

An agency of HSE

Office for Nuclear Regulation

Corporate Plan 2011–2015



Securing the protection of
people and society from the
hazards of the nuclear industry

Contents



ONR inspector at Heysham 1 Reactor 2, looking along the common pile cap towards Reactor 1

Foreword	...3
ONR Board	...5
ONR Executive Management Team	...6
ONR Programme Directors	...7
Vision, mission and outcomes	...8
Our approach to delivery – operational delivery programmes	
How do we know we are making a difference?	
Funding	
Outcomes, core activities and performance enablers	...10
Core activities	...11
Operational delivery programmes	...16
Operating Reactors Programme	
Decommissioning Programme	
Nuclear New Build Programme	
Sellafield Programme	
Commercial and Restoration Sites Programme	
Weapons Programme	
Naval Nuclear Propulsion Programme	
Civil Nuclear Security Programme	
Enabling our performance	...29
ONR budget and staff resources	...33

Securing the protection
of people and society
from the hazards of
the nuclear industry

Foreword

Securing the protection of people and society from the hazards of the nuclear industry

The Health and Safety Executive's Nuclear Installations Inspectorate was formed to ensure workers and the public were protected from the hazards of emergent nuclear energy technology. Fifty years on, the Office for Nuclear Regulation (ONR) was launched – on 1 April 2011 – as an agency of the Health and Safety Executive (HSE), pending relevant legislation to create ONR as a statutory corporation. ONR brings together the safety and security functions of HSE's Nuclear Directorate (incorporating the Nuclear Installations Inspectorate, Civil Nuclear Security (CNS) and the UK Safeguards Office). From summer 2011, the Department for Transport's Radioactive Materials Transport Division will join ONR.

Our new status within HSE provides us with the opportunity to become a single, integrated regulator that is responsive to the many, often rapid, changes – economic, commercial, societal, political and technological – which impact on how we regulate the nuclear industry. However, our mission remains the same:

Securing the protection of people and society from the hazards of the nuclear industry

The changing environment of the national and international nuclear industry presents a number of challenges for ONR. These range from the assessment of potential new nuclear power stations and their subsequent licensing, construction,

operation and decommissioning, through the delivery of the decommissioning programme and active management of legacy nuclear plants, to the increasingly competitive global nuclear skills market, which affects our ability to recruit the highly-qualified and experienced staff we need.

The adoption of low carbon energy to respond to concerns about climate change and the need to provide for energy security are considered to be the two greatest energy challenges facing the UK.¹ We at ONR recognise that the public and wider society is concerned about the safety, security and health impacts of nuclear power, as well as the potential threats from terrorism and radiation risks. This was brought into sharp focus by the recent events at the Fukushima Nuclear Plant in Japan. The public's and society's concerns are reflected in changes in their expectations and interests, particularly in relation to the desire for greater openness and transparency.

In recent years we have pushed forward our openness and transparency agenda towards our desired outcome: that all our stakeholders value our work, regardless of whether or not they agree with the principle of nuclear power, or with our regulatory decisions. With our establishment as the Office for Nuclear Regulation, and the greater freedoms that should bring, we intend to accelerate this.² This will involve a significant organisational commitment and further resources,

¹ *Meeting the Energy Challenge – A White Paper on Nuclear Power (2008)*

² *Japanese Earthquake and Tsunami: Implications for the Nuclear Industry Interim Report (2011)*

Foreword

not only to provide more and timely information, but also to produce it in a form that recipients find useful. Additionally, it is our intention to consider creating a new regulatory advisory committee to which we will periodically report our work and seek its views.

At ONR we are committed to achieving our mission by ensuring the UK has a nuclear industry that has a culture of continuous improvement and sustained excellence in operations, and that it controls its hazards effectively. To do this we will ensure compliance with relevant legislation and by influencing the nuclear industry create an excellent health, safety and security culture. We use a number of different enforcement tools for this purpose, including: giving information and advice; using a regulatory permissioning regime, which requires nuclear licensees to seek permission for activities which may affect safety, such as modifications to plant; and formal

enforcement action such as issuing Enforcement Notices.

We have also listened to the views of our key stakeholders, who made it clear that the nuclear regulator needs to be more effective, consistent, integrated, open and transparent and efficient, while maintaining its independence. To achieve this, in 2010/11 we began an ambitious Transformation Programme to address our regulatory effectiveness, operational effectiveness, and the openness and transparency with which we engage our stakeholders. So far, this has concentrated mainly on delivering systems and processes which provide the foundations for the delivery of our core activities. However, for the period of this business plan our concentration will be on fundamental issues such as how to improve our organisation to make ONR agile and responsive to changes in the environment in which we operate. The nature of the programme is predominantly

evolutionary, with the intention of introducing a series of significant changes, in a controlled manner, which will allow us to realise benefits while maintaining the quality and integrity of our core business activities.

This plan marks the start of our journey to become a world-leading nuclear regulator, positioned to effectively and efficiently meet the challenges we face in the 21st century. It is based around our 'plan-on-a-page', which identifies the outcomes we must deliver, our core activities, and the breadth of activities that we will undertake to achieve those outcomes.

During the course of 2011 the ONR Board will be developing a high-level strategy for the organisation. This will enable us to develop a road map for the process of transformation that we are now embarked on. Our next plan will demonstrate the progress we have made and articulate our future development.



Nick Baldwin
Chair of ONR

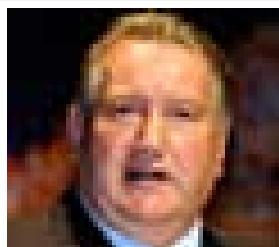


Mike Weightman
HM Chief Inspector of Nuclear
Installations and Head of ONR

ONR – Board



Nick Baldwin
Chair of ONR



Paul Kenny
Non-Executive
Board Member



Kevin Myers
Non-Executive
Board Member



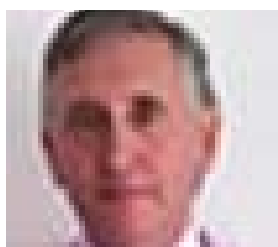
Steve Bundred
Non-Executive
Board Member



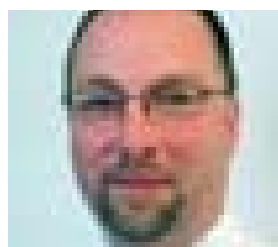
John Crackett
Non-Executive
Board Member



Mike Weightman
HM Chief Inspector
of Nuclear
Installations and
Head of ONR



Jon Seddon
Finance Director



Kevin Allars
Director of
Nuclear New Build



Paul Brown
Chief Operating
Officer



Les Philpott
Secretary of the
ONR Board

ONR – Executive Management Team



Mike Weightman
HM Chief Inspector
of Nuclear
Installations and
Head of ONR



Kevin Allars
Director of
Nuclear New Build



Paul Brown
Chief Operating
Officer



Jon Seddon
Finance Director



Louise Wilson
Head of Human
Resources



Roger Brunt
Transformation
Programme
Director

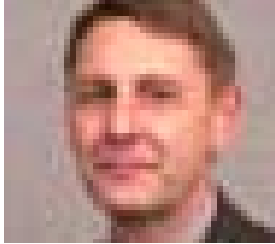







Lise Roberts
Head of
Communications





Les Philpott
Director of
Strategy, Policy
and Governance
Group to the EMT

ONR – Programme Directors

		
Colin Patchett Operating Reactors, Decommissioning and Nuclear New Build Programmes	Mark Bassett Sellafield, Commercial and Restoration Sites Programmes	Derek Lacey Weapons and Naval Nuclear Propulsion Programmes
		
Adrian Freer Civil Nuclear Security Programme	Len Creswell Generic Design Assessment	David Senior Decommissioning, Fuel and Waste Programme

The decommissioning fuel and waste programme is being put in place as part of ONR's restructuring.

ONR – Senior management leads

	
Andy Hall Director of Regulatory and Technical Standards	Alun Williams Head of Strategic Projects

Vision, mission and outcomes

Securing the protection of people and society from the hazards of the nuclear industry

ONR's vision is to become a world-leading nuclear regulator.

Our mission is **Securing the protection of people and society from the hazards of the nuclear industry**. To do this we must achieve three key outcomes:

- A nuclear industry that has a culture of continuous improvement and sustained excellence in operations.
- All of our stakeholders value our work.
- A nuclear industry that controls its hazards effectively.

It is ONR's role to ensure that dutyholders protect people and society from their activities, and provide society with a basis to make decisions about the activities it will or will not tolerate; in short, to secure protection and inspire confidence. This enables the UK to maintain its capabilities in

an industry that it considers to be strategically important to the economy and social infrastructure.

The ultimate purpose of an enforcing authority is to ensure dutyholders manage and control risks effectively, thus preventing harm. The term 'enforcement' has a wide meaning and applies to all dealings between enforcing authorities and those on whom the law places duties (employers, the self-employed, employees and others).

Over the period of this plan, we want to build confidence in the range of measures that are in place to protect people and society from the hazards of the nuclear industry. We will do this through the delivery of our core activities to:

- influence improvements;
- ensure compliance;
- engage our stakeholders;
- make balanced judgements.

Our approach to delivery – operational delivery programmes

ONR is changing the way we are organised from a 'federalised' model, in which we work in a divisional structure, to a 'delivery-focused' model, in which our work is grouped into programmes that reflect nuclear industry sectors. The details of the programmes provided in this plan reflect our

current structure. However, it is our intention to publish an updated version of the plan when the new programme structure is in place. Further information about ONR's current operational delivery programmes and our future structure can be found on page 16.

Vision, mission and outcomes

How do we know we are making a difference?

We are committed to achieving our outcomes, gaining maximum impact from our work and providing more evidence of our achievements. Measuring the impact we have is quite difficult, as the safety and security of the nuclear industry has to come not only from regulation but also from the industry itself. Assessment of our impact on improvements

involves tracking and reporting improvements over time, as well as reporting annually on our performance.

During the period of this plan, we will be improving the indicators we use to identify how successful we are in achieving our outcomes, as well as the range of performance measures that show how well we are managing our business.

Funding

ONR recovers approximately 98% of its running costs from the nuclear industry. The total costs recovered include the costs

incurred by HSE for nuclear-related policy effort, contract management and an ONR per capita HSE corporate overhead charge to cover the cost of items such as IT, accommodation, human resources etc. The remaining 2% is, at present, financed from grant-in-aid. ONR will be exploring, in common with HSE, the feasibility of extending cost recovery to those activities that are excluded currently.



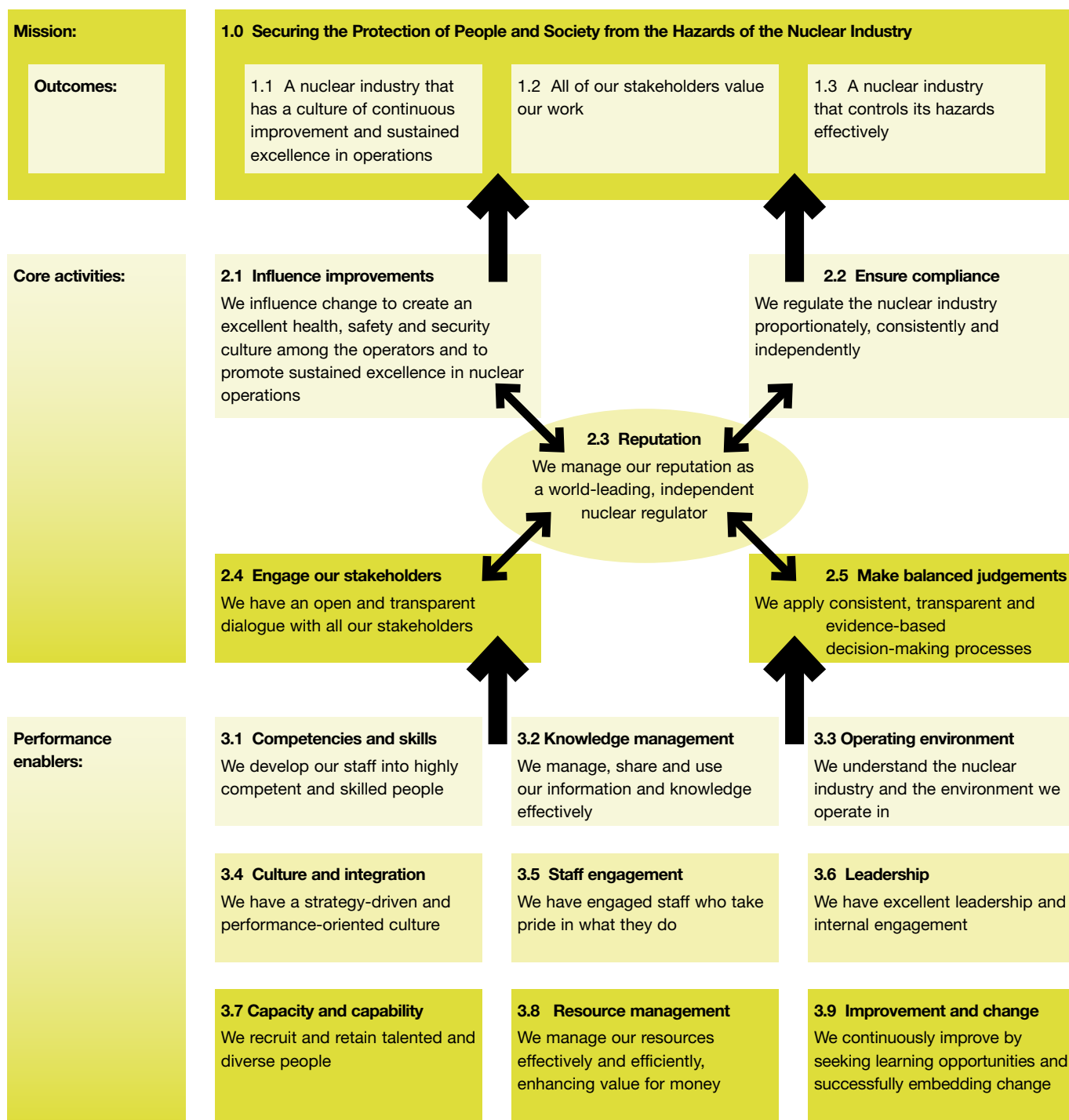
Hinkley Point A, Magnox Ltd

Outcomes, core activities and performance enablers

Below is our 'plan-on-a-page'. This is a strategy map showing the outcomes we want to achieve, the core activities we need to excel at to achieve those outcomes, and our supporting performance enablers. It is ambitious and

represents the ideals to which we aspire.

This is supported by strategic objectives and more detailed operational delivery programme plans.



Core activities

Influence improvements

We influence change to create an excellent health, safety and security culture among the operators and to promote sustained excellence in nuclear operations

What this means:

We want to achieve sustained excellence in nuclear safety and security performance in the UK. This has to come from the industry itself and not only through regulation. It is our role to engage with the

industry strategically, to influence it so it creates an excellent safety and security culture, and to have the processes and measures in place to demonstrate compliance and assurance.

To do this we will:

- assess safety case arrangements through targeted project interventions;
- ensure that licensee proposals to reorganise or change staffing levels do not lead to degradation in safety;
- engage with existing and prospective licensees to ensure they have suitable leadership, organisational structures, management processes, capacity and capability to manage safety;
- undertake a programme of regulatory visits at all appropriate levels to promote the graded approach to security and a programme of continuous improvement;
- provide advice about civil nuclear security matters to

- government departments and contribute subject matter expertise to the International Atomic Energy Agency (IAEA) to support the development of best practice security globally in the civil nuclear industry;
- promote more robust and coherent emergency preparedness in the UK through the Nuclear Emergency Planning Liaison Group (NEPLG) and Nuclear Emergency Arrangements Forum (NEAF);
- promote a coherent safety and security culture with licensees;
- develop and implement a regulatory philosophy and principles which will describe overall how ONR should regulate nuclear safety within the current legislative framework.

Core activities

Ensure compliance

We regulate the nuclear industry proportionately, consistently and independently

What this means:

To ensure the nuclear industry complies with safety and security regulations and international obligations, ONR targets and conducts inspections and assessments primarily on those

activities giving rise to the most serious risks, or where the hazards are least well controlled, and takes enforcement action that is proportionate to the risks.

To do this we will:

- ensure that organisations carrying out prescribed activities have the arrangements and capability in place to fulfil their responsibilities as licensees;
- undertake compliance inspection programmes, including cornerstone inspections³ in accordance with each site inspection plan;
- undertake a security programme to ensure compliance

with Site Security Plans (SSPs), Temporary Security Plans (TSPs), national security vetting procedures, transport security statements and information security within the civil nuclear industry;

- implement proportionate and targeted intervention strategies for non-licensed sites;
- carry out an emergency exercise programme and review performance.

³ A licence condition compliance inspection seeks to gain information on the quality of a licensee's arrangements to comply with the conditions of their nuclear site licence, and other statutory requirements, and their performance in implementing them. Cornerstone inspections are the minimum licence compliance inspections considered necessary to provide assurance of adequate control of nuclear safety by the licensee.

Core activities

Engage our stakeholders

We have an open and transparent dialogue with all our stakeholders

What this means:

To operate effectively we need to engage with all our stakeholders. This will lead to an open, transparent and effective regulatory dialogue with all stakeholder groups

and an open, inclusive approach to regulation. This will be proactive to ensure we brief stakeholders regularly to avoid reactive and defensive responses.

To do this we will:

- develop and publish a stakeholder engagement strategy;
- develop robust stakeholder interaction capability;
- create a communications strategy that is open, transparent and honest. This will include the publication of a range of

documents which detail our decisions and show how they were reached;

- take a customer relationship management approach to establishing feedback mechanisms and to monitor how well ONR is meeting our stakeholders' expectations.

Core activities

Make balanced judgements

We apply consistent, transparent and evidence-based decision-making processes

What this means:

We have to make the best, substantiated, independent, balanced judgements and decisions. This means we have to be consistent, transparent,

objective and evidence-based, and take account of all relevant strategic and technical factors in our prioritisation and decision-making processes.

To do this we will:

- improve the organisational lessons learned from the feedback process to review what we do, feed back information and learn from it;
- undertake a formal review of safety assessment principles to determine whether any additional guidance is necessary in the light of the Fukushima accident, particularly 'cliff edge' effects;⁴
- develop and implement more consistent corporate peer-review arrangements for regulatory decisions;
- document and implement a robust and transparent appeals process;
- constitute independent nuclear safety advisory arrangements to comply with international requirements;
- develop and implement a Programme Management Office;
- implement an improved business management system and ensure compliance with it.

⁴ *Japanese Earthquake and Tsunami: Implications for the Nuclear Industry Interim Report (2011)*

Core activities

Reputation

We manage our reputation as a world-leading, independent nuclear regulator

Although ONR does not exist to enhance its reputation; we have listed it as one of our core activities because it is key to achieving our desired outcome: that 'All of our stakeholders value our work'. We want to be recognised for our professionalism, expertise, integrity and

independence. Not only that; our reputation has a symbiotic relationship with our other core activities: a reputation as a world-leading, independent nuclear regulator will enhance the degree of our influence on the nuclear sector within the UK and across the world.

What this means:

To give all of our stakeholders confidence in the regulation of the nuclear industry we need to ensure that we are seen as a credible, professional, effective and independent nuclear regulator when judged against other regulatory organisations. We play a leading role internationally and domestically with UK licensees

and dutyholders, for example our international role includes giving specialist assistance to the IAEA, the Organisation for Economic Co-operation and Development's Nuclear Energy Agency and Euratom. In the UK, our work will include establishing a cross-industry forum to review important strategic issues.

To do this we will:

- devise a strategy to co-ordinate and maintain our reputation through government relations and international work;
- contribute to standards development;
- influence policy development and policy making in Government;
- promote our corporate identity, personality and values to create a more integrated nuclear regulator which encompasses fully the

safety, security and safeguards aspects of our organisation;

- engage positively in international forums on nuclear safety and security, seeking to promote UK standards and approaches wherever possible;
- address the recommendations of the IAEA Integrated Regulatory Review Service (IRRS) Mission to the UK as part of our Transformation Programme.

Operational delivery programmes



AWE Orion target chamber, crown copyright

At present, ONR has eight operational delivery programmes which are the responsibility of four ONR divisions:

- Operating Reactors
- Decommissioning
- Nuclear New Build
- Sellafield
- Commercial and Restoration Sites
- Weapons
- Naval Nuclear Propulsion
- Civil Nuclear Security

Cross-cutting operational services input to each of the programmes.

During the first half of this plan we intend to restructure our organisation to align our programmes more closely with the various aspects of the nuclear industry. The new programmes will be:

- Civil Nuclear Reactors
- Sellafield
- Decommissioning fuel and waste
- Defence

Responsibility for the programmes will no longer be organised within a divisional structure; each will be the responsibility of a programme director.

As before, cross-cutting operational services will input to

each of the programmes. These services will include radioactive materials transport and some aspects of security. They will be supported by a new Programme Management Office, which we aim to have in place by April 2012.

The new operating model will enable more flexible ways of working, allowing resources to be moved quickly between programmes in response to operational demands.

The following pages provide a high-level insight into the purpose of each of ONR's current programmes and their key deliverables. We do not intend to provide a detailed view of what each programme is setting out to achieve during the period the ONR Corporate Business Plan 2011–2015 covers. This information is contained in more detailed in-year programme plans.

ONR engages with dutyholders to ensure they have an understanding of the implications of our plans. However, the programme plans will vary in response to changes within the nuclear industry, eg increased activity in relation to new build, or changes in the planned reduction of the existing nuclear fleet.

Operating Reactors Programme

Purpose

To regulate the operation and maintenance of all generating nuclear power stations and ensure the ongoing safety and protection of the public and stations' employees against nuclear hazards.

Key deliverables

- Regulate generating power stations against the 36 licence conditions:
 - Complete all 12 cornerstone licence condition inspections once every 12 months.
 - Complete all non-cornerstone licence condition inspections once every 36 months.
- Clear all issues that are the responsibility of the Operating Reactors Programme in accordance with their associated priority and mitigation plan.
- Evaluate and permission proposals to deal with emergent work arising at any of the generating stations.
- Support British Energy and Magnox Ltd agreed work plans in relation to planned outages.
- Engage with licensees on their lifetime management programmes.
- Regulate all Category 1 issues.⁵
- Develop, implement and deliver all interventions that are the responsibility of the Operating Reactors Programme in accordance with their associated priority and mitigation plan.

Key performance indicators

- Progress of cornerstone inspections against the agreed annual plan.
- Progress of all non-cornerstone inspections against the agreed annual plan.
- 80% of all interventions cleared in accordance with the agreed mitigation plan.

Budget

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Budget	£8 804 865	£8 152 912	£7 988 299	£7 980 878	£7 980 883	£7 984 831

Staff resource

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total FTE	55.22	54.56	55.48	55.48	55.48	55.48

⁵ The highest safety category assigned to proposals produced by the licensee.

Decommissioning Programme

Purpose

To regulate the operation and maintenance of all defuelling and decommissioning reactors, except Calder Hall, to ensure ongoing safety and protection of the public and stations' employees against nuclear hazards.

Key deliverables

- Regulate the decommissioning and defuelling reactors in a proportional manner against the 36 licence conditions:
 - Complete relevant cornerstone licence condition inspections once every 12 months.
 - Complete all non-cornerstone licence condition inspections once every 36 months.
- Clear all issues that are the responsibility of the Decommissioning Programme in accordance with their associated priority and mitigation plan.
- Evaluate and permission proposals to deal with emergent work at any of the decommissioning and defuelling stations.
- Assess Magnox plans for defuelling and taking Trawsfynydd and Bradwell into early care and maintenance.
- Regulate all Category 1 issues.
- Develop, implement and clear all interventions that are the responsibility of the Decommissioning Programme in accordance with their associated priority and mitigation plan.

Key performance indicators

- Progress of cornerstone inspections against the agreed annual plan.
- Progress of all non-cornerstone inspections against the agreed annual plan.
- 80% of all interventions cleared in accordance with the agreed mitigation plan.

Budget

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Budget	£2 038 191	£2 010 282	£1 964 381	£1 979 615	£1 979 616	£1 980 696

Staff resource

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total FTE	13.07	14.17	14.92	15.17	15.17	15.17

Nuclear New Build Programme

Purpose

To deliver both the Generic Design Assessment (GDA) and the Licensing and Permissioning of New Civil Nuclear Reactor Sites under a single programme.

While the programme is situated in ONR, it has a significant interface with the Environment Agency. Most of the governance arrangements are managed jointly by both regulators, and many of the interactions with stakeholders are joint-badged and managed.

Key deliverables

■ ONR intended that the GDA work necessary to make decisions on whether to provide interim design acceptance confirmations (DACs) and to publish the supporting technical assessment reports, any GDA issues and the Requesting Parties' (RPs') Resolution Plans, would be completed by June 2011. It remains our intention to publish the GDA issues and the RPs' Resolution Plans in summer 2011. Interim DACs will be provided by 31 December 2011, but only if ONR is content that the outcomes of the Chief Inspector's report on the events in Fukushima have been taken into account.

■ Completion of the assessment to allow the clearance of the GDA issues, including any associated with the findings from the Chief Inspector's report and the issue of final DACs and supporting documentation, will depend on the timescales set out in the RPs' Resolution Plans. This also depends on funding being available for full cost recovery, and on the will of RPs to close out the GDA issues.

■ Commence second tranche of GDA mid/late 2012. The timescale depends on a request being received from the Department of Energy and Climate Change (DECC) being accepted by ONR, and resources being available to start work.

■ Provide the nuclear site licence for Hinkley Point C, Wylfa B, Sizewell C and Sellafield new reactor sites. Timescales are dependent on receipt of the licence applications.

■ Provide consent, under the conditions attached to the nuclear site licence, for construction activity at Hinkley Point C1 (not related to the nuclear island); Hinkley Point C2 (not related to the nuclear island); Wylfa 1 (not related to the nuclear island); and Wylfa 2 (not related to the nuclear island).

■ Provide consent, under the conditions attached to the nuclear site licence, for nuclear island safety-related construction at Hinkley Point C1. All GDA issues for that reactor type will need to be resolved to the regulators' satisfaction before this consent can be issued. Timescale expected to be late 2012.

Key performance indicators

- Stakeholder satisfaction/ comments on robust, independent regulatory decisions and delivery, while also recognising an open and transparent process and communications.
- Timely delivery to RPs of the GDA issues for each design in the summer of 2011 and then, once all GDA issues have been resolved, the final DACs.
- Timely publication of GDA Step 4 reports, signifying the end of the assessment of the generic safety cases.
- Licences and consents delivered to time (subject to production of quality and timely pre-requisites by potential and then actual licensees).

Budget

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Budget	£19 647 581	£15 230 266	£14 901 411	£15 824 913	£16 229 924	£16 419 606

Staff resource

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total FTE	81.69	87.99	98.14	103.96	106.12	106.77

Sellafield Programme

Purpose

To ensure that people and society are being protected from the nuclear and radiological hazards on the Sellafield and Windscale licensed sites.

The programme vision is that the operator of the Sellafield site achieves sustained excellence in nuclear safety, security, safeguards and waste management performance with a view to the short, medium and long terms, and that all relevant stakeholders are working with each other to enable this.

Key deliverables

- This programme is divided into four sub-programmes:
 - Spent Fuel Management and Mox
 - Waste and Effluent
 - Decommissioning
 - Infrastructure
- In addition there are four cross-programme strategic themes: Leadership and Management;

Safety Cases; Engineering; and Operational Safety.

- Interventions that are necessary to achieve progress with the programme have been identified. The key deliverables are those interventions agreed as high priority and incorporated within the programme plan.

Key performance indicators

- ONR judges that Sellafield has achieved sustained improvements in its nuclear safety, security, safeguards and waste management performance, using evidence arising from ONR's interventions and that provided by Sellafield.
- Sellafield has developed and implemented improvement plans addressing recognised shortcomings that challenge the programme vision.

- Sellafield has developed and is implementing safe, secure and timely hazard and risk reduction plans for the Sellafield site.

- Sellafield has developed and is implementing safe, secure and timely plans for the site that meet the needs of national waste management and nuclear material strategies and programmes, agreed by all relevant stakeholders.

Budget

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Budget	£6 067 162	£6 232 691	£7 602 372	£8 162 707	£8 132 360	£7 305 029

Staff resource

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total FTE	46.45	47.60	59.24	63.85	63.61	56.86

Commercial and Restoration Sites Programme

Purpose

To ensure that people and society are being protected from the nuclear and radiological hazards at commercial nuclear licensed sites.

The programme vision is that the operators of these sites achieve sustained excellence in nuclear safety, security and safeguards performance, and all relevant stakeholders are working with each other to enable this.

Key deliverables

- We will work to ensure that these commercial sites achieve appropriate levels of nuclear safety performance through:
 - safety case-based licence compliance inspections and targeted project-based inspections;
 - outcome-focused interventions seeking specific improvements;
 - proportionate and targeted follow-up and investigation of events;
 - improvements in safety cases to support permission activities;
 - adequate, timely and proportionate periodic safety reviews;
 - development and implementation of agreed safety performance indicators;
- licensees' development of integrated radioactive waste cases.
- The regulatory resources allocated to these commercial sites are broadly proportionate to the lower levels of risk they present. For each of these sites we have identified interventions that are necessary to achieve progress with the programme. The key deliverables are those interventions agreed as high priority and incorporated within the programme plan.

Key performance indicators

- Licensees' legitimate commercial ambitions and NDA strategies are facilitated by effective and efficient nuclear safety regulation and licensing arrangements.
- ONR judges that these licensees are achieving sustained improvements in their nuclear safety, security and safeguards performance using evidence arising from ONR's interventions and that provided by the licensees.

Budget

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Budget	£1 337 719	£1 241 770	£1 321 880	£1 320 426	£1 320 427	£1 321 200

Staff resource

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total FTE	10.81	10.04	10.87	10.87	10.87	10.87

Weapons Programme

Purpose

To deliver effective regulation of activities on the Aldermaston and Burghfield nuclear licensed sites. The Atomic Weapons Establishment (AWE) manages the sites to provide and maintain the warheads for the UK's nuclear deterrent. AWE's work is undertaken on behalf of the Ministry of Defence (MoD).

Over the period of this plan we will ensure that the potential implications of the Government's Strategic Defence Spending Review (SDSR) on the safety of AWE's current and future operations are fully considered.

In recognition of the nature of the activities and the division of regulatory responsibilities on the sites, intervention strategies are developed and agreed with the Defence Nuclear Safety Regulator (DNSR) of MoD in accordance with the HSE/MoD Memorandum of Understanding.

Key deliverables

- Complete compliance inspections, including cornerstone inspections, in accordance with the Integrated Intervention Strategies for a number of portfolios on the Aldermaston and Burghfield sites.
- Permission the staged construction of a number of major projects, including Mensa, Hydrus and Pegasus on the Aldermaston and Burghfield sites, including the construction, process installation and commissioning of these facilities.
- Ensure, through the Weapons Intervention Strategies, that improvements are made to existing process facilities in line with the periodic safety reports carried out by the licensees.
- Ensure AWE maintains adequate progress in complying with the HSE specification put in place to secure an adequate intermediate level waste processing and storage facility.
- Establish the potential impact of the Government's SDSR on the current and future operations of AWE at Aldermaston and Burghfield.
- Ensure AWE responds appropriately to any impact of the SDSR to identify the need to maintain, and where necessary improve, existing facilities where the operational life of the facilities may need to be extended.
- Assess the safety cases submitted by AWE in support of either the stage release of specific project milestones or modifications to existing facilities.
- Satisfy government requirements with respect to Freedom of Information legislation, noting the sensitivity of the defence-related information that may need to be considered for release.
- Ensure AWE develops an adequate internal regulation capability.

Key performance indicators

- Progress of cornerstone inspections against the agreed 2011/12 plan.
- Progress of all non-cornerstone inspections against the agreed 2011/12 plan.

Budget

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Budget	£3 215 168	£3 642 729	£3 819 850	£4 022 400	£3 850 974	£3 620 045

Staff resource

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total FTE	26.32	29.29	31.37	33.05	31.66	29.76

Naval Nuclear Propulsion Programme

Purpose

To deliver effective and proportionate regulation of the range of defence-related sites that support the UK's fleet of nuclear-powered deterrent and hunter-killer submarines.

To regulate activities at a number of non-licensed sites under the Health and Safety at Work etc Act 1974 and relevant statutory provisions, principally the Ionising Radiations Regulations 1999, the Radiation (Emergency Preparedness and Public Information) Regulations 2001 and the Management of Health and Safety at Work Regulations 1999.

The overall objective of the programme is to ensure that operators have made, and are implementing, adequate arrangements for complying with all relevant legislation, are suitably resourced, understand the hazards and threats they are dealing with, and are committed to the adoption of good practice and continuous improvement.

In recognition of the nature of the activities and the division of regulatory responsibilities on the sites, intervention strategies are developed and agreed with MoD's DNSR in accordance with the HSE/MoD Memorandum of Understanding.

Key deliverables

Devonport

- Refuelling of the remaining Vanguard submarine in 9 Dock (2012–15).
- Defuelling of S and T class submarines in 14 Dock (2012 onwards), after satisfactory permissioning of the revised 'future nuclear facilities' safety cases (2011/12).
- Complete the programme for periodic review of the safety cases (2011–14).

Barrow

- Safe commissioning and power range testing of Boat 2 (mid-2011), Boat 3 (2013) and Boat 4 (2015).
- Assess the revised hazard identification and risk evaluation of the hazards from the nuclear propulsion plant while on the Barrow site (mid-2011) and monitoring implementation of any revised emergency arrangements both on- and off-site (late 2011).

Rolls Royce Derby

- Periodic review of safety (PRS) – safely operate existing or replacement plant developed under the RRMPOLE core production capability (CPC) contract (2012).
- Ensure plant safety cases developed to modern standards, deploying suitable methodologies (2012).

- Maintain a safe and viable NGNPP core test facility at the Neptune site, consistent with UK strategic requirements (2014).

Rosyth

- Removal of the radioactive resin from the site at earliest opportunity (currently scheduled for 2017).
- Partial delicensing of the site in 2012 (subject to decision on the submarine dismantling strategy by MoD).
- Full delicensing in 2017 (subject to outcome of the above deliverables).

Clyde

- Monitor implementation of revised management arrangements for Coulport site (mid-2011) and assess organisational change proposals for Faslane (2011–13).

Vulcan

- Ensure that strategies for defuelling, post-irradiation fuel examination and site decommissioning are compliant with relevant legislation and consistent with decommissioning of the adjacent Dounreay site (2011–16).

Naval Nuclear Propulsion Programme

Key performance indicators

■ Progress of cornerstone inspections against the agreed 2011/12 plan.

■ Progress of all non-cornerstone inspections against the agreed 2011/12 plan.

Budget

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Budget	£1 684 760	£1 948 984	£2 296 239	£2 192 347	£2 082 537	£1 850 591

Staff resource

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total FTE	14.04	15.91	19.08	18.26	17.37	15.47



Astute under construction, BAE Systems

Civil Nuclear Security Programme

Purpose

To regulate security in the civil nuclear industry in accordance with the Nuclear Industries Security Regulations 2003 (NISR03) and to prevent the theft or sabotage of nuclear material and/or the sabotage of nuclear facilities.

As the designated competent authority, Civil Nuclear Security also provides advice to Government on matters relating to civil nuclear security at home and abroad and provides subject matter experts, on request, on behalf of the UK to international organisations associated with nuclear security, including IAEA.

Key deliverables

Site security

- Ensure all civil licensed nuclear sites, and where appropriate all tenants on such sites, maintain SSPs.
- Conduct a programme of routine and no-notice compliance inspections at all civil licensed nuclear sites and make sure that any follow-up action is co-ordinated and monitored.
- Ensure that all sites conduct an annual counter-terrorist exercise and assess performance as appropriate.
- Log, record and investigate all reports made under regulation 10 of NISR03 and make sure that any follow-up action is co-ordinated and monitored.

Information security

- Prevent the theft or disclosure of all sensitive nuclear information.
- Conduct a programme of routine and no-notice inspections to ensure compliance.
- Accredite all IT systems in use in the civil nuclear industry.
- Monitor the workings of classified contracts awarded by civil nuclear operators.
- Maintain a programme of formal briefings to ensure the civil nuclear industry remains aware of the threat to information security.
- Log, record and investigate all reports made under regulation 22 of NISR03 and make sure that any follow-up work is co-ordinated and monitored.

Personnel security (vetting)

- Provide a vetting service, in keeping with the National Security Vetting (NSV) system, for all permanent employees and contractors in the civil nuclear industry.
- Ensure that the ONR HSE contract with the Defence Vetting Agency (DVA) for NSV investigative casework provides the service intended and value for money.
- Implement current guidance with regard to the handling of appeals against vetting decisions.
- Provide advice to the civil nuclear industry on baseline personnel security standard clearances and retain jurisdiction over designated categories of clearance.

Transport security

- Maintain a register of Approved Class A and Class B Carriers.
- Conduct a programme of routine and no-notice compliance inspections of Class A and Class B Approved Carriers and ensure that any follow-up action is co-ordinated and monitored.
- Ensure that candidate Approved Carriers meet the required standards before approvals are granted.
- Co-ordinate and approve the move of all Category I nuclear material in keeping with the Convention on Physical Protection of Nuclear Material.
- Monitor and record the movement of all civil nuclear material covered by NISR03 by road and rail in the UK.
- Issue import licences for all nuclear material imported to the UK from countries outside the European Community.

Civil Nuclear Security Programme



Sizewell B, EDF Energy

- Log, record and investigate all reports made under regulation 18 of NISR03 and make sure that any follow-up work is co-ordinated and monitored.

Uranium enrichment collaboration

- Act as the UK's competent national authority for uranium enrichment collaboration within the meanings of the Treaty of Almelo, the Treaty of Washington and the Treaty of Cardiff.
- Attend all meetings of the SCWG, QWG and QSWG (Security Classification, Quadripartite and Quadripartite Security Working Groups), chairing each when the UK is required to do so.
- Attend the JC and the QC, on invitation, to report security developments and matters of security policy and interest associated with the collaboration.
- Ensure that the effective monitoring of all personnel security (vetting) clearances occurs through the Accreditation Database.
- Enforce the Uranium Enrichment Technology (Prohibition of Disclosure) Regulations 2004.

Support to Government

- Provide advice to nuclear security policy officials in DECC.
- Advise Cabinet Office and Foreign and Commonwealth Office officials on civil nuclear security matters at home and abroad.
- Provide subject matter experts to the IAEA to contribute to the development of nuclear security guidance.
- Participate in IAEA IPPAS (International Physical Protection Advisory Services) missions to help promote global best practice in nuclear security.

Support to new build

- Provide security advice to the ONR co-ordinated GDA process.
- Contribute to the security of nuclear new build construction sites and those operational nuclear installations adjacent to such sites.

Closure of Civil Nuclear Security Harwell office

- Implement the orderly closure of the office at Harwell in March 2012.
- Relocate all roles and responsibilities from Harwell to Redgrave Court, apart from those Nuclear Security Inspectors who can make a business case to be based at the ONR office in St James's House, Cheltenham.

Key performance indicators

- Conduct an annual review of the Nuclear Industries Malicious Capabilities (Planning) Assumptions (NIMCA) informed by an annual threat assessment provided by the Joint Terrorism Analysis Centre (JTAC).
- Conduct an annual review of all SSPs and ensure that TSPs are introduced and approved in a timely fashion.
- Maintain a programme of routine and no-notice compliance inspections across all sites and all protective security disciplines.
- Ensure an appropriate response to all reports made under regulations 10, 18 and 22 of NISR03.
- Ensure that all NSV applications and revalidations occur within mandated timelines.
- Conduct two briefings each year to raise security awareness among senior managers in the civil nuclear industry.
- Complete the annual programme of work under the Standing Committee on Police Establishments (SCOPE).
- Submit an annual report to the Secretary of State on 'the State of Security in the Civil Nuclear Industry and the Effectiveness of Regulation'.
- Ensure full recovery of all costs from the civil nuclear industry and from DECC as appropriate.

Budget

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Budget	£4 164 762	£5 428 357	£4 184 926	£4 029 743	£4 072 954	£4 072 954

Staff resource

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total FTE	37.12	37.16	37.41	38.16	38.66	38.66

Enabling our performance

Here we have described the activities that will enable the performance of our core activities and the achievement of our desired outcomes.

Competencies and skills

We develop our staff into highly competent and skilled people

What this means:

To make the right regulatory decisions and gain a reputation for integrity we rely on a highly competent and skilled team. We have to make sure that we invest in the development of all our people so they have the appropriate skills, knowledge, experience and behaviours for a world-leading nuclear regulator. The organisation will be aligned so that all staff know their role in the organisation and how they contribute to the strategic vision.

To do this we will:

- establish a competency and career management framework for ONR as a 21st century regulator;
- develop inspection staff to undertake the regulatory engagement strategy;
- provide inspection staff with the 'softer' skills and behaviours necessary to implement the regulatory strategy and operate the leverage model successfully;
- develop a learning and development framework for all staff to provide the skills necessary to achieve our strategic objectives.

Knowledge management

We manage, share and use our information and knowledge effectively

What this means:

We have to collect the right information and make sure we share and use it to inform and guide our decision making. If we manage our knowledge well it should help us set the right standards and use our systems (eg business management system) to regulate better and more consistently. We therefore also need fit-for-purpose IT systems in place to support the management, sharing and use of our information and knowledge. The major challenge we are facing at the moment is that many key people are reaching retirement age soon and we have to ensure that we retain our core knowledge.

To do this we will:

- address demographic challenges by reviewing the current arrangements for capturing and transferring knowledge as well as bringing in new knowledge.

Enabling our performance

Operating environment

We understand the nuclear industry and the environment we operate in

What this means:

We have to understand the environment we operate in. This involves understanding the political and societal environment as well as the commercial environment the nuclear operators work in. Understanding their points of view as well as those of other stakeholders will enable us to engage with our stakeholders from an informed perspective. This includes conducting our own research to better understand our environment. We also need to be aware of future developments in the nuclear sector in terms of such things as technology advancements, new entrants, political and social changes and any potential changes in the UK nuclear sector.

To do this we will:

- develop and implement a strategic research programme together with a process for sharing this information;
- create and implement UK and international secondment and industry engagement strategies;
- develop an overarching strategy to gather intelligence about the wider operating environment – political, economic and societal.

Culture and integration

We have a strategy-driven and performance-oriented culture

What this means:

We need to create a culture in which staff are responsible and accountable for delivering on agreed performance levels in line with corporate priorities. We want to move away from a site-oriented approach to regulation and towards a programme-oriented approach, whereby resources are allocated to areas of greatest need within a defined regulatory programme and managed in a way designed to deliver the most effective results.

To do this we will:

- create more clarity about roles and responsibility and accountability, including a clear line of sight to how individual objectives are linked to our corporate priorities.

Enabling our performance

Staff engagement

We have engaged staff who take pride in what they do

What this means:

We want a workforce that feels part of a corporate journey and takes pride in their work. We want morale and job satisfaction to be high and we want everyone in the organisation to feel part of the same team.

To do this we will:

- develop and implement an internal communications and engagement strategy for more effective two-way engagement.

Leadership

We have excellent leadership and internal engagement

What this means:

We need to be good at internal communication and we need excellent leaders in the organisation, especially during major change initiatives and the uncertainty that comes with them. It is critical that employees feel informed and led. We therefore need to make sure we have the right management, leadership and communication skills, especially among senior and middle managers.

To do this we will:

- undertake a review of leadership skills across the directorate;
- identify potential leaders and put a programme in place to develop their potential;
- develop a dynamic leadership team that is united behind the corporate objectives, priorities and values, and is able to communicate these to everyone.

Capacity and capability

We recruit and retain talented and diverse people

What this means:

We have to recruit a large number of new staff over the next few years and need to ensure we retain the talented people we already have. For this to happen it is important that we create the right conditions, ie good career progression prospects, clear succession planning and talent management, and an organisation in which diversity is embraced and appreciated.

To do this we will:

- implement an organisational design and resource modelling guide to recruitment and talent management.

Enabling our performance

Resource management

We manage our resources effectively and efficiently, enhancing value for money

What this means:

We have to ensure we manage our resources well to sustain effective, efficient and value-for-money safety and security regulation in Britain. This will require us to be clear on the skills we have and need and to match these, through a formal and consistent process, with the demands of ONR.

To do this we will:

- develop the model to allocate resources across ONR in a dynamic and responsive way;
- implement a performance challenge function and review framework.

Improvement and change

We continuously improve by seeking learning opportunities and successfully embedding change

What this means:

We need to embed the change and development work associated with new working practices and make continuous improvement a way of life.

To do this we will:

- take forward the Transformation Programme to improve regulatory and organisational effectiveness as well as openness and transparency;
- implement the recommendations from 'Japanese Earthquake and Tsunami: Implications for the Nuclear Industry Interim Report (2011)';
- work towards achieving ISO 9001:2008 certification for our business management system;
- establish a process to implement improvement, change and best practice across ONR to achieve a continuous improvement and learning culture (post-transformation).



ONR inspector at Heysham 1 Reactor 2 boiler tops, looking towards the refuelling machine connected to Reactor 1

ONR budget and staff resources

Organisation budget by year

Below is the budget and staffing forecast for ONR, including those services that have not been represented in the

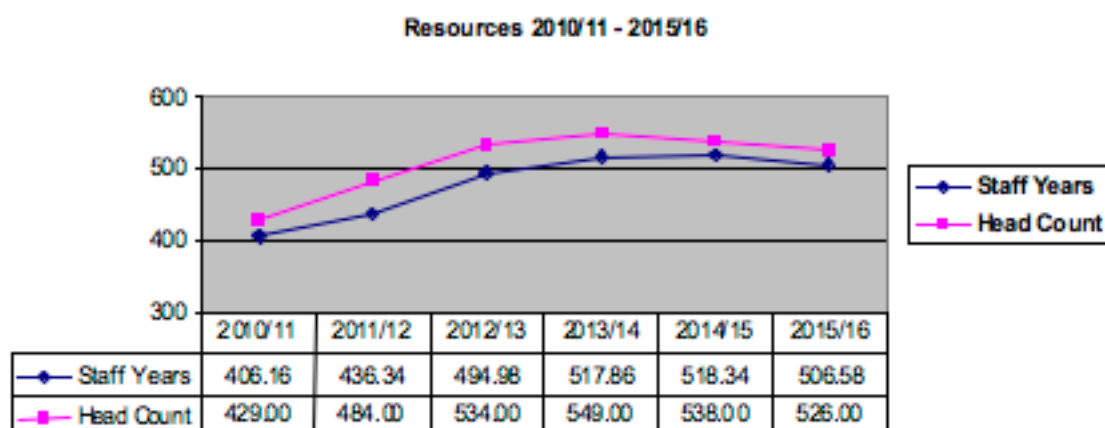
individual programme budgets and resources, eg cross-cutting operational and corporate services functions.

BUDGET	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Payroll	£28 307 760	£31 012 690	£36 825 073	£38 686 519	£38 837 164	£37 905 822
Staff substitutes	£2 745 000	£2 155 000	£0	£0	£0	£0
GAE	£3 894 016	£4 159 228	£4 617 864	£4 851 289	£4 870 180	£4 753 390
Programme	£15 883 806	£10 377 179	£9 224 088	£9 224 088	£9 224 088	£9 224 088
Nuclear Safety Studies	£14 591 631	£9 226 929	£7 931 913	£7 931 913	£7 931 913	£7 931 913
Nuclear Safety Research	£400 000	£400 000	£400 000	£400 000	£400 000	£400 000
ILW/EA Support	£200 000	£200 000	£200 000	£200 000	£200 000	£200 000
DVA Programme	£692 175	£550 250	£692 175	£692 175	£692 175	£692 175
HSE overheads	£9 282 317	£9 970 407	£11 307 170	£11 829 248	£11 840 604	£11 572 391
Cost of capital	£626 500	£626 500	£626 500	£626 500	£626 500	£626 500
Security vetting	£14 225	£14 225	£14 225	£14 225	£14 225	£14 225
Health surveillance	£9 000	£9 000	£9 000	£9 000	£9 000	£9 000
Personal protective equipment	£14 500	£14 500	£14 500	£14 500	£14 500	£14 500
HR recruitment	£230 442	£230 442	£230 442	£230 442	£230 442	£230 442
Harwell Estate	£220 000	£220 000	£220 000	£0	£0	£0
Library & Information Services	£250 000	£250 000	£250 000	£250 000	£250 000	£250 000
Research Procurement Support	£160 300	£160 300	£160 300	£160 300	£160 300	£160 300
Harwell closure/relocation	£0	£1 280 000	£0	£0	£0	£0
Restack/security upgrade	£0	£1 000 000	£0	£0	£0	£0
TOTAL	£61 637 866	£61 479 471	£63 499 162	£65 896 111	£66 077 003	£64 760 659

ONR budget and staff resources

Staff resource

Staff years and head count



Staff years by job band

Job band	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Senior Civil Servants	6.47	8.22	9.47	9.47	9.47	9.47
B1	23.11	24.26	27.61	27.61	27.61	27.61
B2	116.15	121.06	139.01	149.26	154.76	158.76
B3	119.82	143.75	190.50	199.97	194.95	179.19
B4	12.13	14.13	19.96	23.13	23.13	23.13
B5	33.67	31.95	31.78	31.78	31.78	31.78
B6	76.31	76.47	76.64	76.64	76.64	76.64
Staff subs	18.50	16.50	0.00	0.00	0.00	0.00
TOTAL	406.16	436.34	494.98	517.86	518.34	506.58