Table of Contents

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APP1: Total number of network days in 2023
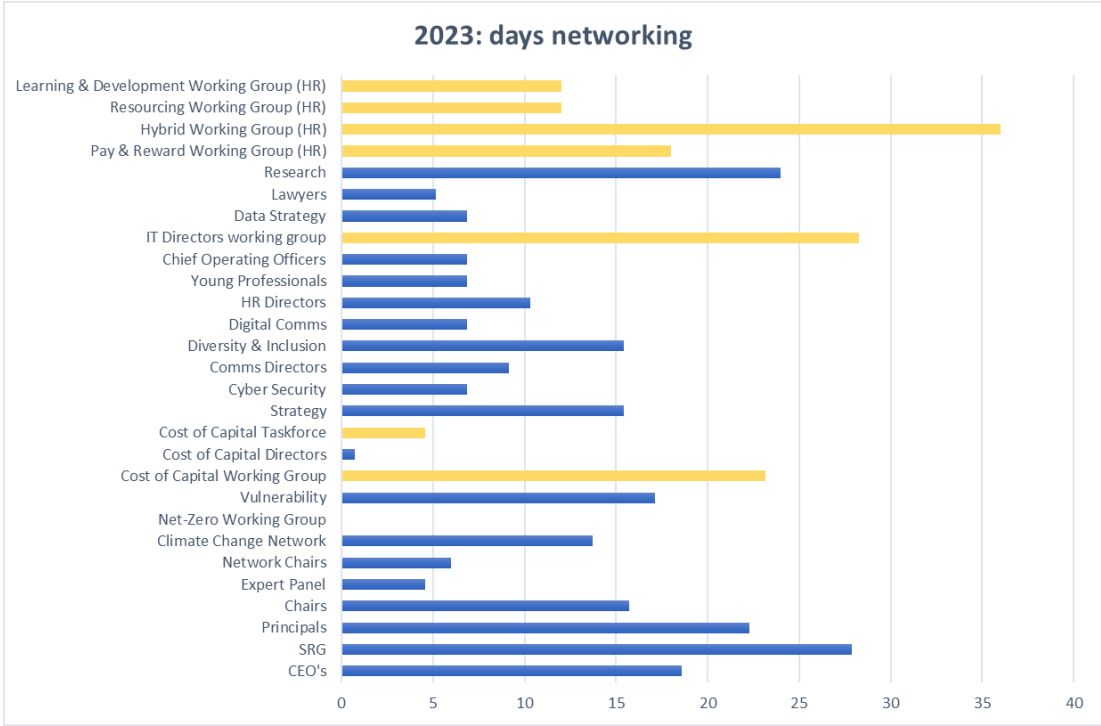
During 2023 the baseline for the number of collaboration days delivered via networking meetings was 263 days. This is a reduction of 8% from 2022 and can be attributed to the cessation of the Cost of Capital Task Force, following the successful publication of the methodology paper in March 2023 and reduced activity of the Net Zero Working Group.

However, this year we have tracked the additional activities of working groups (highlighted above in yellow) which have contributed a total of 111 networking days, which brings the combined total of networking days activity for 2023 to 374 (23% increase on 2022).

Methodology: duration of meeting (mins) x frequency of meetings x no. attendees = total meeting minutes + 30 minutes preparation time per person, per meeting = total networking minutes / 60 = total hours / 7 = total working days

Example:

CEOs: 2 hour meeting x 4 meetings per year x 13 member attendees (120x4x13)= 6,240 mins

+ 30 minutes preparation, per meeting, per person (30x4x13) =1,560 mins

= (1,560mins + 6,240mins)= 7,800 total minutes / 60 = 130 hours / 7 = 18.6 days

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APP2: New Professional Networks

During 2023 we added the following new networks, working groups and subgroups:

| Date introduced	Name	Purpose
December 2022	IT Directors	Meets monthly to: • Share information on strategic direction and challenges, sharing good practice • Networking • Horizon scanning • Recruitment and retention approaches across digital and data • Sharing operating models and sourcing models • Assessing value for money from IT providers
December 2022	Resourcing	Meets bi-monthly to: • Share collaborative plans, challenges, opportunities and successes • Explore creative ways to remain competitive and attract more diverse talent, inclusive recruitment • Potential joint working and sharing resources • Horizon scanning on the future of resourcing, within the environments that regulators are operating within • Work with UKRN lead to further develop UKRN's careers pages and expand the secondment offering across government, industry and academia
March 2023	Learning & organisational development	Meet bi-monthly to: • Connect on opportunities for collaboration and sharing L&OD strategies/ programme of works • Opportunity to share cost-savings and increase development opportunities that are delivered innovatively • Identify potential blockers for L&OD
June 2023	Corporate Governance Network	Meets quarterly to: • bring together those senior leaders across UKRN members, with responsibility for corporate governance and company secretariat functions.
July 2023	Regulators' Accountability CEOs Sub-Group	This group was established by the CEOs group, and tasked with developing UKRN's public position on how Regulators are held accountable by the public and parliamentarians. It is **time limited** and likely to conclude early 2024.
November 2023	Early careers	Meet bi-monthly to deliver on projects and outputs as directed by the resourcing WG chair. Discuss key topics including: • Impact of AI in supporting early careers • Expanding graduate and apprenticeship programs across members • D&I initiatives within early careers • Future skills/talent assessment • Strategic workforce planning • Running an assessment centre workshop • Report quarterly on actions and achievements • Work with UKRN lead to develop early careers' webpages and development of UKRN's careers' events program

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APP3: Online Analysis

We have been using **Microsoft Sway** to publish UKRN documents and newsletters over the last 18 months and from this App we are able to see how many times these have been viewed. These are as below:

| Title	Views
Autumn 2023 Newsletter	2973
UKRN Climate Change Booklet	919
UKRN conference 2023	859
Welcome to the October 2022 newsletter	774
Our Network Plans for 2023	761
UKRN Consumer Protection Booklet	730
UKRN Network Introduction Booklet	696
UKRN's Governance – how we operate	684
UKRN 2022 Christmas Newsletter	677
UKRN Spring newsletter 2023	660
Stakeholder Engagement Strategy 2023	644
UKRN Collaboration Booklet	635
UKRN Summer newsletter 2023	502
UKRN Cost of Living Crisis Booklet	470
Welcome to the July 2022 newsletter	274
News: Joint Parliamentary Event 2022	181
Annual Review 2022 Executive Summary	126
News: 'UKRN23' the story of our conference	110

In 2023 we have enabled analysis of activity on our website through **Google Analytics**, this has given us the following statistics on how our website has been used and accessed through Google. To note we only have data from the 01/04/23:

Top 10 Pages Accessed: 01/04/23 - 16/02/2024

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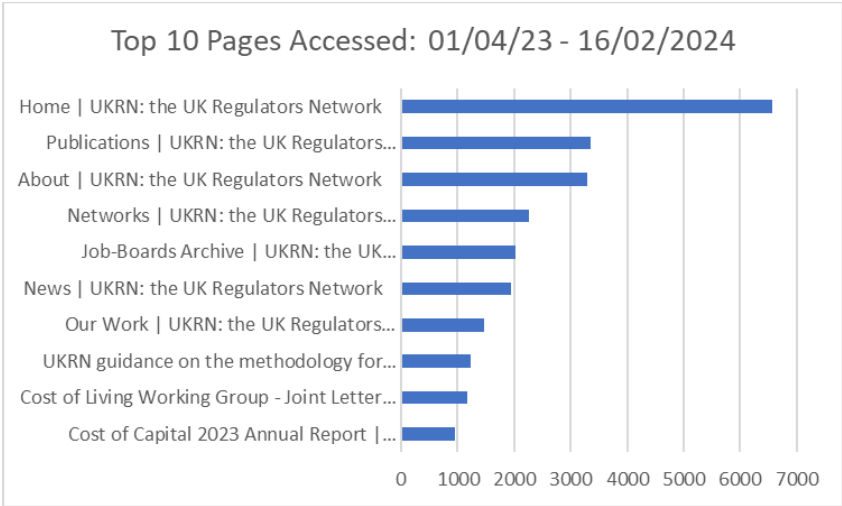
There are several routes for users to find our website these are listed below:

Session default channel group	The channels by which users arrived at your site/app when they initiated new sessions
Direct	Direct is the channel by which users arrive at your site/app via a saved link or by entering your URL.
Organic Search	Organic Search is the channel by which users arrive at your site/app via non-ad links in organic-search results.
Referral	Referral is the channel by which users arrive at your site via non-ad links on other sites/apps (e.g., blogs, news sites).
Organic Social	Organic Social is the channel by which users arrive at your site/app via non-ad links on social sites like Facebook or Twitter.[1]

Our website has been accessed using the following ways during the course of the year:

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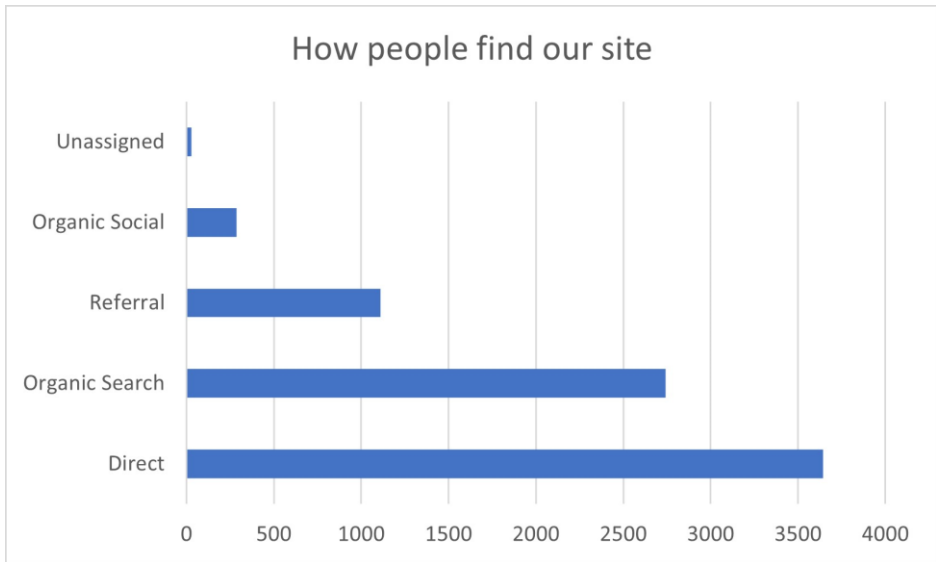
[1] https://support.google.com/analytics/answer/9756891?hl=en#:~:text=Channel%20groupings%20are%20rule-based%20definitions%20of%20your%20traffic,sources%20of%20traffic%2C%20like%20Paid%20Search%20and%20Direct.

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APP4: Messages from our network chairs

Network meetings offer members the opportunity to collaborate, share best practice and discuss common challenges with fellow professionals in a specific field. The Network Chair plays an integral role in the facilitation of these conversations, and we asked them to share some of their highlights from 2023, as set out below:

Network	Chair	Highlights from 2023
Lawyers	Jennifer Bruce Financial Conduct Authority (FCA)	"..A discussion that has been helpful for the Lawyers Network has been sharing experiences with retained EU legislation (REUL) and the steps that the various regulators have been taking with respect to the revocation of EU law and incorporating those requirements into domestic law. This issue affects many of our members, particularly where our regulatory remits have been shaped largely by EU requirements.."
Data Strategy	Heather Swan, Ofgem	"..Value is in bringing regulators together and sharing good practice and experiences. This has benefitted me, my organisation and will continue to do so.."
Cost of Capital	Chris Connor, Ofgem	"..The publication of the Cost of Capital Guidance was really important for the Network. We are confident that the Guidance will have an important role in driving more consistency in how the cost of capital is used within price controls – which should lead to benefits for both investors and consumers. I also think that the process of bringing the regulators together to debate and agree the recommendations has had a positive lasting impact. The process has helped to strengthen understanding and build relationships between key people and teams. I believe that this has fostered a more open and collaborative approach to tackling the cost of capital challenges that many of the regulators are likely to face in the coming years.."
Cost of Capital Directors	Andrew Chesworth, Ofwat	"..The methodology paper was published following significant collaboration between regulators and consultation with interested parties. The aim was to improve the predictability of regulatory decision making, thereby reducing the risk of investing in UK infrastructure and benefiting customers by lowering costs and supporting investment. The benefits continue through the ongoing nature of engagement between regulators in the cost of capital working group, which we use as a forum to share and discuss perspectives on the cost of capital and parameter estimates.."
Strategists Network	Adam Stevens, ICO	"..The focus for this year has continued to be capacity building. This has included comparing notes on approaches to horizon scanning, sharing experiences of the Public Body Review Programme and discussing how we convert strategy into annual and business planning. By design, we

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		haven't produced papers, products or outputs of that kind. However, the members have highlighted the value of the discussions we have had. Topics are relevant and have contributed directly to the maturity of processes to develop and deliver strategy at our individual regulators.."
Climate Change Network	Barbara PerataSmith, CAA	"..Regular knowledge sharing, where a regulator presents on its environmental work, is still seen as the most valuable benefit of being part of the Climate Change Network, and it often leads to offline conversation between members where learnings from what was presented can be explored in more detail and applied.."
Governance Network	Miles Bake, FCA* *founding Chair	"..Just setting up the Governance Network this year and feeling the energy and interest amongst our members has been a highlight. We have created a great, informed, safe space for speaking about the things that are on our agendas, and started to bring out the links and explore ways to help each other in our day jobs. Members have been incredibly open to discussion and sharing their knowledge, and we will be building on this momentum over the next year.."
Young Professionals Network	Jack Kingham, Ofwat and Sofia Isidoro, Ofwat	"..We had two really great in-person events that we received positive feedback on tackling topics that are often discussed between young professionals; the experience of being a woman in the workplace, alongside our event covering climate change and what we can do as young professionals to make an impact. But with regards to the small ticket items, we have had lots of positive impacts through our careers presentations this year. Learning about the challenges people have faced in their careers, including the challenges for women navigating their career, and tackling other topics such as finding yourself in a bad environment and how to recognise this (and what to do!). We think it had a very positive impact on the young professionals, providing learning from more experienced colleagues on topics that can be difficult to navigate in their own careers.."
Principals Network	Paola Crosetta, PSR	"..The Principals Network were instrumental in developing and shaping the UKRN upcoming business strategy plan, reaffirming the role we play in the wider UKRN structure. Also, our role in the organisation of the UKRN on tour felt more connected, not only among ourselves (e.g. when we collaborated on organising a joint event such as PSR and FCA) but also an important bridge between the UKRN and our own organisations.."

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