Welcome to this special edition of Regulation Matters, summarising our successful industry conference, held in London in November.

ONR Chair, Nick Baldwin, opened the 2016 conference by welcoming delegates from industry, government, research bodies and academia.

ONR Chief Nuclear Inspector, Dr Richard Savage outlined the changing nuclear industry and explained how ONR’s regulation must be fit for the future – ready to face this dynamic landscape for 2020 and beyond. Richard talked the audience through some of the challenges ahead and emphasised ONR’s capability and capacity to meet those challenges.

Dr Richard Savage returned to the stage to set out and describe in further detail some of the key principles of ‘Enabling Regulation’ and introduce the round-table discussion session. You can read more about this session on p4.

ONR Deputy Chief Inspector, Mark Foy introduced the second theme of the conference: ‘Innovation’. Mark outlined how important it is to ONR to embrace innovation, and to work with stakeholders to reveal the benefits from technological innovation.

Sarah Williamson, Technical Director at Laing O’Rourke gave valuable insight into the innovative methods currently being deployed, particularly the use of digital technologies. Using a number of examples, Sarah was able to demonstrate how technology is helping to improve safety, quality and delivery at site.

All speakers took to the stage to take part in an open Q&A session. This new format proved popular with delegates asking questions on a range of different issues.

ONR Chief Executive, Adriènne Kelbie opened the afternoon session by emphasising how a strong, independent and high performing regulator is not a luxury, but essential. Adriènne reflected on the history of the organisation and provided an overview of some of the challenges that ONR will need to address in order to succeed for the next 50 years. Adrienne’s presentation is available here and you can read more on p5.

Mike Tynan, CEO of the Nuclear Advanced Manufacturing Research Centre (AMRC) highlighted the work being done to improve supply chain capability and performance, before looking at some specific examples of innovative manufacturing.

Katrina Williams, Director General for International, Science and Resilience at BEIS, focused on ‘Innovation in Nuclear New Build’, providing delegates with an update on some key policy areas, including the recent SMR competition.

Chief Executive, Adriènne Kelbie thanked all speakers and delegates before closing the conference.

We would like to thank our delegates for their time, challenge and enthusiastic contributions – your engagement will inform our journey to excellence.

And a special thanks to our brilliant external speakers, for their engaging, relevant and informative presentations, which provided a holistic view of innovation across the industry.

“Enabling regulation is at the heart of everything we do.”
It is important that the renaissance of the UK nuclear industry has a modern understanding of the industry, responding to both its strengths, the challenges it may face, and the lessons learnt from the past.

We have the right ingredients and we are well placed to face the challenges.

Dr Richard Savage took centre stage twice during his first industry conference as Chief Nuclear Inspector, (CNI) first to talk about how we regulate in the current nuclear landscape...

We have regulated and industry has delivered safely for 50 years, but collectively, we must ensure this continues and Richard made a direct request to the industry to work closely and constructively with us to do that.

Richard made it clear that against the backdrop of increased global security, nuclear safety and nuclear security must exist in close harmony: one cannot compromise the other, and these aims are complementary: both are intended to reduce the risk of harm.

The overall message from our CNI is that ONR needs to be progressive, confident and agile, focussing on outcomes and working constructively with the nuclear industry: a world class regulator. Above all, though, he stressed that ONR’s independence is vital & our independent decision-making remains absolute.

“We have the right ingredients and we are well placed to face the challenges.”
Modern and enabling regulation

Then Richard spoke about enabling regulation.

Enabling regulation is...

A constructive approach with dutyholders and other relevant stakeholders to enable delivery against clear and prioritised safety outcomes

Richard explained that this is not a new concept, it is something that we have always done, and it has generated some real successes. We wanted to hear our stakeholder views, so took the opportunity to give each table some examples of enabling regulation and ask delegates a couple of questions. The session generated some really strong and constructive discussion, and gave us a lot to think about, we’ve pulled out some of the themes...

What challenges are there for industry in an enabling approach?

- Maintaining the line between enabling regulation and independence.
- Ensuring that principles filter down to working level and down the supply chain.
- Ensuring consistency of approach, when each operator is different, and each element of industry has its own developments and challenges.

Are there any areas where enabling is not appropriate?

- If it leads to legal non-compliance.
- If safety and security is compromised.
- Where enforcement is required.

“Independence in regulatory decision making is retained and absolute.”

Our Regulatory Management Team is now considering the feedback from stakeholders, which will inform a publication outlining the key features of enabling regulation and some case studies to demonstrate how it works in practice. We’ll be publishing this in the Spring 2017 so watch this space...
Our approach to regulation is sound: Industry feels we help them achieve the right outcomes in often challenging circumstances and know that we will hold them to account when necessary.

But we still have some work to do regarding our infrastructure, support functions, processes and culture. We have started addressing these and have also taken an honest appraisal of how we can grow our capability and capacity.

We have a world class team, our most enviable resource, but we are not complacent – that is why we’ve recently started supporting graduates and apprentices – resulting in seven new full time recruits.

We need to cope with increasing demand in an efficient and effective way and to do our job effectively; ONR must continue to be trusted, by licensees, industry, government and the public. This is why we embrace transparency, publishing more than ever before – and with aspirations to do better. And this is why we always ask for tactical feedback on our day to day operations, and why we engage with NGO’s.

This year we will develop a corporate engagement strategy to improve our stakeholder insight, and consider what more can be done to share knowledge and insights about risks and issues. Your feedback and honest engagement will inform ONR’s fit for future global positioning.

ONR has grown into a strong public corporation with excellent international links, and the changes we are making within our organisation (from expanding capacity to improving technology and systems) will not happen overnight, but will equally last for the long-term.

Having a strong regulator is not a luxury, but an absolute essential.

Dr Richard Savage, Chief Nuclear Inspector, Nick Baldwin, ONR Chair and Adriènne Kelbie, ONR Chief Executive.
What our delegates thought...

Our conference was a great success and our best yet – so say our 98 delegates, all leaders at the highest level, who represent our major stakeholders from across the breadth of the nuclear industry.

Current and potential licensees, other regulators, academics, supply chain companies and government packed our conference to capacity, bringing a palpable energy to discussions and enjoying the numerous opportunities for networking, particularly over a noisy lunch, where topical issues filled the room.

We ran to time, but many delegates stayed on after the conference to continue their discussions with us and their peers. There were many more questions to ask and important issues to discuss and we were listening.

Feedback is important to us – we want to inspire a climate of stakeholder, trust and respect. This year, as well as asking for the usual evaluation, we added two further avenues for stakeholder insight and feedback.

- We asked delegates questions on how they felt about ONR, specifically trust, openness and influence.
- Each delegate had five comment cards to complete and post on the day, asking for feedback on our recent performance and suggestions for our future attention.

We want our next industry conference to be even better. We already know that we need a larger venue, not just because of demand but also to accommodate the additional seats for Adrienne’s diversity challenge to delegates – on which we hope will sit 20 of the most able women from the nuclear industry.

Here are some of the highlights...

Evaluation form:
Insight before and after the conference:

- ‘ONR values innovation’ =
  - 29% before
  - 53% after

- ‘ONR is open and transparent’ =
  - 67% before
  - 81% after

- ‘I understand ONR’s strategic priorities and future direction’ =
  - 52% before
  - 76% after

Conference:
- rated each (two) of the Chief Nuclear Inspectors presentations as informative.
- rated the enabling regulation, roundtable discussion as informative.

Social media comments: #onr2016

“Excellent @ONRpressoffice conference yesterday #onr2016”
Jean Llewellyn

“CNI – We have regulated and delivered safely for 50 years. Collectively we must ensure this continues #onr 2016”
Phil Craig

“Adrienne Kelbie: A strong, independent regulator is not a luxury, it’s essential #onr2016”
ONR
A Winning relationship

During her keynote speech, Baroness Neville-Rolfe announced the appointment of our Chief Executive, Adriène Kelbie, as the first Patron of Women in Nuclear UK (WIN UK).

Adriène said: “As a leader, I focus most of my time in helping get the best out of excellent people and teams. I feel passionately that the best teams bring diverse backgrounds, perspectives and experience. So it is a great pity that, in the nuclear sector, women make up only 22% of the workforce. And it’s even fewer at Board and senior level. This is a great waste of talent in a sector facing growth and severe skills shortages, which a more diverse workforce could tangibly address. So I’m pleased to be able to work with WiN to increase the profile of this important matter.

“During my presentation, I gave a diversity challenge to delegates – to help fill an extra fifth of industry delegate places that we will be offering to women at our next conference.”

Jack Gritt, President of WIN UK said: “Adriène has been a great supporter of our work and has spoken passionately in support of our cause and incentivised industry to support gender balance in their activities. Her role as Chief Executive of ONR makes her an existing figurehead, leading industry standards, and will cement the view that diversity should be the accepted standard we all drive towards.”