

# NEWSLETTER

Christmas 2024



<https://ukrn.org.uk>

As the year comes to a close, it's a natural point for looking back. Our newsletters so far this have already included some reflections, both from outgoing staff on their time with us (Lewis, CJ) and incoming secondees on their first 100 days (Barbara, Makedah, Phil).

This edition, we're delighted to have contributions from both our CEO (David Black) and Chair of Chairs (Nicola Wood), as well as former UKRN staff taking a longer look back as we celebrate our 10<sup>th</sup> year, including UKRN Director (Claire Simpson) and Vulnerability Lead (Joe Duffield), as well as some thoughts from the outgoing chair of our Principals Network (Paola Crosetta).



One of the recurring themes is the importance of people within UKRN – not just the central secretariat, but our members who participate so enthusiastically in our forums, the stakeholders we engage with through our events and the dialogue we have with central government, all with the aim of making regulation more effective and increasing the scope for collaboration, as we can always do more together.

It's also a time to reflect on those who are no longer with us, and on that note we are all thinking of our former colleague Steve Bass, who tragically passed away earlier this year. We are thinking of him and his family at this time and wish them a peaceful Christmas period.

*Attricia Archer, UKRN Director*



## CONTENTS

David Black: the (half-)year in review.....	2
Nicola Wood MBE: reflections on 2024.....	3
Paola Crosetta: outgoing chair of Principals Network.....	3
Claire Simpson, former UKRN Director.....	4
Joe Duffield, former UKRN Vulnerability lead.....	4
Latest news.....	4
Twelve (Media) Days of UKRN.....	5
UKRN Wrapped!.....	5
Festive film quiz.....	5



## FEATURE: David Black – the (half-)year in review

I was delighted to be asked to take over as CEO of UKRN over the summer. This is a particularly exciting time for UKRN, as the new government's agenda focused on growth and investment aligns particularly well with key areas of UKRN activity.

Over the past few months, UKRN has made sure that regulators are at the heart of policy discussions on growth and investment, through member workshops on the Growth Duty Performance Framework, our fantastic resilience event with the NIC and Cabinet Office or the latest update to our Cost of Capital report.

There has also been progress with other elements of UKRN's Strategy – for example, on vulnerability we have been working closely with DBT on the planned rollout of a Shared Support Register, which is likely to continue to be important given cost of living pressures, while on climate change we continue to work with DESNZ on the Net Zero Regulators-Government forum.

Looking ahead to 2025, I expect to see UKRN continuing to remain agile and responding to the needs of its members and supporting them in their engagement with the government. I would also like to see UKRN supporting a productive dialogue with the investor community, and I know there are some exciting plans in that area. Finally, I look forward to UKRN's conference next year, where we will be able to talk about all these issues and more!

I'd like to thank Attricia and the UKRN team for all their fantastic work this year and wish all UKRN members and stakeholders a peaceful Christmas and New Year break, with best wishes for a happy and healthy 2025!

*David Black, UKRN CEO*





## FEATURE: Nicola Wood MBE – reflections on 2024

I've been asked for a few reflections, since taking over from the fabulous Dr Bill Emery as UKRN's Chair of Chairs earlier this year. As part of that role, I will be taking on a more active role in speaking externally about UKRN and its activities...the first of which is this article!

As David has outlined above, 2024 has been another busy year for UKRN, with progress in a number of its strategic objectives. I don't expect 2025 to be any different, as it seeks to deliver, for its members and the public at large, against its ambitious strategy.

I am particularly excited to see that the Next Generation NED programme is moving into its fourth year. As someone who first joined a board as a NED at 35, I champion this work to ensure our future boards have a wide range of talent to select from. I know that UKRN continues to make a real impact with its vulnerability work, which is a cause close to my heart, and I am thrilled to see that a Shared Priority Services Register is a step closer to becoming a reality.

UKRN's way of working and areas of focus make it a key player in public policy, and I am keen to raise awareness and amplify the messages of UKRN and its members with a wider audience. I know that UKRN has some exciting plans for events and future collaborations in 2025, which I'm looking forward to helping it deliver. Roll on next year!

*Nicola Wood MBE, UKRN Chair of Chairs*



## FEATURE: Paola Crosetta, outgoing UKRN Chair of Principals Network

With my two-year term as Chair coming to an end, I'm struck by how quickly the time has passed...and by how much the Principals group has managed to achieve together.

When I first took on this role, I saw the UKRN Principals Network as a unique gathering of voices – a place where each of us could bring our challenges, our successes, and our insights to the table. And I also personally took it as an amazing opportunity for career development.

Over the past two years, I've had the privilege of witnessing just how critical this network really is. We come from diverse sectors, each facing different challenges and pressures. But the value of the UKRN lies in its ability to connect us, to bridge those gaps, and to let us work together in ways that benefit not only our own organisations but also the people we serve.

One of the aspects I'm most proud of is how we've strengthened our collaboration. We've shared best practices, supported the UKRN strategy and workplan, helped to deliver UKRN on Tour to all







member regulators and had the pleasure to host UKRN interns (and vice versa), along with the creation of further networks and groups (e.g. Public Affairs, Compliance & Enforcement Forum).

Of course, none of this would have been possible without each member of the Principals group. Your willingness to share your expertise, to engage in open discussions, and to support one another has made this network what it is today—an essential part of the UKRN, able to connect organisations with each other and with UKRN as a standalone organisation too.

As I hand over the baton, I'm confident that the UKRN Principals Network will continue to grow, evolve, and respond to the challenges ahead with the same energy and commitment we've shown so far. I look forward to watching the network's continued impact and to seeing how the incoming Chair will guide us in this next chapter.



## FEATURE: Claire Simpson, former UKRN Director

*Claire, who is currently a Senior Policy Manager at the PSR, was UKRN Director from Oct 2015 to Jan 2017.*



### What made you apply for a role at UKRN originally?

I loved the idea of working on cross-regulator projects, understanding how we can collaborate more, particularly where we shared the same outcomes such as consumer vulnerability.

### What did you enjoy most about working at UKRN and why?

I enjoyed getting out and about! It was before we were all on Teams...so it involved a lot of visits to different teams and external stakeholders, from central government to investors. Seeing people from across regulators extend their own relationships and networks was very rewarding.

### How did your experience working at UKRN support your career?

Working at UKRN gave me a much wider perspective and a good strategic understanding of regulation across different markets, I built my own network, and I was able to develop my leadership skills. I left to have my first baby, which had a different set of challenges...!

### How have you seen UKRN change in the time since you left the team?

It's so great to see UKRN still going strong and still growing! Some of the staff-focussed initiatives are seriously impressive. UKRN is well recognised with stakeholders and every time someone mentions it I still feel very proud to have been a part of it.

### What would you like to see in the future for UKRN?

To continue to strike the right balance between collaboration on policy and networks for people to learn and build relationships.



## FEATURE: Joe Duffield, former UKRN Vulnerability lead

Joe, who is now a Managing Consultant at Capgemini Invent, reflects on his time as Head of Vulnerability at UKRN (Jun 2019 to Oct 2020).



### What made you apply for a role at UKRN?

After 5 years working in Competition Policy at Ofcom, I was eager to do something with a more direct impact on citizens and consumers. I had been aware of the UKRN and its work since starting at Ofcom and jumped at the chance to get involved in its vulnerability programme.

### What did you enjoy most about working at UKRN, and why?

It's extremely cliché, but the people. It was really energising and rewarding to engage with colleagues from different organisations and backgrounds; from third-sector vulnerability specialists to senior corporate stakeholders. I also hugely enjoyed the relationships I built within the UKRN team itself (shout out to the fantastic Kev Smith!).

### How did your experience working at UKRN support your career?

In my case, extremely directly – it was while speaking on a panel at a vulnerability event that I met my current employer. This was a great example of the exposure and platform that working at UKRN gave me, as well as preparing me to drive work forwards and learning how to take people with you. This also involved a lot of negotiating, as well as chances to showcase innovation and initiative.

### How have you seen UKRN change in the time since you left the team?

Over the past couple of years, despite huge pressures and challenges, UKRN has really gone from strength to strength. I've been so impressed with what this small team has been able to achieve and the work it's done to push cross-sector collaboration.

### What would you like to see in the future for UKRN?

The UKRN's purpose is now perhaps more important than ever, as challenges bleed from one regulated sector in another. The idea that the individual regulators can solve such challenges on their own is at worst, naive, and at best, inefficient. I'd like to see a much more central role for UKRN, where it can be relied on more readily when it comes to regulators addressing issues, particularly concerning the ever-growing issues relating to consumers in vulnerable circumstances.



#### FOLLOW US

- ✓ Visit our website: [www.ukrn.org.uk](http://www.ukrn.org.uk)
- ✓ Follow us on LinkedIn: [UKRN LinkedIn](#)
- ✓ Follow us on X: [@UKRegulators](#)

#### CONTACT US

- ✓ For questions about the UKRN: [ASK US](#)
- ✓ To subscribe to our newsletter: [NEWSLETTER](#)
- ✓ For jobs board enquiries: [JOBS BOARD](#)
- ✓ For Next Gen NED enquiries: [NGN](#)



## LATEST NEWS

### Next Generation NEDs: goodbye to Cohort 3, hello to Cohort 4!

As we're coming to the end of the year, we will be saying goodbye (and congratulations!) to our 2024 cohort of Next Generation NEDs (Cohort 3), and hello to our 2025 cohort (Cohort 4). We'll be organising an event in January to formally recognise our outgoing Next Gen NEDs, as well as welcoming our new Next Gen NEDs, which will see 17 placements across seven of our regulator members, with the FCA and SSRO participating for the first time.



In addition, we're planning our 2025 programme of Spotlight events for our NGN Community of Interest, the first of which will take place on **7 January**. This will focus on the value and challenges of undertaking a voluntary NED role, featuring Jonathan Curtis (Chief People Officer at Ofgem and a NED at the Samaritans) and Melinda Johnson (COO at Ofgem and a NED at Global Standards).

If you'd like to join our Community of Interest, please use the [form on our website](#) to sign up.



### UKRN Jobs Board is one year old!

It's been one year since we launched the [UKRN Jobs Board](#), and from humble beginnings, it has grown to become the most popular page on the whole website, with an average of 800 visits per month (and over 1,000 per month over the last 3 months!), with an average of 3 jobs viewed per visit.

To celebrate its first birthday, we've made a number of updates, including upgrading the search functionality to include multi-word searches, added the ability to search by location and we are now able to offer job alerts if you want to be informed of new roles on the site.



We're really pleased with the continued positive response to our Jobs Board over these first 12 months, and with plans for further improvements in the future, watch this space! If any of our members would like to get their roles posted on our Jobs Board, please contact us at [ukrnjobsboard@caa.co.uk](mailto:ukrnjobsboard@caa.co.uk).







## Twelve (Media) Days of UKRN

Over 2024, UKRN has produced several articles and publications. In this section, get ready for a top twelve countdown of popular articles and must-read publications that you might have missed or wish to revisit! From thought-provoking publications to heartwarming insights via our Get to Know You series, we've got it all covered!

In the spirit of the festive season, think of our countdown as unwrapping a literacy gift with every step down the list. Let the countdown begin!



Have you ever wondered who the UKRN team are? In at twelve, we have our first ever 'Get to Know the UKRN Team' article focused on [Kev Smith](#). If that intrigues you more, please do read about [Attricia](#), [Charley](#), [Makedah](#), [Phil](#), [Nicole](#) and [Barbara](#).



UKRN prides itself on making regulation an attractive career choice enabling and supporting professional growth within new and experienced professionals so it is no surprise that our article [announcing our 2024 Vulnerability Academy](#) came in at number 11! Congratulations to this year's graduates! To read about their experiences, you may wish to reflect [here](#).



In tenth place and in perfect irony is our [UKRN 10 year anniversary](#) page! This page showcases the UKRN's successes, reflect on some of the changes that have occurred, and those which are yet to come, and hear the thoughts of a number of experts who work closely with the UKRN.



Our article on '[Regulating for Resilience: A Whole of Society Approach](#)' features in ninth place! Our event, hosted by Ofcom, brought together representatives from the Cabinet Office Resilience Directorate, the National Preparedness Commission, the National Infrastructure Commission and our regulatory members to explore current measures and initiatives in resilience.



Next on the list is [our article summary around our 10 year anniversary event](#) which was held in the House of Commons! Our 10 year event was a testament to our members founding or new, staff members past and present and to the power of collaboration in our industry.



In at seven, we have our [2024 UKRN Cost of Capital Report](#)! This report is an update to our [UKRN guidance on the methodology for setting the cost of capital](#), serving as an update on the underlying assumptions for three price control decisions taken by regulators over the past year (2024).



In sixth place is our [UKRN Strategy 2024-2027](#)! Our strategy sets out our purpose, core objectives and outcomes we are seeking to achieve through collaborating as a community of regulators. If you're less familiar with UKRN or our workings, this may be a great place to start!



Our [Autumn 2024 newsletter](#) takes the fifth spot! This edition features the departure of Carey Ann Jacques who returned to her home regulator after a four-year secondment, and the arrival of Phil O'Donnell reflecting on his first 100(ish) days! Similarly, it reflected on our Regulating for Resilience event and spotlighted our Next Gen NEDs programme. A great read if we do say so ourselves!



It appears the trend of newsletters continues! Our [Spring 2024 newsletter](#) features our very own Makedah Simpson who reflected on her then first 90 days in and our then-new Network Member, The Nursing and Midwifery Council.



With a bronze medal, we have our announcement of our [new CEO, David Black who succeeded Chris Hemsley](#). If you missed David's opening remarks, please give the article a read!



Our most popular publication was the [UKRN's Cost of Living Leaflet](#). This was created in collaboration with several members within our Vulnerability Network. If you enjoyed this leaflet, please view our version on [Accessibility](#).



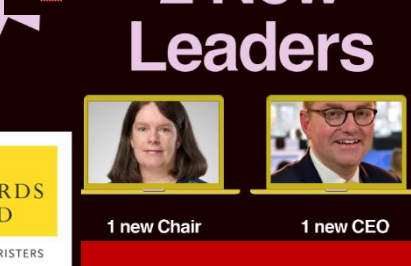
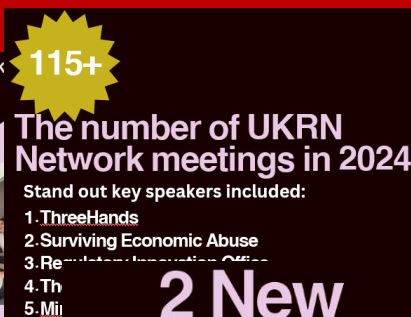
Our most popular article was.... *\*drumroll\** the [Cost of Living Working Group: Joint Letter on Debt Collections](#). This letter was a collaborative effort between the Financial Conduct Authority, Ofcom, Ofgem, and Ofwat.





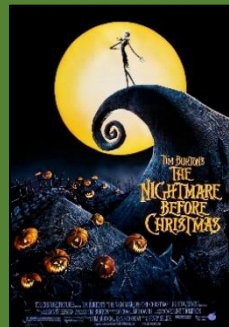
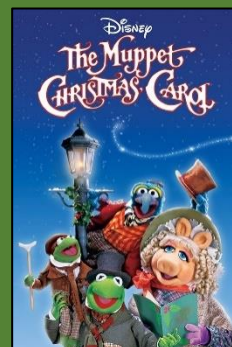
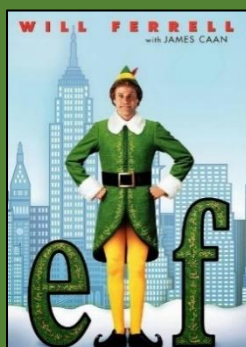
## UKRN WRAPPED!

As you might have gathered, 2024 has been a very busy year for UKRN! If you haven't already seen it, we posted a video of some highlights on LinkedIn – check it out [here](#)!



## FESTIVE FILM MATCH

Can you match the UKRN team member to their favourite Christmas movie? Answers in 2025...



Attricia Archer

Barbara Perata-Smith

Charley Grady-Pearce

Kevin Smith

Makedah Simpson

Nicole Trinder

Philip O'Donnell