



# Our Strategy

**Universally respected for securing confidence  
in nuclear safety and security**

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This has been superseded by 'ONR Strategy 2015 to 2020':  
<http://www.onr.org.uk/documents/2014/onr-strategy-2015-2020.pdf>

# Foreword

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**Nick Baldwin**  
*Chair of ONR*

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As Chair of the Office for Nuclear Regulation (ONR), I am pleased to introduce our new Strategy. As required by the ONR Framework Document, under which we operate as an agency of the Health and Safety Executive, the Strategy sets out our broad medium to long-term vision. However, it is sufficiently flexible to be adapted to the requirements of any future Board created when we become a Statutory Corporation.

Our purpose in ONR, as described in our mission statement, is 'Securing the protection of people and society from the hazards of the nuclear industry'. In this, we ensure the health and safety of both workers at nuclear sites and the wider public. Our core activities to achieve our mission are presented simply in our Plan-on-a-Page (page 10). Our vision to be 'Universally respected for securing confidence in nuclear safety and security' and the Strategy which underpins it is similarly succinct and simple.

It is our intention that the Strategy will inform the ONR Corporate Plan, originally published in August 2011, which will be revised shortly to reflect our strategic direction and recent changes to our organisational structure. In addition, we will produce an Operating Plan for 2012/13 to provide more detail about what we aim to deliver during the year. As the nuclear industry worldwide is undergoing rapid change, it is our intention to review our Strategy regularly to ensure it remains relevant to the environment in which we operate.

We want the Strategy to provide all of our stakeholders with an accessible picture of our vision in the light of the future challenges and opportunities of the nuclear sector. In summary, we see our priorities as being: to improve our efficiency and effectiveness as a regulator; to lead the nuclear industry towards greater openness and transparency by being an exemplar in this area; and using our international credibility to influence improvement in global nuclear safety and security standards. As you will see, these threads run throughout the Strategy.

Establishing ONR as an agency of HSE created an integrated nuclear regulator, encompassing safety, security, safeguards and radioactive materials transport. This was a significant step towards ONR achieving our long-term vision and I look forward to further successes in the future.

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# Strategic context

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## **The nuclear industry, in this country and internationally, is changing rapidly which presents a number of challenges for us.**

These include the:

- assessment of safety cases for potential new nuclear power stations and their potential subsequent licensing, construction, operation and decommissioning;
- changing requirements of ageing nuclear power reactors and the generating companies aim to keep them producing electricity;
- delivery of the decommissioning programme and active management of legacy nuclear plants including high-hazard facilities;
- drive from the international nuclear industry for greater co-operation between regulators, leading to a convergence and harmonisation of regulatory requirements for new and existing nuclear facilities;
- need to improve the regulation of civil nuclear security while acquiring the capability to do so; and
- increasingly competitive global nuclear skills market, which affects our ability to recruit the highly-qualified and experienced staff we require – something which is important given that a significant proportion of our existing inspectors are approaching retirement age.

Overlaying all of these challenges is the public and wider society's concern about the safety, security and health impacts of nuclear power, as well as the potential threats from terrorism and radiation risks. This concern was brought into sharp focus by the events at the Fukushima Nuclear Plant in Japan in March 2011. The concerns of the public and society are reflected in changes in their expectations and interests, and their desire for greater openness and transparency.

Our Strategy shows how we aim to address each of these challenges.

# Our vision

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## Universally respected for securing confidence in nuclear safety and security

Our vision is simple and straightforward. In all that we do we are **‘Universally respected for securing confidence in nuclear safety and security’**.

This means that:

- our work recognises that people want to feel safe and secure from the hazards of the nuclear industry whether they stem from the physical operation of nuclear activities, safeguarding of nuclear material, transport of radioactive materials or the security of nuclear facilities;
- we want everyone, regardless of their views on nuclear power, to feel that we regulate the nuclear industry appropriately and in proportion to the known hazards it presents. We also want to be a trusted source of objective information and advice about the risks and potential consequences of civil nuclear activities;
- we have a positive influence on UK and international nuclear safety and security standards. The hazards presented by nuclear power are possibly more in people’s thoughts now than they have been at any time for the last 25 years. We have an important job to do to ensure nuclear operators in the UK achieve sustained excellence in nuclear safety and security performance, and to take a leading role in securing global nuclear safety and security; and
- as an organisation, our own standards of performance are high and, in carrying out our responsibilities, we are effective and efficient. It is particularly important in the current economic climate that we demonstrate our value to our stakeholders. To achieve high standards of performance, we must have a full complement of highly competent, committed people at all levels, who feel part of ONR’s journey to achieve its vision, and who are proud of the organisation they work for.

# Achieving our vision

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## **We will build on our record of accomplishment to achieve our vision through key activities:**

### **Transforming our organisation**

This involves not only changing the legal identity of ONR from a civil service agency to an independent statutory corporation, but also to improving our effectiveness and efficiency by changing our business philosophy. We want to be a modern organisation that is strategically aligned to the environment in which we operate. In transforming what we do, we want our staff to be world leading in their expertise and proud to be recognised for that.

### **Focusing on delivery**

Having a greater impact on nuclear safety and security through the delivery of our outcomes. These include being more open and transparent in our engagement with all our stakeholders, particularly in the dialogue we have with the public and wider society, those we regulate and our regulatory partners. We will achieve this by: working with a presumption of disclosure; changing and improving our working practices to ensure our stakeholders experience ONR as an integrated and balanced nuclear regulator; influencing the nuclear industry successfully to improve nuclear safety and security; and ensuring the nuclear industry complies with relevant legislation. This includes taking enforcement action that is proportionate, consistent, transparent and independent.

### **Influencing nuclear safety and security**

Building on our existing international reputation to ensure we influence the development of nuclear safety and security standards in the UK and around the world. We will influence those we regulate to encourage them to achieve sustained excellence in nuclear safety and security. We will also enable those who will become nuclear regulators in the future to benefit from the expertise we have acquired from 50 years of regulatory experience.

By these means, we believe ONR will transform into a modern, more dynamic organisation, which is delivery-focused and responsive to the challenges and demands we expect to encounter.

# Transforming our organisation

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**The key to our future success relies on having the right people in the right places, doing the right things. In doing so, we will become the best that we can be and create an organisation that is resilient and fit for the future.**

We will complete our transition to a statutory corporation as intended by the UK government<sup>1</sup>. This will provide the degree of independence we need to operate more effectively and efficiently while still being accountable to all our stakeholders for our decisions, actions and achievements.

We will put the necessary structure, governance, processes and procedures in place. This includes changing our organisational structure from one where we work in separate divisions, to a 'delivery-focused model', in which our work is grouped into programmes that reflect nuclear industry sectors. This will provide greater flexibility enabling resources to be moved quickly in response to changes in demand and priority.

We will become an employer of choice in the nuclear sector by developing a rewards package that will retain existing staff and attract new talent and expertise. This is essential if we are to compete successfully in an increasingly competitive global market for nuclear skills, particularly given that a significant proportion of our existing inspectors are approaching retirement age.

In addition, we will invest in the development of everybody who works for us by providing opportunities for professional and personal development, so they have the skills, knowledge, experience and behaviours required by a delivery-focussed, stakeholder-centric organisation.

In this way, we will achieve a full complement of highly competent, committed people at all levels who feel part of our journey, and are proud of the organisation.

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<sup>1</sup> Ministerial Statement by the Minister for Employment, February 2011  
[www.publications.parliament.uk/pa/cm201011/cmhansrd/cm110208/wmstext/110208m0001.htm#11020828000008](http://www.publications.parliament.uk/pa/cm201011/cmhansrd/cm110208/wmstext/110208m0001.htm#11020828000008)

We will have a 'one organisation' ethos in which we recognise each other's skills, knowledge, expertise and experience, and value the contribution of every person who works for us.

We will provide a clear purpose and direction to ensure everybody knows what is expected of them, are focused on our goals, and are willing to be held accountable for their part in delivering them.



# Focusing on delivery

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**We have a wide variety of stakeholders including: government; other regulators both national and international; the public; special interest groups; the nuclear industry; and society in the widest sense.**

We want all our stakeholders to respect, trust and have confidence in us as an effective regulator of the nuclear industry, regardless of their view of nuclear power.

To do this, we will take an open, transparent and honest approach to our engagement with all stakeholders.

We have listened, and will continue to listen, to stakeholder views about what they want from a nuclear regulator. In response to those views, we will seek ways to improve and deliver more effective and efficient regulation. We will do this by implementing new working practices, developed through our Transformation Programme, which will ensure:

- our resources are allocated to areas with the greatest need within a defined regulatory programme to ensure our regulation is proportionate, targeted primarily on those activities giving rise to the most serious risks, or where the hazards are least well controlled; our regulatory decisions are balanced, consistent, transparent, substantiated and evidence-based; that the programmes are managed in a way that is most efficient and delivers the most effective results.
- we will have an inclusive approach to regulation and operate a policy of presumption of disclosure. We want to lead the nuclear industry in this, as we believe success is essential to achieving our vision of securing confidence in nuclear safety and security.
- we have a culture in which everyone is responsible and accountable for delivering to agreed performance levels, in line with our vision, mission and corporate priorities.

We want to make continuous performance improvement a way of life in ONR.

# Influencing nuclear safety and security

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## **We have an international reputation for excellence and a robust regulatory framework that is built on 50 years of experience of regulating nuclear safety.**

We are recognised by the International Atomic Energy Agency as having a mature, transparent and independent regulatory system, an advanced review process, and highly trained and experienced nuclear inspectors<sup>2</sup>.

We must continue to build on this reputation, to improve our ability to secure nuclear safety and security in the UK and to be a positive influence on the world stage.

We will use our reputation and credibility to influence the development of global nuclear safety and security standards by sharing expertise. This will enable the UK government to fulfill its responsibility to protect its citizens wherever they are in the world. It will also help to secure the protection of the global society from the hazards of the nuclear industry.

We will engage with the UK nuclear industry strategically to influence improvement so that it creates and sustains an excellent safety and security culture, and has the processes and measures in place to demonstrate compliance and assurance.

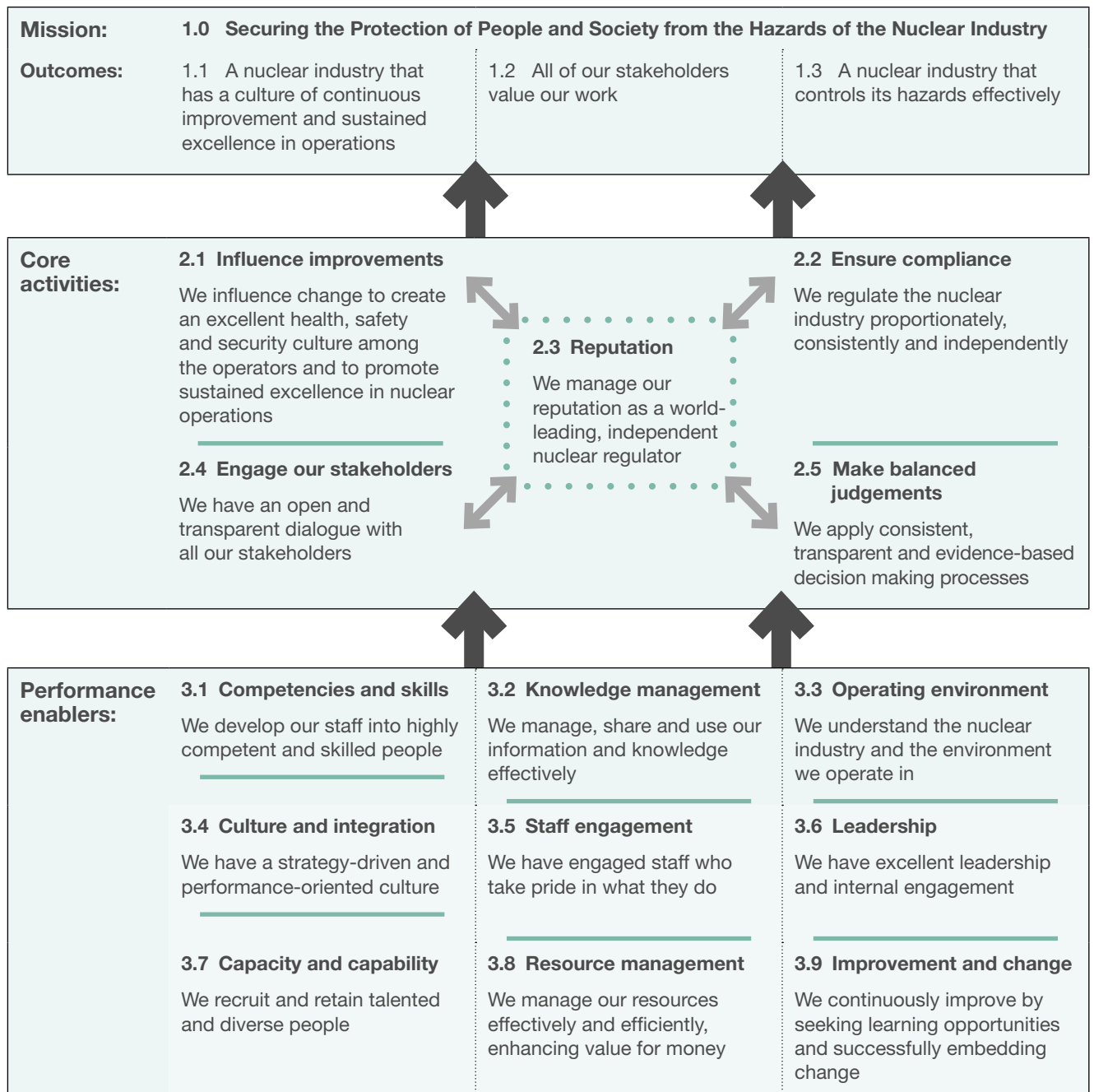
We will work closely with international regulators and other bodies to achieve co-operation, convergence and harmonisation in our approach to international nuclear safety.

To ensure we continuously improve our own regulatory effectiveness we will actively seek opportunities to learn from others. To do this we will willingly recognise and adopt best practice wherever we find it.

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<sup>2</sup> IAEA cited in the Ministerial Statement, May 2011 [www.publications.parliament.uk/pa/cm201011/cmhansrd/cm110518/wmstext/110518m0001.htm](http://www.publications.parliament.uk/pa/cm201011/cmhansrd/cm110518/wmstext/110518m0001.htm)

# Plan-on-a-page



# Resources

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This Strategy sets out our vision for the medium to long term.

The Corporate Plan, published in August 2011, which will be revised in the light of the Strategy, shows the resources and budgets for each of our Operational Programmes. Within this Strategy and the period of the Corporate Plan, we forecast an increase in the number of nuclear inspectors from 220 to 250 by 2015/16, and an increase in our budget from £56 million to £65 million in 2015/16.

## **Stay up to date**

For more information and advice about nuclear safety and security, visit the ONR website at [www.onr.org.uk](http://www.onr.org.uk)



**Office for  
Nuclear Regulation**

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