

Although the clocks have only just gone forward, 2025 has felt like a year on fast-forward, with so much happening in only the first few months of the year! Since the Prime Minister’s letter to regulators just before Christmas, asking for commitments to help support the Government’s growth mission, UKRN has been at the heart of this ongoing conversation.



We sent our [own letter to Government](#), setting out our work in this area and plans to help support our members, such as establishing a Growth Working Group (building on our workshops around the Growth Duty Performance Framework), bringing together regulators (including non-UKRN members), central government and other stakeholders (e.g. NAO). Following the publication of the Government’s [Regulatory Action Plan](#) last month, we’ve been continuing to support our members with a particular focus on areas of collaboration and co-ordination.

Growth will also be one of the key themes for our biennial UKRN Conference, which will be taking place in May. This will also include interactive sessions on climate change and AI & innovation, as well as some very exciting keynote speakers too. This comes during a very busy few months for events (as you can see from this newsletter!), including an investor roundtable with GIIA, climate change webinar with Consumer Scotland and our first welcome/celebration event for our Next Gen NEDs.

As the regulatory landscape continues to evolve, the UKRN is working to ensure our structures and networks focus on the areas that matter most to our members and makes best use of our limited time and resources, based on what UKRN is best placed to do. We are ambitious to keep up this pace of work throughout the rest of 2025, as set out in our Annual Delivery Plan [published earlier this month](#).

Wishing you all a lovely extended weekend over Easter and the opportunity to recharge your batteries – we definitely will!

Attricia Archer, UKRN Director

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FEATURE: UKRN Annual Delivery Plan

Earlier this month, we published our [Annual Delivery Plan \(ADP\)](#) running from April 2025 to March 2026. The document sets out the activities we have planned over the next 12 months to continue delivering the core objectives that form the UKRN Strategy 2024-27, as well as a short summary of our progress to date against our core objectives within the Strategy.

The ADP is a forward-looking document, therefore the activities set out are not exhaustive of what we expect we will do in the upcoming year, as inevitable shifts in the geopolitical, macroeconomic and governmental landscape will mean a refocus on priorities for our members and at the UKRN, 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.

A novel aspect of the ADP is that the old outputs have been streamlined into four new ones, which are now common to all the activities. This change helps us to sense check that what we do delivers not only our strategic objectives, but value for our membership. The ADP also commits to exploring how we can better measure value for money for our membership through the impact of our work and activities. We have taken a light-touch approach to this so far, but it is an area we are keen to improve as we move through the next two years of our Strategy.

If you have comments or questions on our ADP, please contact UKRN@caa.co.uk.

Highlights from our upcoming 2025-26 programme

excellence
through
collaboration

<p>Supporting the net zero transition</p> <p>UKRN provides opportunities for its regulatory membership to build capability through the Sustainability Academy.</p> <p>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.</p>	<p>Making regulation an attractive career choice</p> <p>UKRN provides an opportunity for interns to experience regulatory activity from the inside and how a number of our members deliver their objectives.</p> <p>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.</p> <p>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.</p>	<p>Addressing vulnerability</p> <p>UKRN maintains and broadens our members' knowledge and understanding of relevant vulnerability issues and cost-of-living issues.</p> <p>UKRN will continue to showcase the work of regulatory members and partner with external stakeholders to ensure the sharing of current knowledge and insights.</p> <p>UKRN will work with the Money Advice Trust to develop the 2026 Vulnerability Academy.</p>
<p>Championing effective regulation and telling our story</p> <p>UKRN supports the understanding of the role of effective regulation, within government, regulated parties and consumers.</p> <p>UKRN will utilise our website and social media channels to effectively showcase and promote the initiatives undertaken by our members.</p>	<p>Promoting collaboration</p> <p>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.</p> <p>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.</p>	<p>Supporting sustainable economic growth and resilience</p> <p>UKRN supports the building of capability and capacity across member regulators to better support members' contributions to sustainable growth, investment and innovation.</p> <p>UKRN will work with investor stakeholders, such as the Global Infrastructure Investors Association (GIIA), to foster positive relationships and understand how together we can contribute towards positive and sustainable economic growth.</p> <p style="text-align: right; font-size: 0.8em;">Page 9</p>

FEATURE: Next Gen NEDs are go!

In early February, we held our first in-person event since taking over the Next Generation NED scheme, which was held at Coram in central London.



This brought together Next Gen NED placements from last year's programme (Cohort 3) and placements for this year (Cohort 4), in order to share experiences and build relationships. We also welcomed Roger Barker, Director of Policy and Corporate Governance from the Institute of Directors, who presented on the IoD's [Code of Conduct for Directors](#).

The event was led by our Chair of Chairs, Nicola Wood MBE, who is also the lead NED at the Information Commissioner's Office and has extensive experience in the non-executive sector, and we also welcomed Fiona Lennox, previously at Ofcom and who was responsible for setting up the scheme, so thank you to Fiona!

We had a lot of positive feedback at the event and hope this gave NGN Cohort 4 a good start to their placement year, and congratulations to all of our NGN Cohort 3 who have now finished their placements.

In particular, we'd like to offer special congratulations to Kiera Schoenemann from Ofgem, who – having completed her NGN placement last year – has since secured her first non-executive role at The Commonwealth!



LATEST NEWS

DRCF-UKRN Digital Skills mentoring scheme

Working with colleagues in the Digital Regulation Cooperation Forum (DRCF), we have developed a mentoring programme for digital skills across DRCF members (FCA, Ofcom, ICO and CMA).

This is built on our shared interest in supporting professional development, as well as UKRN's strategic objective of making regulation an attractive career choice, and supplements existing mentoring programmes.

After an initial application process, the scheme launched as a six-month pilot in early April, with matches completed for 24 mentees across 14 mentors. There is a range of mentoring available, from



technical knowledge to practical experience of regulating digital markets, regulatory implications of AI, as well as broader softer skills, such as team leadership and strategy development.

We will be conducting a full review of the outcomes of the pilot later this year, with the aim of broadening out to other topics and UKRN members.

Summer internships confirmed

Following an unprecedented number of applications and a high-calibre field of candidates who went through the interview stage to be part of the 3rd cohort of UKRN interns, we are delighted to have secured two young professionals, to join us (subject to security clearance) for six weeks from the 23rd June.

We are now working to finalise our plans for them over that period and are excited by the opportunity it presents for them both, and what we can learn from their knowledge. We are again being supported by a number of UKRN members with taster days and events, bespoke training and networking opportunities. We are looking to build on the success and positive feedback on our programme for last summer's cohort, but we are hoping that there will not be a General Election during this internship window that might change our plans!

Young Professionals 2025 cohort

Following the relaunch of our Young Professionals Network last year, the successful applicants for our 2025 YPPN cohort are now in place, along with two new co-chairs – Tulki Jenkins from the Civil Aviation Authority and Sarah Elulade from the Bar Standards Board. We'd like to thank our previous co-chairs (Emma Haxell from the Payment Systems Regulator and Dr Niamh Ni Shuilleabhain from Ofcom) for their hard work and we look forward to working with this year's cohort on their plans.

Network changes

Finally, we've undertaken some spring cleaning of our own, taking a fresh look at our current set of networks and advisory groups, to ensure that we are providing the best possible service to our members and ensure that our activities are focused on those areas where can make the most difference.

Following this review and after careful consideration, we have decided to close our Expert Panel as a permanent Advisory Group. We are very grateful to Cloda Jenkins, Suzanne Rab, Mick McAteer and Helen Undy for their contribution and will continue to seek their advice on an ad hoc basis, as and when required. We will also be removing the Network Chairs group.

We are also looking at changing how our networks are presented on our website, to make it clearer to members and external stakeholders on how our work aligns, both across networks and with our strategic objectives.

EVENTS

Consumer Scotland: The role of communications in the transition to net zero

In February, we held a joint webinar with Consumer Scotland to build on their recent report on [consumer perceptions of and engagement with the transition to net zero](#). The session explored approaches to effective consumer and public engagement in the transition to net zero, including those who are in more vulnerable circumstances.

As well as Consumer Scotland's CEO (Sam Ghibaldan), we had representatives from the Committee for Climate Change (Bea Natzler) and Sustainability First (David Murray) join for a panel discussion, expertly chaired by Sinead Dynan (Utility Regulator NI, Co-Chair of UKRN Vulnerability Network).

This highlighted role of good communications to make sustainability personally relevant and emotionally compelling, and highlight the benefits and opportunities, including cost and convenience, that the net zero transition brings to consumers and the public.

As set out in the CCC's recent advice on the [Seventh Carbon Budget](#), households have an important part to play in meeting the net zero target to 2050. Positive consumer choices, such as heat pumps and EVs, reduction in meat and dairy consumption and moderating flying, also bring co-benefits, such as clearer air from less pollution, better health and more land for planting trees.

Nevertheless, despite consumer choices to lower household emissions having a significant role in the transition, a lack of clear information creates confusion for consumers and prevents positive behaviours. Consumer participation and engagement is key and can be targeted through a range of approaches, including information provision that is accurate, comparable and vetted; consistent communication led by government and industry, and behavioural changes that are easy, attractive and affordable.

Regulatory economics conference

In early February, UKRN supported Ofwat in organising a half-day conference on regulatory economics, which was hosted by CMA. This was focused around the theme of economic growth and featured Lord Gus O'Donnell from Frontier Economics as a keynote speaker (pictured), as well as presentations from Ofwat, FCA and PSR on their economics work.

The event was very well received by almost 70 in-person attendees across our member regulators, with many more attending online. In light of the positive feedback, UKRN will be working with members to organise another conference later in the year, as well as setting up an Economics profession Working Group, to discuss analytical issues arising from our work, share expertise and identify solutions on shared topics of interest.



Investor roundtable with GIIA

On 3 April, we held a joint roundtable event with the Global Infrastructure Investors Association (GIIA), to build an open dialogue on how regulators and investors can together support the government’s growth agenda.

The roundtable was hosted by Herbert Smith Freehills and co-chaired by Jon Phillips (CEO from GIIA) and Chris Hemsley (Director at Fingleton, previously MD of PSR and CEO of UKRN) and brought together 30 senior-level representatives from regulators and investors, as well as government officials as observers.

It was a wide-ranging and productive discussion, covering potential barriers to investment, international best practice, and how best to address trade-offs between building investor trust and ensuring value for money for consumers. We look forward to further work with GIIA to support investors and regulators work together to deliver increased investment and support economic growth.



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