshops arranged throughout the year, focused on innovation and AI, broadening knowledge and developing a deeper understanding of the risks and opportunities that AI presents across the HR landscape. • Success measure: Delivery of the HR networking event with the theme "Regulators of the future: Culture change with a digital focus."

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