



Office for
Nuclear Regulation

Corporate Communications Strategy

2014

Introduction

Effective communications is an important part of ONR's success and supports our reputation as a trusted, independent nuclear safety and security regulator, and source of public information. The nation's use of nuclear technology and systems is increasing and we need to be able to respond to an expanding industry. ONR needs an open, honest dialogue with stakeholders to secure public trust that we are demanding high standards of nuclear safety and security from facility operators now and in the future - in essence, calling the nuclear industry¹ to account.

Our mission

ONR, as an Agency of the Health and Safety Executive (HSE), has regulated the nuclear industry since April 2011. Our changed status, as a new Public Corporation from April 2014, will elevate our profile as the UK nuclear regulator, providing us with increased agility to address the regulatory demands of an expanding industry, holding it to account for the public. Regulating in this way, in the public interest, is the cornerstone of our mission statement. ONR's job is:

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

Our overarching goals

Our published Annual Plans define our priority objectives for the financial year ahead and how we intend to demonstrate our public value in line with our mission statement. We periodically revise our priority objectives to reflect ongoing requirements in nuclear regulation. These are set against three overarching, enduring goals for our organisation, namely:

- A nuclear industry that demonstrably controls its hazards safely and securely;
- Our stakeholders, the public especially, value what we do;
- A culture of continuous improvement and sustained excellence guides all that we do, especially demanding value for money in our work at all times.

1 “Nuclear industry” encompasses the safety and security of the civil nuclear estate, nuclear safeguards, radioactive materials transportation, and the nation's nuclear defence weapons and propulsion systems.

Our audiences

A vast array of people and organisations have the potential to be affected by our work. We cannot reach them all, which is why we target our communications activity on the key opinion formers for nuclear regulation. So, our primary audiences include:

- our staff;
- the nuclear industry;
- “constituencies” or groups with a positive interest in, or who are affected by, nuclear regulation;
- Parliament, Governmental institutions, international institutions and the nuclear industry overseas;
- NGOs.

The wider public and those that inform them, such as the media and social networks, are also a primary audience. Much of what we do has the potential directly, and indirectly to affect wider society, so it is important we demonstrate our accountability and the rigour of our work to these audiences. We reach them largely through our principal audiences (see below).

Reaching our audiences

We want people to value ONR’s work. We will engage with them effectively, openly and transparently by:

- developing an understanding of their hopes, fears and aspirations to inform communications choices that secure maximum impact and are value for money;
- becoming more targeted in our external relations, developing “constituencies of interest” with the media and key opinion formers to facilitate more focused information exchange via our partners in this;
- ensuring our staff understand our core focus in engaging with key stakeholders and are in a position to contribute to this engagement;
- developing appropriate literature, information campaigns, events and other interventions to keep our audiences informed about new developments in regulatory issues;
- forming expert judgements on complex problems and issues and responding reactively when needed.

We place strong emphasis on our **internal communications** to support all ONR staff to achieve our goals. Our strategy for this includes:

- a robust internal communications infrastructure, underpinned by channels and policies that facilitate information exchange and a culture of continuous improvement and professionalism;
- support ONR leaderships aims by communicating to staff ONR's ambitions and goals as a Public Corporation to enable them to work as "One ONR" and regulate the nuclear industry in a consistent, proportionate way in the public interest;
- internal channels, including the ONR intranet, which ensure all ONR staff get timely information they need to do their work efficiently and effectively;
- fully empowered staff to use communications tools to enable them to take responsibility for effective communication in their work to deliver consistent ONR messages;
- promoting ONR as a great place to work: an employer of opportunity and choice.

We will secure a climate of public trust in nuclear regulation through defining clearly our target **external audiences** and the means of reaching them efficiently and effectively, and with maximum impact. Our strategy for this includes:

- a clear narrative articulating ONR's role, purpose and mission to increase understanding of how we work and build public trust in ONR's reputation as a nuclear regulator;
- a clear, consistent brand to ensure we are recognised and respected in our work;
- ensuring ONR portrays a distinct external facing identity in line with our status as a Public Corporation;
- providing communications expertise in ONR's priority areas as set out in our published Annual Plans;
- providing nuclear licensees, duty holders and potential licensees with the right information they need to help them comply with legislation relevant to their activities;
- open and transparent communications with a presumption of disclosure;
- a publication scheme to make information available on our business activity, which includes: an annual report on the nation's nuclear safety and security by the Chief Nuclear Inspector; an annual report & accounts; an openness and transparency charter and information on what we do and how we spend our money.

An operating framework for our communications

We will deliver this ONR communications strategy in a way that is:

- **honest and with integrity:** we will claim recognition for what we do well in safeguarding public trust in nuclear regulation. But we will be equally honest where standards are not acceptable and improvements are needed;
- **open and transparent:** we will provide comprehensive information about nuclear safety and security to the public, subject to any necessary restrictions, using the most appropriate communications channels;
- **cost effective:** all communications will be planned cost effectively. We will reduce costs and duplication by effective planning and partnering with HSE's Communications Directorate, where appropriate;
- **proactive and responsible:** all communications will be targeted and timely, with an emphasis on building positive relationships and trust with stakeholders internally and externally;
- **clear and consistent:** all communications will be in plain English, easily understood with an emphasis on brevity, clearly branded, timely and up to date;
- **approachable:** we will develop ONR's reputation as being a people-based, external-facing and performance-orientated regulator of trust.

Evaluating our communications performance

We want to be open about the impact of this communications strategy and will:

- set out our annual communications plan and key objectives in ONR's published Annual Plans;
- review our annual communications plan and interventions to measure our success – and report our performance in our published Annual Reports;
- continue to develop Key Performance Indicators for our communications work (to align with those of the wider business) and report on these in ONR's Annual Reports so as to drive a high performance in this and show to the public, in a tangible way, how we are performing against our communications objectives in each year.



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Any enquiries regarding this publication should be addressed to:

ONR communications team
Office for Nuclear Regulation
Redgrave Court
Merton Road
Bootle
Merseyside L20 7HS

Email: onr@onr.gsi.gov.uk

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Further information about ONR is available at www.onr.org.uk