



Office for
Nuclear Regulation

Office for Nuclear Regulation Strategy

2015 to 2020

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Presented to Parliament pursuant to Paragraph 25(3) of Schedule 7
to the Energy Act 2013.

July 2015

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This publication is available at <https://www.gov.uk/government/publications>.

Print ISBN 9781474123495

Web ISBN 9781474123501

ID P002743318 07/15

Printed on paper containing 75% recycled fibre content minimum.

Printed in the UK for the Williams Lea Group on behalf of the Controller of Her Majesty's Stationery Office.

Introduction



Nick Baldwin,
Chair

The Energy Act 2013 provided for the creation of ONR as an independent, statutory regulator¹ of nuclear safety, security, and conventional health and safety at nuclear sites. We came into being as a Public Corporation on 1 April 2014. I am pleased to present this first strategy, which provides vision and direction for ONR and nuclear regulation for the next 5 years, and meets our statutory obligations to have our new strategy in place by 1 December 2014. Our duty is to secure stable and sustainable nuclear regulation, building on the foundations that we put in place for this in preparing for our incorporation. Our vision for ONR over the lifetime of this strategy and beyond is to be:

**An exemplary regulator that inspires respect,
trust and confidence.**

We want to be acknowledged as a first class organisation by our peers and stakeholders.

We will focus on three key strategic themes to deliver our vision:

- Influencing improvements in nuclear safety and security
- Achievement of our vision through ONR's people
- Inspiring a climate of stakeholder respect, trust and confidence.

Our strategy is ambitious and fully attainable. I look forward to working with my Board colleagues and the wider ONR Team to create an exemplary organisation.

¹ ONR regulates under several pieces of legislation including, the Energy Act 2013, the Nuclear Installations Act 1965, the Health and Safety at Work etc Act 1974, Nuclear Industries Security Regulations 2003, the Carriage of Dangerous Goods and Use of Transportable Pressure Equipment Regulations 2009 insofar as it relates to the civil carriage of class 7 goods, which are to be treated as nuclear regulations under the Energy Act 2013, Nuclear Reactors (Environmental Impact Assessment for Decommissioning) Regulations 1999, Radiation (Emergency Preparedness and Public Information) Regulations 2001, Ionising Radiation Regulations 1999,

Achieving the strategy



John Jenkins,
Chief Executive
Officer

Our new strategy provides the strategic intent for taking forward ONR's mission and will inform our Annual Plans from 2015/16 to 2019/20. Our mission is:

To provide efficient and effective regulation of the nuclear industry, holding it to account on behalf of the public.

In preparation for vesting, 2013 saw the ONR Executive and Leadership Team established on a permanent, mandated basis. I look forward to leading them with vigour to deliver ONR's strategy to secure stable, sustainable nuclear regulation in the face of the significant challenges of the sector in the medium to longer term. Our Chief Nuclear Inspector will safeguard absolutely our independence in regulatory decision making in individual cases. We will build on our strong record of openness and transparency, with a presumption of disclosure of information on our activities, and be fully accountable for everything that we do. The ONR Executive will ensure that:

- ONR performs to the highest standards across all functions - those that are on the front line of regulatory activities, and those involved in ensuring ONR both flourishes as a Corporation, and demonstrates its adherence to the principles of *Managing Public Money*.
- a wide range of regulatory tools are used to influence positively those we regulate, and to encourage the achievement of sustained excellence in safety and security performance across the nuclear sector.
- we have a positive influence on national and international nuclear safety and security policy, legislation and standards. In addition, we will share the expertise acquired from 50 years of regulatory experience within a complex and challenging estate, with the existing and emerging nuclear community, to benefit global nuclear safety and security but remain focused into the UK.
- we continue to be committed to disclosing as much information as possible about our activities, and how and why we have reached regulatory decisions. The aim is to be an independent, trusted source of objective information and advice about the risks and potential consequences of all aspects of civil nuclear activities.

In all this, I am personally committed to maximising diversity in our work, not only in ensuring that ONR as a modern employer has access to the widest pool of talent to meet the challenges ahead, but also that ONR sets the standard for access by all sections of society to the information citizens need on nuclear safety and security.

The ONR Executive team and I look forward to working with our Non-Executive colleagues to deliver this strategy.

Strategic context

In setting our strategy, ONR has considered the environment in which it operates. The nuclear industry is a global one and consequently ONR is influenced by both international and domestic factors. These include:

- the UK government's policy to have new low carbon energy generation, including building new nuclear power plants which may employ reactor designs that have not been used in the UK before;
- the importance of decommissioning, safe radioactive waste management and site remediation to address the legacy from the first generation of nuclear power plants;
- the reliability of the nuclear supply chain;
- a highly competitive nuclear skills market, which can affect ONR's ability to recruit appropriately qualified and experienced nuclear specialists;
- a range of modern threats to the security of nuclear facilities, including to their personnel and information systems;
- the economic climate which requires all public sector organisations to continually seek financial efficiencies, and to improve financial control and accountability;
- the demand for an efficient and effective regulator that will hold the nuclear industry to account on behalf of the public and be a reliable source of independent information about the hazards and risks the nuclear sector presents.

Strategic Themes

Influencing improvements in nuclear safety and security

It is ONR's duty to influence improvements in nuclear safety and security, nationally and internationally. To do this we will:

- Focus regulatory attention on the UK's nuclear priorities of:
 - hazard reduction and remediation at Sellafield;
 - the nuclear new build programme, involving the assessment of generic safety cases for potential new reactor designs and of site specific safety cases for the licensing, construction, operation and decommissioning of new nuclear power stations;
 - regulation of the safety and security of the existing fleet of operating reactors, waste management and decommissioning, the nuclear defence platform and radioactive materials transport.
- We will continue to enable improvements in the UK's emergency preparedness and response capability.
- We will influence the UK nuclear industry supply chain, through current and future licensees, to improve its performance ensuring the delivery of products and services safely, and to the correct quality.
- We will work with Government to demonstrate UK compliance with international obligations, e.g. safeguards application and compliance in the UK, and influence new obligations to benefit UK nuclear safety, security and ONR's regulatory effectiveness.
- Engage with key international stakeholders in the UK's existing and future nuclear industry to enable efficient and successful regulation.
- Use our expertise and international credibility to influence and shape improvements in global nuclear safety and security standards and best practice.
- Critically review the basis of nuclear regulation in the UK, taking into account the modern nuclear environment, to devise a regulatory framework, which integrates regulatory functions, and leads international best practice and incorporates good practice from others.

- Engage with the broader science and research community to improve understanding of known nuclear hazards and to gain insight into potential hazards and risks.

Achievement of our vision through our people

To be an exemplary organisation ONR must have a stable, sustainable, well-resourced, competent, flexible and accountable team. In this, we must grasp diversity with vigour. In short, we want everyone in ONR to:

- Demonstrate through leadership of our people, the highest standards of behaviour and values in public service, in particular honesty, impartiality, integrity and objectivity.
- Be passionate about ONR's mission and understand its national and international importance.
- Feel proud to work for ONR and have respect for, and an inclusive approach to, those with whom they work.
- Be highly motivated and committed to achieving continuous improvement in everything ONR does.
- Demonstrate responsibility and accountability in the use of public money, and achieve value for money through the efficient and effective use of resources.
- Feel able to fulfil their potential and have personal and professional growth.

Inspiring a climate of stakeholder respect, trust, and confidence

We want a climate of trust, and to gain the respect and confidence of all of our stakeholders through regulatory excellence and the highest standards of organisational management. To do this we will:

- Place in the public domain as much information as possible about our regulatory and corporate activities, including the basis for regulatory decisions.
- Use a range of internal and external assurance functions to ensure ONR undertakes the right amount of regulation, proportionate to the hazards and risks presented, of the right quality, at the right cost. This will include scrutiny through robust internal governance and peer reviews, and external reviews by the National Audit Office and the International Atomic Energy Agency.

In Summary

Vision	An exemplary regulator that inspires respect, trust and confidence.		
Mission	To provide efficient and effective regulation of the nuclear industry, holding it to account on behalf of the public		
Strategic themes	Influencing improvements in nuclear safety and security	Achievement of our vision through our people	Inspiring a climate of stakeholder respect, trust and confidence
Critical enablers	People Strategy, Communications and Influencing Strategies, Enforcement Policy Statement, Finance and Risk Management Strategies, management systems including IT Strategy.		

By 2020, ONR will be an organisation that:

To the public	To our people	To our licensees and duty-holders
<ul style="list-style-type: none"> ● Is an exemplar of openness and transparency; a trusted source of independent, information and advice about the risks and potential consequences of all aspects of civil nuclear activities, and engages openly and constructively in ways that are accessible to our audiences. ● Demonstrates how we make a positive difference to nuclear safety and security. ● Holds the nuclear industry to account, including taking robust enforcement action where appropriate. ● Provides evidence based assurance that nuclear sites are sufficiently safe. ● Provides evidence based assurance that we operate to the highest standards of organisational performance. 	<ul style="list-style-type: none"> ● Has people who lead by example, set clear direction, provide inspiration, and demonstrate the highest standards of behaviour in public life. ● Has a culture that is inclusive, consistent and fair, where people feel empowered to challenge without fear of bullying or harassment. ● Values diversity and the contribution of every member of the ONR team, has a pay and reward system that recognises personal contributions and supports continuous improvement at all levels. ● Is a great place to work, where people aspire to be part of the ONR team. 	<ul style="list-style-type: none"> ● Influences change to create an excellent health, safety and security culture among the operators and to promote sustained excellence in nuclear operations. ● Regulates proportionately, consistently and independently and makes consistent, transparent and evidence-based decisions. ● Is responsive to the dynamic industry we regulate. ● Engages openly, honestly and with the highest standards of professionalism. ● Operates efficiently to control costs, drive out waste and provide value for money.



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Published July 2015

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