

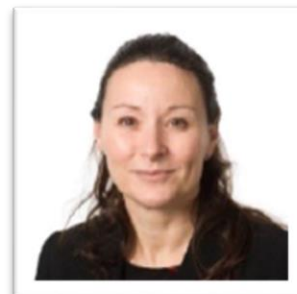
NEWSLETTER

Autumn 2024



<https://ukrn.org.uk>

Autumn is traditionally a season of change, and this year is no different. We have seen a change of government as a result of the general election, with a fresh set of priorities. These align well to UKRN’s areas of influence, with a focus on infrastructure investment to support economic growth, while also protecting consumers. There are also changes to the regulatory landscape, with the new Regulatory Innovation Office and a commitment to introduce an Independent Football Regulator (IFR). Together with some of our members, we have been working with government officials to assist with the formation of this new regulator.



UKRN has also seen some changes in the past few months – following the departure of Chris Hemsley earlier this year, last month we welcomed our new CEO David Black and are excited to be working with him as we continue to implement our Strategy, published earlier this year. Sadly, we are also saying goodbye to Carey-Ann, who has been part of UKRN for almost 4 years, as she returns to CAA. We are very grateful for everything that CJ has done for UKRN and wish her well in her new role.

Looking ahead, we’ll be working closely with officials in the new government and supporting our members as we work through the changes above, while ensuring that our limited resources are targeted towards those areas where UKRN can add the most value.

Attricia Archer, UKRN Director

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FEATURE: Carey-ann Jacques – reflections on 1,350 days!

When I joined UKRN in January 2021, little did I imagine that I would still be here almost four years later – or that I would see 2 Monarchs, 3 Prime Ministers, a change of government party, 3 UKRN CEOs, a cost-of-living crisis, and new trends that would include increased working from home and accessible ground-breaking AI tools.

Life at UKRN has been a thrilling journey, filled with the most interesting and talented role models and full of opportunities to learn and develop new skills.

UKRN plays such an important role in bringing colleagues together and enables collaboration, with abundant possibilities, that otherwise would not be possible.

My home regulator is the CAA and my experience of regulation grounded in aviation, so part of the appeal of a role at UKRN was the diverse nature of work. Witnessing and engaging challenges across the regulatory spectrum has provided me with so much more learning and personal development than I had ever anticipated. Cost of Capital, Cyber Security, Net Zero, Communications, Research, Public Affairs and latterly Next Gen NEDs, are all brilliant demonstrations of how UKRN members raise the bar on sharing best practice, collaboration and delivering innovative solutions.

I look back on my time at UKRN in awe and am thankful to my UKRN and regulator colleagues, past and present, for their positivity, energy, support and encouragement. In November my secondment comes to an end, and I take all that gained knowledge and confidence into my new role at CAA.

Carey-ann Jacques, UKRN Manager



FEATURE: Phil O'Donnell – reflections on 100(ish) days



Wow, how time flies! I can't believe it's already been 100 days since I started at UKRN. Starting with helping analyse party manifestos ahead of the general election, I'm now up and running with my UKRN network responsibilities.

On Cost of Capital, I've worked closely with Ofgem and the Working Group to produce our annual report, which was published in October. HR Directors is one of our biggest networks and I've been working on a review of its Working

Groups, to focus activity on key issues and respond to the shifting agenda.

I've also been looking at how UKRN is presented externally – working to improve the UKRN website, including a new dedicated careers section (more on that below!) and upgrading our Jobs Board. I've also recently taken on responsibility for the UKRN newsletter, of which this is the first one!

I am really energised by the variety of work, the warm welcome and positive support I receive from my UKRN colleagues (on which note, I will miss CJ enormously!). I continue to be surprised by the breadth of activity that UKRN covers, both through and on behalf of, its members. I'm really looking forward to seeing how the broader regulatory landscape evolves and the rest of my time at UKRN.

Phil O'Donnell, UKRN Manager

FEATURE: Next Generation Non-Executive Director (NED) scheme



Our Next Generation NED scheme was set up four years ago, by Fiona Lennox at Ofcom. In September this year, Fiona made the decision to step away from the scheme. She has been a powerhouse of energy, knowledge, enthusiasm, and ambition, and will be greatly missed by the delivery team. We are forever grateful to Fiona for her leadership in getting the scheme up and running, as well as driving it forward for three successful years.

“Next Gen NEDs has been a passion for me these last few years. Together we have created a unique range of opportunities for our colleagues. We’ve started to see successes from that and I hope the initiative will continue enabling more colleagues to begin their journeys of applying their amazing range of talents in wider public service.

It’s been an absolute pleasure to work with such a talented and dedicated group of colleagues from across the regulators. It’s also been great fun! UKRN plays such an important role in bringing colleagues together and in doing so, enables the creation of synergies, that otherwise would not have been possible.”

Fiona Lennox

With Fiona stepping back, UKRN has taken ownership of all elements of the Next Generation NEDs scheme, including our LinkedIn group and Community of Interest, as well as the flagship 12-month placement programme, which offers placements across UKRN members on boards, panels and committees, with a Non-Executive Director mentor. We are also in the process of establishing an alumni group, harnessing the experiences of the previous NED participants to raise the profile of the scheme and help us improve it further for future cohorts.

Now in its fourth year, we have welcomed FCA to the placement programme and are also running a pilot year with SSRO, which brings the total number of participating members to 7, with 17 placements on offer. The scheme continues to grow in popularity, with over 500 people now part of our Community of Interest, and we have now put in place a schedule of ‘Spotlight’ events, sharing insights from and about NED roles, every 6-8 weeks.

We have given the scheme its own [dedicated page](#) on the UKRN website, so if you’d like to know more about how you and/or your organisation can benefit from the Next Gen NEDs scheme, please get in touch!

LATEST NEWS

The Young Professionals Network relaunch will be live from November!

UKRN's Young Professionals Network is an engaging and supportive network run by and targeted at early career professionals; with members coming from graduate programmes, apprenticeships, in the early stages of their careers or those that are new to regulation with a desire to network and develop professionally and personally.

Relaunched for 2025, we are refreshing all the regulatory leads to enable three new representatives from each of our regulatory members.

Similarly, we will open applications for our co-chair positions which come with several associated benefits including:

- An opportunity to spend time with a senior member of a regulatory body learning how to be an effective chair as a network lead,
- An opportunity to shadow UKRN networks that are relevant to your internal role,
- The chance to write for UKRN's website,
- And much more!

For more information on the YPN network, please click [here](#). **Applications open from the 4th November so watch this space!**

UKRN Careers page

We have recently brought together all of UKRN's activities supporting the professional development of our members into a [dedicated careers section](#) of the UKRN website. In addition to our [Jobs Board](#) (which continues to be very popular, with further planned upgrades to incorporate location search and job alerts), this covers our work on [Next Generation NEDs](#), Young Professionals Network, Early Careers Working Group and our summer intern programme.

We have plans to expand our offer in this space, in support of our strategic objective of 'making regulation an attractive career choice'.

Cost of Capital report published

In October, we published the 8th edition of our [Cost of capital report](#). This provided updates on three relevant price control decisions from the past year – two by the Civil Aviation Authority (CAA) and one by the Office of Rail and Road (ORR). A massive thank you to the Cost of Capital network for their input in helping to produce this, especially the Working Group!

EVENTS: RECENT AND UPCOMING

Regulating for Resilience: a whole of society approach

On 26 September, we held an [event at Ofcom](#) looking at the ‘whole of society’ approach to resilience, identified through our joint workshop with the Whitehall & Industry Group in [June 2023](#).

This brought together representatives from the [Cabinet Office Resilience Directorate](#), the [National Preparedness Commission](#) and the [National Infrastructure Commission](#) alongside our regulator members, to explore current measures and initiatives in resilience.

Sessions included a focus on resilience standards, practical insights from regulators on the operational aspects of resilience and how best to facilitate collaboration for a cross-sectoral approach.

The event was very well-received, with lots of positive feedback from attendees and members as we work towards delivering on our strategic objective of Supporting Sustainable Economic Growth and Resilience.



Growth Duty framework – working group

Over the past few months, UKRN has hosted a series of Working Group meetings for members to discuss approaches to reporting under the [Growth Duty performance framework](#). This was an opportunity for relevant members to get together, discuss and share their learnings on how best to submit their first report on how they are meeting the Government’s [Growth Duty](#), which was recently extended to include Ofcom, Ofgem and Ofwat. A further Working Group meeting is scheduled for November following the initial submission, and UKRN continue to engage with the Department of Business and Trade on next steps for the performance framework.

UPCOMING: Next Gen NEDs Spotlight (14 November 2024)

As part of our Next Generation NED scheme, we have the next in our series of ‘spotlight’ sessions to be delivered to our Community of Interest. For this session, we are delighted to welcome **Gerard Jacques**, a People Director at Eurostar and a volunteer NED at [Cruse Bereavement](#). Gerard will be talking about the value and challenges of a voluntary NED role, including strategies for how this can be accommodated alongside a demanding day job.