

# Annual Delivery Plan 2025-26



*excellence  
through  
collaboration*



# Contents

*excellence  
through  
collaboration*

<b>Introduction</b>	Page 3
<b>Snapshot review of progress, April 2024 – March 2025</b>	Pages 4-7
Our publications and events, April 2024 – March 2025 Our progress in numbers, April 2024 – March 2025 How have we created value?	
<b>Highlights from our upcoming programme, April 2025 – March 2026</b>	Page 8-9
<b>Strategic objectives</b>	Pages 10-17
<ol style="list-style-type: none"><li>1. Promoting collaboration</li><li>2. Supporting the net zero transition</li><li>3. Addressing vulnerability</li><li>4. Supporting sustainable economic growth and resilience</li><li>5. Championing effective regulation and telling our story</li><li>6. Making regulation an attractive career choice</li></ol>	
<b>Conclusion</b>	Page 18
<b>Appendix</b>	Page 19
Review of our progress, April 2024 – March 2025	Pages 20-23



## **UKRN Annual Delivery Plan 2025-26**

This Annual Delivery Plan covers the period April 2025 to March 2026 and articulates how we intend to deliver the six core objectives set out in the [UKRN strategy 2024-27](#).

In this Plan, we set out the activities that deliver the outcomes for each of our strategic objectives. These activities include a combination of network meetings, stakeholder engagement, formal events and project work, as well as an indication of the topics we plan to explore and the stakeholders we will keep informed, engage and consult with, in relation to each specific objective.

The Annual Delivery Plan is a forward look, therefore the activities set out are not exhaustive of what we expect we will do in the upcoming year. Inevitably, shifts in the geopolitical, macroeconomic and governmental landscape means that we will need to prioritise action to respond to extraordinary requirements or requests for targeted and topic-driven engagement. As an organisation, we retain the agility and flexibility to adapt to the needs and priorities of our members.

The activities are guided by four common outputs which provide a sense check to ensure what we do delivers not only our strategic objectives, but value for our membership.

### **Annual review**

We have included in this document a brief update on the progress we have made in the past year in delivering the strategy through the activities set out in the previous Annual Delivery Plan 2024-25. We are planning an internal interim review of delivery against the strategy in the Autumn of 2025, followed by a more formal and detailed review which will take place at the end of the current strategy period (2024-27). The insights will inform the design of the new strategy.

### **Measures of success**

UKRN, as a membership organisation, works for its member regulators and must demonstrate value for money and impact in its activities. UKRN continues to facilitate engagement between the regulatory community and the UK government as we strive to inform, and work to support, UK government policy. But demonstrating we achieve this reach is difficult because our activities are designed to encourage and enable collaboration, build relationships and convene views, all of which are mainly measured in a qualitative way.

We have taken a light-touch approach to measuring impact in this review, although this is an area we are keen to improve as we move through the next two years of our Strategy.

**Snapshot review of progress  
April 2024 – March 2025**



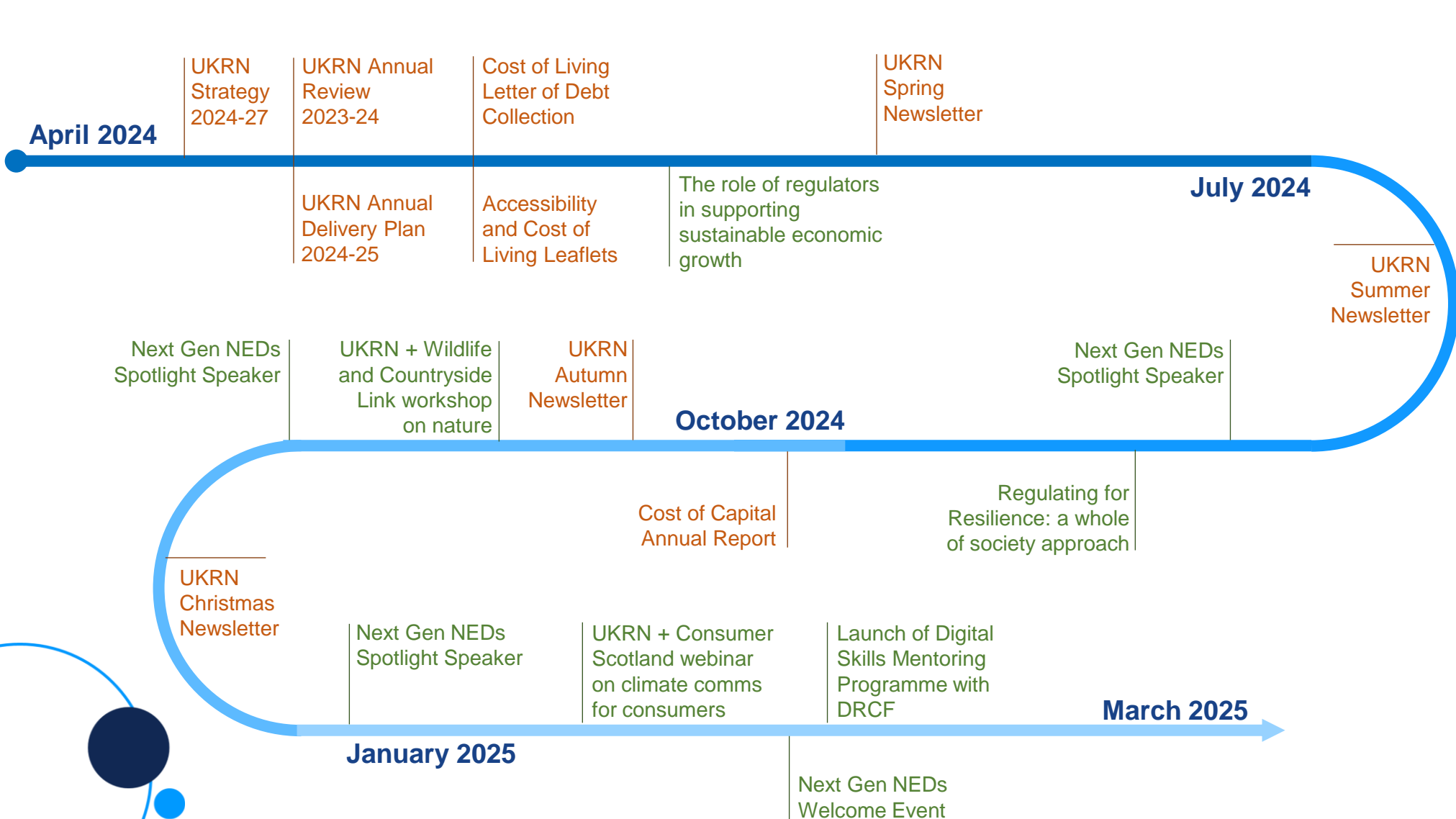
***excellence  
through  
collaboration***



# Our publications and events\*, April 2024 - March 2025

\* Full list in the Appendix

excellence  
through  
collaboration



10

New PUBLICATIONS

30

EVENTS (in person and online)

4+

Examples of COLLABORATION with government:

- Net Zero Regulators-Government Forum
- HM Treasury - Fairness Group
- Advisory and support role with DCMS on the establishment of the new Shadow Football Regulator.
- Outcomes of the May 2024 White Paper



# Progress in numbers, April 2024 - March 2025

excellence  
through  
collaboration

## Website and social media interest is growing

180,000+ views of the UKRN website

1300+ hits from the 2024 Cost of Capital report

30,000+ views of the jobs board

172,000+ impressions on LinkedIn

3,200+ views of the letter on Debt Collection (2024)

## Regulation as a career remains attractive

3 x interns from the LSE and Portsmouth University, studying economics and law. The interns now work in regulated sectors.

214% increase in applications for the 2025 Intern Programme

16 candidates placed with 7 members in the 2025 cohort of the Next Gen NEDs Scheme

## Delivery\* of UKRN's strategic objectives is on track

	24 Q1-Q2	24/25 Q3-Q4
Promoting collaboration	➡	➡
Supporting the transition to net zero	➡	➡
Addressing vulnerability	➡	⬇
Supporting sustainable economic growth and resilience	➡	➡
Championing effective regulation and telling our story	➡	⬇
Promoting regulation as an attractive career choice	➡	➡

\* The full detail on the performance ratings is in the Appendix

## Internal and external engagement

3 x governance networks  
1 x advisory network  
16 x members networks  
14 x working groups

50+ stakeholders from government, statutory bodies, independent advisors, think tanks and academia

## UKRN updated its Risk Management Framework

Tier 1: exogenous risks

Tier 2: risks impacting the delivery of our strategy

Tier 3: risks impacting effective and efficient operations



# How have we created value?

*excellence  
through  
collaboration*

## Design principles

Take joint action

Act as the regulatory champion

Work for consistency and avoid duplication

Encourage innovative use of data

UKRN is guided by four design principles, on the left, that inform and help to sense-check our work and maximise impact. Considering the principles ensures we continue to provide value for money to our members, deliver efficiencies and shared priorities.

Below are examples where, in the past year, we can demonstrate we have been agile and flexible, where we have encouraged a harmonised approach, avoided duplication and continued to champion collaboration to deliver excellence.

What did we do?			
When growth became a key priority for government, we evolved the existing UKRN Growth Duty Working Group, into a Growth Working Group bringing together member regulators and meeting frequently.	During the review of the Net Zero Regulators-Government Forum, the UKRN provided steers and support to better align the Forum with its original objectives.	Following the publication of the AI Opportunities Action Plan, we approached the DRCF to explore if we could play a supportive role in the AI space.	Climate mitigation continues to be a priority requiring regulators to have a deep understanding of the issue across the sectors. UKRN responded to members' feedback for a technical environmental regulation course and created the concept of the environmental sustainability academy.
What was the impact?			
The sessions created a space for regulators to discuss common challenges and opportunities in growth and create a feedback loop. UKRN will continue to adapt to the shifting landscape in the agile and flexible way that enables our members to share insights.	UKRN continues to engage with DESNZ.	Engagement with the DRCF resulted in UKRN and several of our members joining the ICO's AI Regulation Working Group, therefore avoiding duplication and maximising collaboration in this fast-moving environment.	UKRN will continue to work with Anglia Ruskin University to further develop the academy, engaging with the Climate Change Network.

**Highlights**  
**from our upcoming programme,**  
**April 2025 – March 2026**



*excellence  
through  
collaboration*





# Highlights from our upcoming 2025-26 programme

*excellence  
through  
collaboration*

## Supporting the net zero transition

UKRN provides opportunities for its regulatory membership to build capability through the Sustainability Academy.

UKRN is working with Anglia Ruskin University to set up and further develop a Sustainability Academy, in response to feedback from the members of the Climate Change Network for a training course on environmental regulation bespoke to regulators' challenges in this space.

## Making regulation an attractive career choice

UKRN provides an opportunity for interns to experience regulatory activity from the inside and how a number of our members deliver their objectives.

For the third year, UKRN will offer the opportunity for two interns to spend six weeks working in regulation, including attending network meetings, visiting our members to understand their inner workings, and working alongside the UKRN team. The opportunity supports the interns' personal development. Application levels for this opportunity have been unprecedented and we can't wait to welcome our new cohort in June 2025.

The DRCF/UKRN joint mentoring pilot programme was launched in February 2025 with four regulators of DRCF – CMA, ICO, Ofcom and FCA. The programme focuses on accelerating the development of digital skills, promoting knowledge-sharing and meeting identified development needs. The pilot will officially commence in early April 2025 and run for a six-month period.

## Addressing vulnerability

UKRN maintains and broadens our members' knowledge and understanding of relevant vulnerability issues and cost-of-living issues.

UKRN will continue to showcase the work of regulatory members and partner with external stakeholders to ensure the sharing of current knowledge and insights.

UKRN will work with the Money Advice Trust to develop the 2026 Vulnerability Academy.

## Championing effective regulation and telling our story

UKRN supports the understanding of the role of effective regulation, within government, regulated parties and consumers.

UKRN will utilise our website and social media channels to effectively showcase and promote the initiatives undertaken by our members.

## Promoting collaboration

UKRN itself 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.

The UKRN team will be rolling out a programme of bi-annual member engagement to encourage the sharing of feedback and allowing the UKRN team to provide more information to members on a 121 basis.

## Supporting sustainable economic growth and resilience

UKRN supports the building of capability and capacity across member regulators to better support members' contributions to sustainable growth, investment and innovation.

UKRN will work with investor stakeholders, such as the Global Infrastructure Investor Association (GIIA), to foster positive relationships and understand how together we can contribute towards positive and sustainable economic growth.

**Annual Delivery Plan  
April 2025 – March 2026**



***excellence  
through  
collaboration***



# Core objective 1 Promoting collaboration

*excellence  
through  
collaboration*

## OUTCOMES

UKRN itself 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.

## OUTPUTS

UKRN facilitates opportunities for member regulators to collaborate on highest priority issues and on targeted topics.

UKRN is a catalyst for productive dialogue between the regulatory membership and external parties.

UKRN advocates for and drives information sharing, knowledge exchange, technical training and an understanding of benefits and impacts of priority topics.

UKRN creates springboards to transform policy discussions into thought leadership and strategic outcomes.

## ACTIVITIES

UKRN Networks, Forums, Working Groups and Subgroups  
Joint events with our partners such as WIG, Collaboration Network, Consumer Scotland etc  
UKRN Conference  
Regular engagement with central government  
Regular member engagement: bi-annual 121s, annual CEO 121s, governance meetings  
Attending convened Regulator Network meetings, held in the devolved nations  
Stakeholder engagement with, for example, NGOs, third sector, think tanks, business groups and academia

## FOCUS AREAS

Professional networks and forums  
Joint events  
Conferences  
Engagement with government  
Emerging AI and specifically how regulators use AI and regulate AI. UKRN has joined the ICO's AI Regulation Working Group which helps to ensure consistency in the discussions and avoid duplication.

## STAKEHOLDERS

UKRN regulatory membership  
Government, ALBs and other bodies: DBT, HMT, No10, DCMS, NISTA, Cabinet Office, RIO, DSIT, Consumer Scotland, Consumer Council for Northern Ireland  
Independent bodies: Whitehall & Industry Group, Collaboration Network, Institute of Directors, National Preparedness Commission, National Audit Office, CBI  
NGOs  
Academia and think tanks: Institute of Government



## Core objective 2

# Supporting the net zero transition

*excellence  
through  
collaboration*

### OUTCOMES

UKRN champions the role of regulators in driving net zero and addressing the risks of climate change with partners and key stakeholders, including government.

UKRN enables a better understanding of the impacts, benefits and risks of the net zero transition for those in vulnerable circumstances.

### OUTPUTS

UKRN facilitates opportunities for member regulators to collaborate on highest priority issues and on targeted topics.

UKRN is a catalyst for productive dialogue between the regulatory membership and external parties.

UKRN advocates for and drives information sharing, knowledge exchange, technical training and an understanding of benefits and impacts of priority topics.

UKRN creates springboards to transform policy discussions into thought leadership and strategic outcomes.

### ACTIVITIES

Climate Change Network meetings

Ad-hoc workshops and roundtables on one or more focus areas

At least one formal event on one or more focus areas

Net Zero Regulators-Government Forum meetings

Environmental Sustainability Academy

At least one joint meeting of the Climate Change and Vulnerability networks

At least one joint event of the Climate Change and Vulnerability networks

### FOCUS AREAS

Climate mitigation

Climate adaptation

International environmental cooperation and net zero standards

Nature-based solutions and biodiversity

Just transition and consumer vulnerability

Corporate environmental management and ESG practice

### STAKEHOLDERS

UKRN regulatory membership

Government, ALBs and other bodies: [DESNZ](#), [Defra](#), [NISTA](#), [Consumer Scotland](#)

Investor associations: [IIGCC](#)

Independent bodies: [CCC](#), [OECD](#), [BSI](#), [ISO](#)

NGOs: [Sustainability First](#), [Countryside and Wildlife Link](#)

Academia and think tanks: [Anglia Ruskin University](#), [Whitehall & Industry Group](#), [The Infrastructure Forum](#), [Oxford Net Zero Hub](#)



# Core objective 3

## Addressing vulnerability

*excellence  
through  
collaboration*

### OUTCOMES

UKRN maintains and broadens our members' knowledge and understanding of relevant vulnerability issues and cost-of-living issues, having built and facilitated engagement with relevant external stakeholders.

UKRN facilitates improved outcomes for consumers through enabling greater cross sector data sharing in instances where there are consumer benefits.

### OUTPUTS

UKRN facilitates opportunities for member regulators to collaborate on highest priority issues and on targeted topics.

UKRN is a catalyst for productive dialogue between the regulatory membership and external parties.

UKRN advocates for and drives information sharing, knowledge exchange, technical training and an understanding of benefits and impacts of priority topics.

UKRN creates springboards to transform policy discussions into thought leadership and strategic outcomes.

### ACTIVITIES

UKRN Vulnerability network and Cost of Living Working Group

At least one joint event of the Climate Change and Vulnerability networks

Joint events with our partners and stakeholders such as Collaboration Network, Consumer Scotland etc

Regular engagement and collaboration with central government

Planning for the 2026 Vulnerability Academy in collaboration with the Money Advice Trust.

### FOCUS AREAS

Cost of Living

Impact of Net Zero on Vulnerable Consumers

Mental Health

Data Sharing

Increasing exposure of UKRN leaflets

Responding to emerging issues relevant to the sector (i.e., AI and Machine Learning, and specifically how regulators use AI and regulate AI. UKRN has joined the ICO's AI Regulation Working Group which helps to ensure consistency in the discussions and avoid duplication).

### STAKEHOLDERS

UKRN regulatory membership

Government, ALBs and other bodies: DBT, DWP, HMT, DESNZ, DSIT, Consumer Scotland

Independent bodies: Collaboration Network  
NGOs

Consumer Groups / think tanks: Which?, Citizens Advice, Money and Mental Health Policy Institute, Money Advice Trust, Money & Pensions Service



# Supporting sustainable economic growth and resilience

## OUTCOMES

UKRN supports the building of capability and capacity across member regulators to better support members' contributions to sustainable growth, investment and innovation.

## OUTPUTS

UKRN facilitates opportunities for member regulators to collaborate on highest priority issues and on targeted topics.

UKRN is a catalyst for productive dialogue between the regulatory membership and external parties.

UKRN advocates for and drives information sharing, knowledge exchange, technical training and an understanding of benefits and impacts of priority topics.

UKRN creates springboards to transform policy discussions into thought leadership and strategic outcomes.

## ACTIVITIES

- Cost of Capital Network meetings
- Continued facilitations of UKRN Growth Working Group
- Growth focused events with our partners, including the GIIA investor roundtable (April 2025), WA Communications and WIG
- UKRN conference (May 2025)
- Annual Cost of Capital update report (Q3 2025)
- Ongoing engagement with the National Preparedness Commission (NPC) on resilience

### We are considering further activities, such as:

- Updated Cost of Capital guidance
- Updated UKRN Investor Guide

## STAKEHOLDERS

- UKRN regulatory membership
- Government, ALBs and other bodies: NISTA, DBT, HMT, Cabinet Office, NCSC, RIO
- Investor associations: GIIA, LTIIA
- Independent bodies: WA Comms, WIG, Fingleton Consultancy, NPC
- NGOs: Which?

## FOCUS AREAS

- Economic growth and investment
- Cost of Capital
- Resilience, including digital and cyber which we continue to address via the Cyber Network
- Infrastructure development and financing



# Championing effective regulation and telling our story

## OUTCOMES

UKRN supports the understanding of the role of effective regulation, with government, regulated parties and consumers.  
UKRN acts to inform and support the evolution of regulatory practice, to meet current and future regulatory challenges.

## OUTPUTS

UKRN facilitates opportunities for member regulators to collaborate on highest priority issues and on targeted topics.

UKRN is a catalyst for productive dialogue between the regulatory membership and external parties.

UKRN advocates for and drives information sharing, knowledge exchange, technical training and an understanding of benefits and impacts of priority topics.

UKRN creates springboards to transform policy discussions into thought leadership and strategic outcomes.

## ACTIVITIES

Continued engagement with central government, including responses to consultations or calls for evidence

Social media posts and website news articles on the work of UKRN and our members

Work with academia and think tanks

Continued work through UKRN Public Affairs Working Group to support understanding of the role of effective regulation such as through UKRN Introductory Booklet and engagement with stakeholders

Improving UKRN accountability through improved metrics and measurable outcomes

Joint events providing our members with the opportunity to showcase effective regulation and collaboration

## STAKEHOLDERS

UKRN regulatory membership

Government, ALBs and other bodies: [DBT](#), [HMT](#), [House of Lords](#), [APPGs](#), [RIO](#), [Regulatory Horizons Council](#)

Academia and think tanks: [Institute for Government](#)

## FOCUS AREAS

Social media

Publications

Informing and educating parliamentarians

Accountability

Metrics and measurability



## Core objective 6

# Making regulation an attractive career choice

excellence  
through  
collaboration

### OUTCOMES

UKRN facilitates recruitment, retention and diversity in regulators.

### OUTPUTS

UKRN facilitates opportunities for member regulators to collaborate on highest priority issues and on targeted topics.

UKRN is a catalyst for productive dialogue between the regulatory membership and external parties.

UKRN advocates for and drives information sharing, knowledge exchange, technical training and an understanding of benefits and impacts of priority topics.

UKRN creates springboards to transform policy discussions into thought leadership and strategic outcomes.

### ACTIVITIES

HR Directors Network meetings and associated Working Groups

Advertising regulatory roles through UKRN Jobs Board

Third year of UKRN summer internship programme

Next Generation NEDs – Spotlight events for Community of Interest and 12-month placement programme (Cohorts 4 and 5)

Six-month pilot of Digital Skills Shared Mentoring programme with DRCF

#### **We are considering further activities, such as:**

Pilot of shared graduate programme

Partnership with Queen Mary University for summer short-term placements for economics postgraduate students

Collation of relevant resources through Regulatory Career Hub

Expansion of shared learning programme

### STAKEHOLDERS

UKRN regulatory membership

Government and other bodies: [DBT](#), [DRCF](#)

Independent bodies: [Institute of Directors](#)

Academia and think tanks: [Imperial Business School](#)

### FOCUS AREAS

Professional development

Recruitment

Non-Executive Director roles

Mentoring

Early careers (graduates, apprentices, interns)

Secondments



## **In conclusion**

As we move into the second year of our three-year strategy, we have seen a change in government, significantly increased focus on the need to deliver sustainable economic growth, and unprecedented shifting alliances globally.

As such, our annual delivery plan remains agile and flexible, which makes us well placed to support our members with their priorities, react swiftly to government interventions and continue to deliver value for money.

Over the next 12 months, we will continue to work towards delivering our six core objectives.

We remain vigilant and alive to the ever-evolving nature of regulatory activities, innovation and opportunities, and stand ready to support, champion and drive effective regulation in the years ahead.

# Appendix

## UKRN Annual Review 2024-25



*excellence  
through  
collaboration*



# Contents

*excellence  
through  
collaboration*

Review of delivery progress, April 2024 – March 2025	Page 20
Internal factors affecting strategic delivery	Page 21
External factors affecting strategic delivery	Page 22
Summary of events, April 2024 – March 2025	Page 23





# Review against delivery in 2024-25

## **Annual review**

This brief review covers the period April 2024 to March 2025, and provides an update of the progress we have made in the past year in delivering our strategy through the activities set out in the previous Annual Delivery Plan 2024-25. It also provides further details on the highlights set out in pages 4-7, including more information on the external and internal factors that have impacted our delivery of the six strategic objectives, and a full list of events where UKRN has played a role.

This has been a year of growth and progression for UKRN. We published our Strategy 2024-27, we now have a Risk Management Framework, and our existing Stakeholder Engagement Strategy is supported by a broader Comms Strategy and a stakeholder map by influence and interest, all of which ensure our engagement and communications activities are designed and targeted appropriately.

During the year, we welcomed many special guests to our network meetings and events; and we continue to be grateful for their expertise and collaboration. We also welcomed the Bar Standards Board as a new member in the summer of 2024.

UKRN has continued to engage at a senior level within central government, meeting regularly with sponsoring departments such as the Department for Business and Trade, HM Treasury, the Department for Energy, Security and Net Zero. We have expanded this engagement where possible, and we would like to continue doing this moving forward to ensure the voice of our members, and the work of UKRN, is heard at the right levels.

A more formal and detailed review will take place at the end of the current strategy period (2024-27) and the insights will inform the design of the new strategy.



# Internal factors affecting strategic delivery, April 2024 - March 2025

excellence  
through  
collaboration

Adverse impact to delivery

Manageable impact to delivery

No impact to delivery

The direction of the arrows indicates the status of the delivery:  
 ⬇️ = impacted negatively  
 ⬆️ = impacted positively  
 ➡️ = steady

	24Q1-Q2	2425Q3-Q4	
<b>Promoting Collaboration</b>	➡️	➡️	<p>We continue to build close links with the DRCF to explore where we can work together, to support DBT as they evolve the smart data agenda.</p> <p>We have explored opportunities to widen the membership base, promoting the benefits of UKRN membership with a targeted approach to certain regulators.</p> <p>We have continued to facilitate our core function of providing professional networks.</p>
<b>Supporting the Net Zero Transition</b>	➡️	➡️	<p>We facilitated a roundtable with some of the Climate Change Network regulators, Sustainability First and the Wildlife and Countryside Link to gather views on the latter's proposal for a Private Members Bill to extend existing legislation for public bodies so that it brings together climate and nature more closely. We continue to follow the Bill's progress.</p> <p>We continue to work with DESNZ on the review of the Net Zero Regulators-Government Forum.</p>
<b>Addressing Vulnerability</b>	➡️	➡️	<p>The Vulnerability network was able to collaborate with several external stakeholders, run our UKRN/MAT Vulnerability Academy and publish three publications including the Cost of Living/Accessibility leaflets and an update to our previously published Cost of Living Letter on Debt Collections.</p> <p>UKRN collaborated with several external stakeholders including Office for Public Guardian, Money and Mental Health Policy Institute, Money and Pensions Service, the University of Bristol and Surviving Economic Abuse.</p> <p>UKRN is part of several governmental initiatives including DBT's Shared Support Register Working Group and DWP's strategy on Child Poverty.</p>
<b>Supporting sustainable economic growth and resilience</b>	➡️	➡️	<p>UKRN supported members with the first submission of the growth duty performance framework by establishing a Growth Duty Working Group. With an increased government focus on growth we have expanded the remit of this working group and have broadened the scope of the group into a Growth Working Group, for those outside of the growth duty legislation.</p> <p>In October UKRN hosted a resilience focused event and we also published this year's update to our Cost of Capital report, reflecting three price control decisions that have been taken in the past year.</p>
<b>Championing effective regulation and telling our story</b>	➡️	⬇️	<p>UKRN Public Affairs Working Group have been discussing a range of ways in which we can engage with parliamentarians and government officials who may be new to role and have less experience of dealing with regulators.</p> <p>UKRN have increased our social media presence through LinkedIn, with an increased number of articles in relation to our events and initiatives as well as sharing vacancies from our Jobs Board.</p>
<b>Making regulation an attractive career choice</b>	➡️	➡️	<p>The placements for our Next Generation Non-Executive Directors (NEDs) scheme have now begun, with 16 individuals attending different Boards and Committees across 7 of our members.</p> <p>We have created a new careers section on the UKRN website, and we have also invested in the functionality of our Jobs Board.</p> <p>At UKRN HR Directors we have continued conversations around a potential cross-regulator graduate rotation programme and shared mentoring/coaching programmes.</p>



# External factors affecting strategic delivery, April 2024 – March 2025

excellence  
through  
collaboration

- Adverse impact to delivery
- Manageable impact to delivery
- No impact to delivery

The direction of the arrows indicates the status of the delivery:  
 ⬇️ = impacted negatively  
 ⬆️ = impacted positively  
 ➡️ = steady

	24Q1-Q2	2425Q3-Q4	
<b>Promoting Collaboration</b>	➡️	➡️	<p>Promoting collaboration is at the heart of UKRN, our strategic objectives and is a fundamental aspect of the work undertaken, within our professional networks.</p> <p>There are few external factors which affect UKRN's continued work in this area and therefore our core networks and stakeholder events, such as our Conference in 2025 remain largely unaffected.</p>
<b>Supporting the Net Zero Transition</b>	⬇️	➡️	<p>The government's commitment towards decarbonisation is clear and linked to the Mission Control's aim to accelerate the UK's journey to clean energy by 2030. This said, this is a complex initiative, and its success is subject to many interdependent actions and outcomes. We continue to support government and DESNZ in this space through our work.</p> <p>We have welcomed improvements in the alignment between decarbonisation and growth.</p>
<b>Addressing Vulnerability</b>	⬇️	➡️	<p>UKRN remains committed to addressing vulnerability and the government has been clear in its support for the Shared Support Register, increased financial inclusion, and the role of the consumer within regulatory work. These topics are reflected within the Vulnerability Workplan 2025.</p>
<b>Supporting sustainable economic growth and resilience</b>	➡️	➡️	<p>Resilience continues to be a priority of this government, particularly the links with innovation and the need for investment in infrastructure which are a key focus.</p> <p>Growth continues to be a key priority for the new government with regulators being asked to demonstrate more and more how they are enabling growth. UKRN will continue to support our members in this area as this agenda develops further.</p>
<b>Championing effective regulation and telling our story</b>	➡️	➡️	<p>Despite the change in government, UKRN activity in this space remains largely unaffected.</p>
<b>Making regulation an attractive career choice</b>	⬇️	➡️	<p>We continue to engage with DBT on their future policy priorities in this area under the new government.</p>



# Summary of events, April 2024 - March 2025

excellence  
through  
collaboration

## Events where UKRN was the host or facilitator Link to strategic objectives

Collaboration Network event with Ofwat	●●
UKRN AI Workshop for IT Directors and COOs	●●
UKRN HR Networking Event	●●
Joint event with WIG on supporting economic growth	●●
UKRN Young Professionals Network – Careers in Regulation	●
NextGen NEDs – Spotlight Sessions in Sept 2024 (Jane George, Victoria Coleman) and November 2024 (Gerard Jacques)	●●
Regulating for Resilience: Whole of Society Approach Event	●●●
Next Gen NEDs – Onboarding and Celebration event	●●
Cross-regulatory Economics Conference	●●●
Regulator Room with Ofgem (hosted by the Collaboration Network)	●●
Workshop with members on the Wildlife and Countryside Link’s proposal for a Private Members Bill on nature and climate	●●
Joint event with Consumer Scotland on climate communications	●●●

## Events where UKRN was the speaker or panel chair Link to strategic objectives

Registry Trust Annual General Meeting and Review	●●
HM Treasury Fairness Group Meeting	●●
Credit Service Association Conference 2024	●●●
Ofwat/Ofgem Vulnerability Summit 2024	●●

## Events where UKRN attended (online or in person) Link to strategic objectives

FCA’s Data Innovation for Future of Regulation (DIFoR) Conference	●●
Institute of Directors: Business as a Force for Good (Corporate Governance Code of Practice Launch)	●●●
UK Regulators in devolved nations meeting	●●
OECD – Network of Economic Regulators Meeting	●●●
FCA Economics Research Conference	●●
Citizens Advice Workshop – Exploring Online Cost Architecture (OCA) + Vulnerability	●●
BIPM-OECD Workshop on Quality Infrastructure and Regulation	●●●
NPC Regulating for Resilience	●●●
Mobilising Vulnerability Data	●●
CCP Annual Conference 2024   Regulatory Pivot: Evolving Approaches for Addressing Sectoral Market Failures	●●●
Tony Blair Institute: Future of Britain Conference	●●
Launch of Sustainability First’s Report on Jobs and Skills in Green Tech	●●
Regulatory Policy Institute Conference	●●●
Southeast Water Vulnerability Conference	●●
Ofwat Regulatory Economics Conference	●●

- Promoting collaboration
- Effective regulation and telling our story
- Supporting Net Zero
- Supporting economic growth and resilience
- Addressing vulnerability
- Making regulation an attractive career choice